



REPORT TO COUNCIL

**TO:** Richmond City Council  
**FROM:** Cllr. Steves, Chair  
Parks, Recreation and Cultural Services  
Committee  
**DATE:** January 27<sup>th</sup>, 2005  
**FILE:** 01-0100-20-PRCS-  
01/2005-Vol 01  
**RE:** COMMUNITY WORKING GROUP REPORT

The Parks, Recreation and Cultural Services Committee, at its meeting held on Tuesday, January 25<sup>th</sup>, 2005, considered the attached report, and recommends as follows:

COMMITTEE RECOMMENDATION –

***That:***

- (1) the practice of community-based recreation service delivery in Richmond and the partnership between the City and the Community Associations in the delivery of these services, be reaffirmed without prejudice to the Community Working Group recommendation;***
- (2) the Community Working Group report (dated January 14<sup>th</sup>, 2005 from the General Manager, Parks Recreation and Cultural Services) be received for information and referred to staff for further analysis including the development of an action plan that will allow for a phased transition;***
- (3) the Community Working Group be disbanded with thanks;***
- (4) the recommendations be considered for incorporation into the Parks Recreation and Cultural Services Master Plan where appropriate;***
- (5) staff report back to Committee on the scheduling and cost of a financial analysis related to the implementation of the recommendations of the Community Working Group;***
- (6) in recognition of the importance that service agreements play in the overall implementation strategy, staff report back to Committee on the possibility of advancing the service agreement frameworks; and***
- (7) the concerns and recommendations submitted by the various community groups involved in the Community Working Group report be summarized and brought forward to be addressed.***

Cllr. Steves, Chair  
Parks, Recreation and Cultural Services Committee

Attach.

VARIANCE

Please note that Committee added Parts 1,5,6,and 7 above.

## Staff Report

### Origin

In February 2003, Richmond City Council received a report from staff outlining issues relating to the current Parks, Recreation and Cultural Services delivery system and a proposal for changes that included a Community Involvement Model, Planning Framework and Proposed Service Delivery System renewal. Council directed staff to seek community feedback on these proposed changes.

From the February report, the following six key Guiding Principles for changes to the delivery system were adopted:

1. Ensure the City's ability to meet Community Needs
2. Ensure that Customer Service is enhanced
3. Value and encourage Community Involvement
4. Value effective Partnerships
5. Ensure Financial Sustainability
6. Provide a policy framework to guide decision-making

Between February and April 2003, staff conducted a variety of meetings with affiliated community partners and community members. Over 450 individuals and 22 plus organizations participated in 48 meetings at which concerns with the process, the renewal plan and the delivery system were discussed. In addition to the community meetings two open houses were conducted on the proposed renewal plan.

There was concern expressed from the Community Associations and Societies that they hadn't been involved in the development of the renewal plan and were for the most part unhappy with the proposed changes.

The results from the open houses and meetings indicated a need for change in the service delivery.

In April 2003, Richmond City Council established the Community Working Group (CWG) representative of a broad range of community interests. The CWG was established with the expectations that the Group would make recommendations to Council for:

- The PRCS Master Plan; and,
- The renewal of the Parks, Recreation and Cultural services delivery system adhering to the guiding principles as adopted by Council and provide specific recommendations on a framework for a new recreation service delivery system that identifies weakness in the current system and necessary improvements including a community involvement model including the roles of the volunteer, an implementation strategy for the new model and the financial impact.

## **Analysis**

### **Terms of Reference and Work Plan**

In May 2003, Richmond City Council adopted the terms of reference for the CWG (Attachment 1) and appointed 15 individuals who represented a variety of community sectors to the CWG. In July 2003, the CWG adopted a work plan that had four distinctive steps including

- (1) creating a future vision,
- (2) reviewing the current reality,
- (3) identifying what needed to change and how, and
- (4) drafting a final report with recommendations.

The Community Working Groups work plan is attached (Attachment 2).

### **Community Involvement in the Process**

For 17 months, the CWG met to discuss, debate and make recommendations to Council on the future of the City's Parks, Recreation and Cultural Services Delivery System. During this period of time, the Committee came together nineteen (19) times and contributed in excess of 1998.2 hours of voluntary service (1 person year). The work of the CWG concluded in October 2004.

Each CWG meeting held was open to the public. The agenda, record of the meeting and all discussion papers were placed on the City's Web page to ensure public access to the proceedings. The CWG process was structured to enable considerable public input throughout the process. During their term, they heard 55 delegations and participated in 2 open houses and one community leaders workshop. At each CWG meeting, a portion of each CWG meeting was reserved for delegations to present their views to the Committee.

The Community Working Group wanted to ensure that Council had a copy of the presentations. (Attachment 3).

City staff participated in the process through which the Working Group developed their observations and recommendations. In December 2003, the CWG requested staff to provide a series of discussion papers that provided a framework for these recommendations. For the remaining months, these discussion papers were reviewed by the CWG.

At the October 21 meeting, the Community Working Group approved these recommendations and their supporting background materials.

At the end of the process, the CWG prepared a report with 26 recommendations for Richmond City Council. At the final meeting, all attending members agreed to the recommendations. The attached report from the Community Working Group (Attachment 4) is their report and outlines a series of recommendations for Council consideration.

## **Recommendations**

The CWG conclusions and recommendations addresses the key areas of:

- Community Vision and Values
- A Well-Being Framework that will be used as a foundation for determining needs.
- The City's role, responsibilities and how the City will work and involve the community in the planning and delivery of parks, recreation and cultural services.
- Expectations and accountability of the City and any organizations it develops a relationship with.

All of the recommendations in the CWG report provide a framework and need to be used together. Recognizing that the City works with many different groups and organizations, the implementation will need to be done in collaboration with existing partners and allowing for the involvement of new, non-traditional groups who want to contribute and play a role in our community.

Taken as a 'framework' staff feels as these recommendations are implemented they will address the issues identified by the City in the 2003 Renewal Report. To facilitate this, further analysis is required by City staff and a phased implementation strategy must be developed.

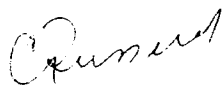
## **Financial Impact**


It is recognized that as the recommendations are implemented, they must be done in such a way as to ensure financial sustainability of programs, services and infrastructure. The implementation plan must address this.

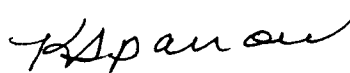
## **Conclusion**

The CWG was asked to provide recommendations on the renewal of the Parks, Recreation and Cultural services delivery system adhering to the guiding principles as adopted by Council and provide specific recommendations on a framework for a new recreation service delivery system that identifies weakness in the current system and necessary improvements including a community involvement model including the roles of the volunteer, an implementation strategy for the new model and the financial impact. Their report addresses this request.

The report from the Community Working Group provides excellent frameworks through which the City can ensure provision of quality, well-balanced, sustainable PRCS services in the City of Richmond.



 Dave Semple, Director  
Parks  
(3350)



Kate Sparrow, Director  
Recreation & Cultural Services  
(4129)

January 14, 2005

- 5 -

**RICHMOND PARKS, RECREATION AND CULTURAL SERVICES  
COMMUNITY WORKING GROUP  
TERMS OF REFERENCE**

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**Purpose**

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The Richmond Parks, Recreation and Cultural Services Community Working Group (Community Working Group or CWG) is to provide Richmond City Council with recommendations on the Parks, Recreation and Cultural Services Master Plan and the renewal of the Parks, Recreation and Cultural Services Delivery System based on the Council approved guiding principles.

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**Principles**

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Council has adopted Guiding Principles for the future Parks, Recreation and Cultural Services Delivery System. The CWG's recommendations must reflect the six adopted principles:

That the PRCS Services Delivery System:

1. Ensures financial sustainability.
2. Ensures that customer service is enhanced.
3. Ensures the City's ability to meet community needs.
4. Provides a policy framework to guide decision-making.
5. Values and encourages community involvement.
6. Values effective partnerships.

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**Membership**

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Community Working Group members are appointed by City Council. There are up to 17 members representing a broad spectrum of community interests.

The CWG's term will be from May 6, 2003 – October 31, 2003. The appointments are for the process duration.

CWG members are expected to attend all monthly meetings. If unable to attend monthly meeting, an alternate is not required.

An outside consultant will facilitate/chair the meetings and lead the CWG process.

City staff appointed by the General Manager of Parks, Recreation and Cultural Services will attend meeting as observers and technical support. They are not CWG members.

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**Objectives**

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The objectives of the Parks, Recreation & Cultural Services Community Working Group are to:

1. Provide recommendations on the Parks, Recreation and Cultural Services Master Plan.
2. Provide recommendations on the renewal of the Parks, Recreation and Cultural Services Delivery System.
3. Seek staff and public input and feedback through out the process.
4. Submit to the PRCS Committee a final report outlining the recommendations.
5. The consultant, on behalf of the working group, will assist and facilitate the preparation of a final report. The report will outline the renewal of the Parks, Recreation and Cultural Services Delivery System adhering to the guiding principles for the service delivery system adopted by Council, which includes the following:
  - a framework for a new recreation service delivery system,
  - understanding the current system,
  - improvements including a community involvement model and the roles of the volunteer,
  - an implementation strategy for the new model,
  - the financial impact.

The CWG's findings and recommendations will be summarized in an executive report that will be presented to Council's Parks, Recreation and Cultural Services Standing Committee and to Council. The consultant will assist and guide the CWG in preparing its report.

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**Procedures**

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The Community Working Group will report to Council through the General Manager, Parks, Recreation and Cultural Services.

The CWG decision process is to be consensus based. If some members disagree with the CWG's recommendations in the final report, those in disagreement will be recorded as not agreeing with the recommendations. Decisions will be recorded in the meeting records.

The CWG will receive administrative staff support services from the Parks, Recreation and Cultural Services Division for the preparation of agendas and the records of meetings.

The consultant will facilitate CWG meetings. Any communications from CWG will be coordinated through city staff.

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**Meetings**

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The Community Working Group meetings are open to the public; however, the public will not be able to participate in the meeting except through a delegation process.

Meetings will be at the call of the chair and will be scheduled at least once a month on the third Thursday of each month from 5:30 – 8:30 pm.

Copies of the agenda and record of the meetings will be circulated to CWG members in advance.

Agendas and the Record of Meetings will be posted on the City's web site.

The meetings will allow for a delegation or consultation period of at least 15 minutes but not more than 30 minutes to be scheduled sometime during each meeting. Delegations or presentations will be scheduled by the facilitator wherever possible.

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**Code of Conduct**

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Community Working Group members are expected to be respectful towards each other, to the Consultant and to staff.

The CWG members are drawn from a broad spectrum of community interests. The expectation is that each member will conduct themselves in the best interest of all of Richmond residents.

If there is a conflict of interest, it will be up to the member to remove himself or herself from the decision.

Adopted by Richmond City Council on May 26, 2003

**City of Richmond  
Parks Recreation and Cultural Services Community Working Group  
Proposed Schedule**

Meeting Number	Purpose Topic	Resource Materials	Outcome
1.	Orientation	Work Book	Awareness
2.	Visioning Stage 1	Community Leaders Workshop	Critical Review/Input/Advise
3.	Visioning Stage 2	Staff Working Group Report on Visioning	Critical Review/Input/Advise
4.	Visioning Stage 3	Best Practices Crafting of overall vision	Critical Review/Input/Advise Sign off Vision
5.	Understanding the current reality (what works/ what doesn't)	City Analysis Consultant Analysis	Awareness/Critical Review
6.	Understanding the current reality (what works/ what doesn't)	Input from Stakeholders Delegations Committee Analysis	Discussion/Critical Review/Support
7.	Exploring what needs to happen (by when/ by whom)	Master Plan options in context of Council adopted principles	Discussion/Critical Review/Support Understanding the Current Reality signed off
8.	Exploring what needs to happen (by when/ by whom)	Service Delivery Model Options	Discussion/Critical Review/Support
9.	Reviewing the options	Open House Presentation	Critical Review/Input/Advise
10.	Confirming the preferred option	Open House summary and prepared option	Support/Consensus/Draft final report
11.	Review final report	Final draft	Support Final Report signed off.

Proposed by: Bob Ransford, June 2003  
 Approved by CWG: June 19, 2003  
 Approved by Council: July 2004

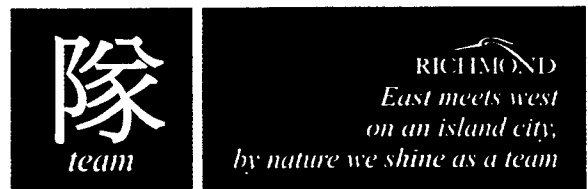


To Parks, Recreation &  
Culture.

Jan 25, 2005

01-0100-20-PRCSI-01

**Community Working Group  
Recommendations  
For the  
Master Plan  
And the Renewal of the  
Parks, Recreation and Cultural Services  
Delivery System  
October 2004**



Parks, Recreation & Cultural Services

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**Respectfully Submitted by:**

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Youth  
Seniors Advisory Council  
Child Care Development Board  
Council of Community Associations  
Richmond Intercultural Advisory Committee  
Richmond Sports Council  
RCSAC  
Member At Large  
Richmond Committee on Disability  
Richmond Heritage Commission  
Council of Community Associations  
Community Arts Council  
Member At Large  
Council of Community Associations  
Richmond Chinese Community Society

**Council Liaison:**

Councillor Bill McNulty  
Councillor Harold Steves

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**City Staff:**

Dave Semple  
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Parks, Recreation and Cultural Services  
Parks, Recreation and Cultural Services  
Parks, Recreation and Cultural Services

**Richmond Public Library:**

Greg Buss

Richmond Public Library

**Gateway Theatre:**

Simon Johnston

Gateway Theatre

## **1. The Need for Change**

The City of Richmond has been well served by the community involvement model that has been the foundation of our parks and leisure system for many years.

Over the last two decades, there has been a dramatic change in the City, particularly the increased population and change in cultural make-up. When we were a municipality of 50,000 moving towards a population of 100,000, the system of providing parks, recreation and cultural services worked well. We are now a major urban centre with a population of 174,000 anticipating growth to 225,000, with 60% of our population made up of visible ethnic groups. Our population is aging: we see changing household sizes and make-up; growing health issues related to obesity and inactivity: as well as growing gaps between the haves and have-nots.

As an older, much more diverse population, we see many changing needs that must be addressed to ensure the continued wellness of our community. Parks, Recreation and Cultural Services is expected to be responsive to people's needs. As is the tradition, the City is expected to work with the community to ensure basic services are available to improve the quality of life in Richmond.

Citizens, individually and, collectively as community, have obligations that are inherent with citizenship. These include engaging to help meet the collective needs that define and strengthen community at the neighbourhood and City-wide levels. It is acknowledged, therefore, that the City cannot possibly meet all of the needs that can enhance quality of life in Richmond, but it can help to foster a level of civic engagement necessary to sustain quality of life.

In 2002, City Council approved the Community Needs Assessment as a foundation for planning; and in 2003 the City initiated the development of a Parks, Recreation and Cultural Services (PRCS) Master Plan. In early 2003, operational and community issues were identified by the City of Richmond in the Recreation Services Renewal Report.

There was a reaction from community stakeholder groups during the discussion and evaluation of the report, and as a result, this community process was established by Council to provide recommendations to issues from a broad community perspective.

## **2. Establishment and Terms of Reference for the Community Working Group (CWG)**

In April 2003, Richmond City Council adopted six Guiding Principles for the future Parks, Recreation and Cultural Services Delivery System that stated that the Parks, Recreation and Cultural Services delivery system must:

- Ensure financial sustainability.
- Ensure that customer service is enhanced.
- Ensure the City's ability to meet community needs.
- Provide a policy framework to guide decision-making.
- Value and encourage community involvement.
- Value effective partnerships.

In May 2003, Richmond City Council created the Parks, Recreation and Cultural Services Community Working Group and appointed members to the Community Working Group.

The Terms of Reference were to make recommendation to Council for the following:

1. The Parks, Recreation and Cultural Services Master Plan;
2. The renewal of the Parks, Recreation, and Cultural Services Delivery System adhering to the guiding principles for the Service Delivery System adopted by Council;
3. A framework for a new recreation service delivery system that identifies weakness in the current system and necessary improvements;
4. A community involvement model including the roles of the volunteer;
5. An implementation strategy for the new model; and
6. The financial impact.

### 3. CWG Work Plan

In July 2003, we adopted a work plan that had four distinctive steps including (1) creating a future vision, (2) reviewing the current reality, (3) identifying what needed to change and how, and (4) drafting a final report with recommendations.

Following the identification of issues, we asked City staff to bring back five discussion papers that outlined possible approaches to:

- Community needs and customer service
- Community involvement and effective partnerships
- System sustainability
- Decision making
- Service delivery

These five focus areas established the basis for our recommendations to City Council. Our term began in May 2003. We met monthly until October 2004 and reported to back to Council at the conclusion.

### 4. Current Reality

Based on the Guiding Principles adopted by Council, we have compiled a list of both opportunities and issues that need to be addressed to ensure our community vitality over the next decade and beyond. The table below is a compilation of those presented to us from community organizations and from staff.

Guiding Principle	Issues/Opportunities
<b>Ensure the City's ability to meet community needs</b>	<ul style="list-style-type: none"> <li>• Barriers to participation (financial, language, cultural, physical)</li> <li>• City staff resources not assigned to priority areas</li> <li>• Focus on amenities and facilities, not on community</li> <li>• Funding limitations (City and community)</li> <li>• Inequity of resources applied across City</li> <li>• More demand than capacity to provide service</li> <li>• More emphasis needed on wellness</li> <li>• More staff needed</li> <li>• Services not well coordinated</li> <li>• Staff reporting to multiple bosses (City, Societies and Associations)</li> <li>• Youth not well served</li> <li>• Recognition of obligations of citizenship that accompany entitlement</li> <li>• Acknowledge that City can't possible meet all of the needs</li> <li>• Citizens have an obligation, in the form of individual citizenship and collective community to meet collective needs</li> </ul>

<b>Guiding Principle</b>	<b>Issues/Opportunities</b>
<b>Ensure that customer service is enhanced</b>	<ul style="list-style-type: none"> <li>• Marketing should be a coordinated effort. There is duplication, inconsistent marketing and promotions</li> <li>• Identity issues (is it the City or is it the Community Group (or both) providing the service?)</li> <li>• Resolution of complaints from the public is complicated</li> <li>• Inconsistent standards and processes across the system</li> <li>• IT systems are not uniformly used or accessible and it is often difficult to implement new technology solutions</li> <li>• Need for more streamlined services to reduce overlap and fill gaps</li> <li>• Staff and volunteer training inequities (City and Community Groups)</li> <li>• Trails, dykes and parks need better and more signage</li> <li>• Facilities, both indoor and outdoor, need to be designed to welcome the public and facilitate informal social interaction</li> </ul>
<b>Values and encourages community involvement</b>	<ul style="list-style-type: none"> <li>• Barriers to participation in PRCS opportunities include affordability, knowledge of available programs/services, language, physical accessibility/transportation and reaching immigrant communities</li> <li>• Need more input and better understanding of community needs to ensure they are being met; need to meet the needs of those who are less vocal</li> <li>• Need for volunteer support, recruitment, registration and databases, recognition, and training; complaints about lack of volunteer recognition and respect for volunteers</li> <li>• Lack of clarity on roles and responsibility of community organizations and the City; some organizations struggling to be sustainable; observed difficulty in volunteer and board recruitment</li> <li>• Stress the need for community involvement when developing programs, especially for youth programming</li> <li>• Need a consistent approach for public involvement, input and public information</li> </ul>
<b>Values effective partnerships</b>	<ul style="list-style-type: none"> <li>• Many organizations have expressed the desire to partner with City, such as health, private sector, public sector and school district</li> <li>• Difficult to develop new partnerships; change requires negotiation with multiple organizations</li> <li>• City has had inconsistent approaches to working with groups</li> <li>• City does not have a good system of managing agreements or contracts and no resources are dedicated to this function</li> <li>• Unclear roles of current partners and City</li> <li>• Unclear accountability of partners to the City</li> </ul>
<b>Ensure financial sustainability</b>	<ul style="list-style-type: none"> <li>• City budget challenges – costs are increasing with no access to revenue to offset; with growth there is increasing demand for services without increasing resources</li> <li>• Lack of flexibility to address changing priorities and reallocate resources to new priorities</li> <li>• Currently no sharing of funds across centres, “haves” vs. “have-nots”: some have lack of adequate and affordable space to generate revenue; some groups have no long term funding, so cannot plan for future</li> <li>• Alternative revenue generation is generally needed in form of fundraising and donations above and beyond City funding and grants</li> <li>• Duplicate budgeting and financial processes; inconsistent financial standards and practices</li> <li>• Budgets aren’t prioritized or coordinated</li> <li>• Provincial funding cuts to social programs creating more load on existing licensed programs</li> <li>• Youth programs not financially sustainable</li> </ul>

Guiding Principle	Issues/Opportunities
Policy framework for decision making	<ul style="list-style-type: none"> <li>• Confusion between policy and practice; history takes precedent</li> <li>• Confusion over who has the authority to make what decisions (City or community organizations)</li> <li>• Lack of a framework and for policy, decision-making and planning</li> <li>• Lack of resources for planning, research and policy development</li> <li>• Risk management and liability unclear</li> <li>• Third party liability not an expectation of facility use</li> </ul>

## 5. CWG Public Input

Our process was structured to enable considerable public input throughout the process. During our term, several public input opportunities were made available. A portion of each Community Working Group meeting was reserved for delegations to present their views to the committee. A summary of the public input opportunities and delegations is attached (Appendix 1).

## 6. Implementation Planning

Richmond City Council directed us to make recommendations on the implementation of changes resulting from the CWG work.

The implementation plan (Appendix 11) addresses steps for change resulting from each recommendation for the next three years. It identifies the start dates, the action and who is involved. It is by no means complete and will require more effort from staff to ensure it is comprehensive in the approach.

To guide the implementation, the vision and values (Appendix 3) need to be well understood by both City staff and community organizations. They are the foundation to the future.

In addition, we recognize the importance of the principles that were adopted into the overall CWG process. The following principles will guide the future Parks, Recreation and Cultural Services Delivery System:

- *Ensure financial sustainability.*
- *Ensure that customer service is enhanced.*
- *Ensure the City's ability to meet community needs.*
- *Provide a policy framework to guide decision-making.*
- *Value and encourage community involvement.*
- *Value effective partnerships.*

To implement these recommendations, we urge Council to create a comprehensive communications plan both internal to the City and external to the community. An effective communication strategy will enable a smooth transition. We do know that there are many priorities and that all changes will not occur immediately.

We do expect that priorities will be addressed in a timely manner and that the City will focus on making changes that impact the public and current partners first.

## **7. Thank You**

We thank Richmond City Council and staff for the opportunity to help Richmond meet its diverse parks, recreation and cultural needs. It was indeed a privilege to volunteer for such an important process.

We would like to extend our appreciation to the staff and consulting team who supported the process. Throughout the process, many community members and organizations came forward to observe and present their views. They are to be commended for staying so involved.

In closing, we appreciated the participation and connection to City Council through our Council Liaisons, Councillors Bill McNulty and Harold Steves.

## **8. Recommendations to Richmond City Council**

The recommendations as outlined in this report are the conclusions of the Community Working Group (Appendix 2). They cannot be taken in isolation, as they are dependant on other recommendations to ensure success.

In general, we see that the City's role is to ensure that direction/service responds to an identified community need and that the response is coordinated, effective and efficient.

We would advise Richmond City Council to consider these recommendations in their entirety as they reflect the decisions and conclusions reached throughout the process, each building on previous conclusions.

We agreed with these recommendations at our last CWG Meeting, October 21, 2004 and have endorsed this report to go forward to Richmond City Council for consideration.

As per our instructions, the following are our recommendations to Richmond City Council.



## **MASTER PLAN**

### **CWG Recommendation 1**

**Endorse the Community Values and Vision (Appendix 3) and the Well-Being Framework (Appendix 4) and ensure that the above are included in the PRCS Master Plan.**

- Values and vision must guide all decision-making and motivate the City, groups and individuals to work together for shared interests.
- These should be tested every couple of years to ensure they continue to reflect the values and vision of the community.
- The City is expected to ensure services are provided to meet basic needs and carefully allocate resources to meet needs.
- This framework outlines a process to establish how the City should approach this.

### **CWG Recommendation 2**

**Ensure the City is responsible for leadership, expertise and allocation of City resources towards the following:**

- Customer Service: Internal and external, the public and taxpayers.
- Development and implementation of system-wide policy, communication, standards, performance expectations, evaluation and reporting on outcomes.
- Development of effective partnerships and relationships and management of contracts and agreements with clear expectations.
- Ensure universal operating guidelines, standards and expectations are outlined and that accountability is clearly defined.
- Ensure equitable allocation of City resources to achieve balance and to meet broad community needs.
- Facilitation of appropriate community involvement and fostering civic engagement as part of community citizenship
- Fees and pricing of City responsibilities.
- Market research and analysis.
- Operation and maintenance of City facilities.
- Staff and resources are assigned and directed to meet City priorities.
- Strategic communications, marketing and promotion.
- Sustainable management and operation of City owned parks, facilities and amenities and stewardship of resources.
- System-wide planning and development with input from community.
- Appendix 5 outlines the role in governance, management, planning and operation, coordination and service delivery.

### **CWG Recommendation 3**

**Adopt four core business focuses for the PRCS Division and align its resources to support these business areas:**

- 1. Community and neighbourhood building;**
- 2. Programs and services to meet community needs;**
- 3. Facility and parks operations; and**
- 4. Research, planning, development and marketing.**

- The definitions of the PRCS Core Business are outlined in Appendix 6.
- The City's core business must be clearly communicated.
- The City should ensure that it has the appropriate level of resources applied within each core business area.

### **CWG Recommendation 4**

**Ensure services are provided at Neighbourhood, Community, City-wide and Regional levels and that these levels of service be reflected in the future service delivery.**

- The City is responsible for coordinating services within these levels of service.
- The City is responsible for ensuring a balance of services is available.
- The definitions for these classifications are outlined in Appendix 7.

### **CWG Recommendation 5**

**Encourage the development of welcoming passive / gathering space in parks and welcoming informal gathering areas in public facilities that recognizes that places inspire people to engage and interact.**

- Create an environment that is welcoming, fosters contact and provides a gathering place.

## **FRAMEWORK FOR A NEW RECREATION SERVICE DELIVERY**

### **CWG Recommendation 6**

**Endorse the Framework for Addressing Community Needs and ensure service is provided when needs/demands are clearly identified (Appendix 8).**

- This 12-step planning process will be used in developing programs and services.
- The City will take the lead role and collaborate with others in working through these steps for PRCS Services.

### **CWG Recommendation 7**

**Ensure that the City continues to work with a wide range of community-based organizations and is committed to establishing and maintaining effective relationships with others.**

- There are a wide range of community-based organizations the City might want to work with, traditional partners and new potential partners.
- We expect the City to take leadership and seek out appropriate relationships in each situation and develop relationships with a wide range of organizations.
- The City will consult with appropriate appointed Council committees such as Richmond Intercultural Advisory Committee (RIAC), Richmond Community Services Advisory Committee (RCSAC) and Seniors Advisory Committee (SAC).

### **CWG Recommendation 8**

**Develop system-wide policies as a foundation for Service Planning.**

- Policies developed and approved by Council will have a public and stakeholder input process.
- Priority areas include fees and charges, customer service, accessibility, facility use, community contribution to capital funding, accountability and affiliation.

### **CWG Recommendation 9**

**Facilitate the development of 3-year Service Plans in key product / service areas.**

- A collaborative approach to be used.
- Existing partners be invited to participate in the development of Service Plans.
- City to invite others, as appropriate to participate in the development of Service Plans.
- City to ensure that Service Plans are developed and implemented.

### **CWG Recommendation 10**

**Establish service agreements where others provide a service on behalf of the City.**

- Service Agreements to clearly define expected outcomes and reporting requirements.

### **CWG Recommendation 11**

**Establish relationships for services as outlined in the Relationship Model (Appendix 9), seek relationships with traditional providers first and once established, ensure protocols are in place that clearly defines accountabilities.**

- With the significant historical contribution and ability of existing partners, the City should look to them first when considering service providers.
- The relationships must be more formal with defined outcomes and Service Agreements / Contracts to make sure each group is held accountable.
- The service provider must be able to demonstrate capacity to deliver the service.
- The City will establish standards for each service to ensure quality and that groups are clear on the expectations.

### **CWG Recommendation 12**

**Ensure that community organizations be responsible for managing their staff, systems and resources.**

- City staff will be responsible for supervising City staff, facilities and resources.
- Community organizations will be responsible for managing their personnel, systems and resources.

## **COMMUNITY INVOLVEMENT MODEL**

### **CWG Recommendation 13**

**Endorse the Community Involvement Framework, which also defines the roles for volunteers and volunteer organizations (Appendix 10).**

- The Community Involvement Framework is outlined in Appendix 10.
- The community must have an opportunity to participate at all levels, from direct delivery of service to advising and long-term planning.

### **CWG Recommendation 14**

**Encourage community organizations to have a broader community role.**

- Depending on the organization, it may perform a variety of roles.
- Community Associations need to be encouraged to return to their advocacy roots and bring forth issues to the City that reach beyond sports and recreation to those issues that improve the quality of life in their neighbourhoods.

### **CWG Recommendation 15**

**Support the development of a comprehensive volunteer strategy and increase the City's investment in volunteer management.**

- The City needs to establish a strong volunteer strategy to ensure meaningful and varied opportunities. The strategy should include volunteer recruitment, training, orientation, recognition, data base management, board recruitment and development.
- Work with Volunteer Richmond and other internal/external groups to build capacity to ensure coordination and consistency; match volunteer interests with requirements for volunteers; define the role of the volunteer and role of volunteer organization; and ensure sustainability of a volunteer system.
- The City must direct resources to address this recommendation.

### **CWG Recommendation 16**

**Adopt a practice that ensures a mutual willingness to work towards the Community and City Vision and those groups must share the City's values, guiding principles and standards (or agree to be guided by them).**

- Relationships with community organizations must be built on common vision, shared interest and a desire for a common outcome.
- Groups or organizations must work according to the guiding principles and where City resources are invested, groups must be able to demonstrate their willingness to work within the City's values and standards.
- The City needs to establish guidelines and criteria for entering into relationships and provisions for ending or terminating relationships. The City should have the ability to say no when necessary.
- Develop a mediation / conflict resolution process to address differences.

### **CWG Recommendation 17**

**Establish public consultation standards and policies to ensure that the community is consulted and is able to provide feedback equitably.**

- The City should assess and communicate community needs on an ongoing basis.
- Ongoing program and service evaluations should be conducted and communicated.
- Ensure a variety of effective approaches are being used for public consultation.
- Ensure continuous community feedback and suggestions from public, stakeholders and users.

## **IMPLEMENTATION STRATEGY**

### **CWG Recommendation 18**

**Endorse the development of a detailed implementation strategy with consideration to the affected parties immediately (Appendix 11).**

- Begin dialogue with existing relationships to ensure shared interest and a common agreement of the outcomes of the relationship.
- Develop a detailed implementation strategy immediately that outlines changes, milestones and when transitions will occur.
- The City should initiate appropriate processes so new agreements can be developed for services.
- Develop agreements to ensure each organization understands roles, accountability and the relationship with the City and follows standard business practices.
- Service Agreements / Contracts must identify shared interests and state what will be accomplished through the relationship.
- Determine accountability, establish the terms of the relationship and ensure outcomes are continually monitored and evaluated.
- Provide support for volunteer and organizational development to help ensure successful, sustainable organizations.
- Work with organizations to assess capacity and develop strategies to build capacity where required.
- At the onset, all parties will commit themselves to an orderly transition and the transition will be done in good faith with true negotiations.

## **FINANCIAL SUSTAINABILITY**

### **CWG Recommendation 19**

**Establish a City Fees and Charges Policy and City Funding Policy that defines subsidies based on accessibility, equity, serving targeted needs, ability to pay and the purpose (priority) of the program or service.**

- Ensure public consultation process during the policy development.
- Ensure that there are some services that are non-recovery or highly subsidized in areas where revenues cannot be achieved (diversity, youth, seniors).

### **CWG Recommendation 20**

**Expect community organizations that are involved with the City are viable, sustainable and have a business plan.**

- Ensure that community organizations have healthy organizational structure, have a business plan, are financially viable and fully account to the City.
- City to support organizational development with community organizations as required.
- The City will develop a business plan template.

### **CWG Recommendation 21**

**Ensure the City has responsibility for financial management of its facilities, staff and resources.**

- Revenues must be tied to expenditures and costs should be recovered including a portion of operating or administration costs.
- A pricing / funding policy must be developed and implemented.
- City-wide funding opportunities (grants and outside funding) and new revenue sources (sponsors and corporate partners) must be taken advantage of and resources must be flexible to be shifted to areas of greatest need.
- A balance must be established between accessibility to programs and services and the necessity to generate revenue.
- The City will collect revenue to offset operating costs for seniors, youth and other financially disadvantage groups.
- Financial reporting and policies (accountability structure) must be consistent, clearly defined and implemented.
- A capital equipment inventory should be established.
- Program costs and fees need to be standardized across the City.

### **CWG Recommendation 22**

**That the City receives a portion of net income and net cost savings and that these revenues be directed to offset PRCS operating costs.**

- The determination of revenue split for programs or services provided by others on behalf of the City will be made at the planning stage, outlining all expenses and the revenue split.
- Revenues resulting from facility operations will be City revenue unless specified otherwise in an agreement with a community organization, NPO or private sector partner.

### **CWG Recommendation 23**

**Establish a Community Initiatives Fund with a portion of net income from programs and services being allocated to this fund.**

- Funds to be used to support small community initiatives that are within the PRCS mandate.
- Typically would be volunteer led, matching contributions by community group, accountability guidelines in place.
- Policy set by Council.

### **CWG Recommendation 24**

**Encourage community organizations to develop other sources of revenue through grants and fundraising to support community projects.**

- Community groups can leverage funding from non-City sources such as grants, fundraising campaigns, federal/provincial funding projects.
- City to support a variety of fundraising initiatives and City provides letters of support for grant applications.

**CWG Recommendation 25**

**Encourage Community Associations to coordinate their fiscal year ends and standardize their accounting practices.**

- Enables ability to pool financial resources.
- Ensures financial practices are sound.

**CWG Recommendation 26**

**Accept the financial impact of the changes resulting from the recommendations as outlined in Appendix 12.**

- City income from PRCS services delivery to be directed/reinvested back into Parks, Recreation and Cultural Services
- Community organizations involved with the City be held accountable for reporting financial activities annually

**CONCLUSION**

Throughout our term, the Community Working Group has, based on consensus of the group, adopted 6 fundamental frameworks that are the basis for these recommendations:

1. The Vision and Values
2. The Well-Being Framework – A Foundation for Determining Needs;
3. The Framework to Address Community Needs and Enhance Customer Service;
4. The Framework to Encourage Community Involvement and Establish/Maintain Effective Relationships;
5. The Framework for Sustainability; and,
6. The Framework for Decision-making.

To create a sustainable future for Parks, Recreation and Cultural Services and for our valued community organizations, the system must be value based, acknowledge the responsibilities and obligations of citizenship, dependant on community needs, focused on programs and services and create well-being and a good quality of life for Richmond.

The system must value and support community involvement. Being accountable and using sustainable business practices as a foundation to meet community needs will ensure that Richmond has a promising future.

The Community Working Group further recommends that the City and the community work together and that the City is responsible to provide leadership and ensure community needs are addressed and consistent with City and community resources.

**Respectfully submitted,**

Danielle Aldcorn  
 Olive Bassett  
 Nicky Byres  
 Julie Halfnights  
 Shawkat Hasan

Jim Lamond  
 Michael McCoy  
 Sharon Meredith  
 Vince Miele  
 Bob Ransford

Greg Robertson  
 Linda Shirley  
 Jim Tanaka  
 Kuo Wong  
 Joann Wong-Bittle

## Public Input Opportunities

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<b>Community Leaders Workshop</b>	June 6 & 7, 2003
<b>Community Group Current Reality Presentations</b>	November 19, 2003
<ul style="list-style-type: none"><li>• Aquatics</li><li>• Arts</li><li>• Council of Community Associations</li><li>• Disability</li><li>• Environment</li><li>• Health and Wellness</li><li>• Heritage</li><li>• Minoru Seniors</li><li>• Richmond Arenas Community Association</li><li>• Richmond Community Services Advisory Council</li><li>• Sports Council</li><li>• Youth</li></ul>	
<b>Current Reality Self-Assessment Tools</b>	November 2003
<ul style="list-style-type: none"><li>• Aquatic Services</li><li>• Minoru Place Seniors Activity Centre</li><li>• Private Business instructing in visual and performing arts</li><li>• Community Arts Council of Richmond</li><li>• Richmond Fitness and Wellness Association</li><li>• Richmond Museum Society</li><li>• Richmond Nature Park Society</li><li>• Richmond Fruit Tree Sharing Project</li><li>• Friends of Terra Nova and the Vancouver Natural History Society</li><li>• Steveston Museum</li><li>• Steveston Interurban Restoration Society</li><li>• London Heritage Farm</li><li>• Thompson Community Association Youth Services</li><li>• South Arm Community Association Youth Committee</li><li>• East Richmond Community Association (Cambie)</li><li>• West Richmond Community Association</li></ul>	
<b>Community Delegations</b>	
<ul style="list-style-type: none"><li>• Richmond Public Library Board</li><li>• East Richmond Healthy Community</li><li>• John Karlsson</li><li>• Frank Claassen</li><li>• Richmond Health Services</li><li>• Richmond Intercultural Advisory Committee</li><li>• Community Arts Council of Richmond</li><li>• Richmond Art Gallery Association</li></ul>	July 17, 2003 September 18, 2003 October 16, 2003 October 16, 2003 November 20, 2003 January 15, 2004 January 15, 2004 March 18, 2004



**Focus Group – Confirming Vision and Values**

September 30, 2003

**Open Houses**

- PRCS Renewal Plan
- Confirming Vision and Values

March 26 & 27, 2003

October 29, 2003

**Delegations to the Community Working Group 2003/ 2004**

**September 18, 2003**

- Gateway Theatre – Simon Johnstone, Producer/General Manager Gateway Theatre
- East Richmond Community Association Healthy Community – Nora Wright, President, East Richmond Community Association

**October 16, 2003**

- Richmond Arenas Community Association – Frank Claassen, Treasurer, Richmond Arenas Community Association

**November 19, 2003**

- Council of Community Associations – Nora Wright, President, East Richmond Community Association & George Atkinson, President, Thompson Community Association
- Minoru Seniors' Society – Jacob Braun , 1<sup>st</sup> Vice President, Minoru Seniors' Society
- Health & Wellness – Diane Bissenden
- Disability Resource Centre – James Sullivan, Executive Director, Disability Resource Centre
- Arts Council – Barbara Williams, President, Community Arts Council
- Sports Services – Bill Donaldson, Rogers Barnes and Cheryl Taunton, Sports Council
- Nature Park – Lori Bartley
- Richmond Arenas Community Association – Frank Claassen, Treasurer, Richmond Arenas Community Association
- Richmond Community Services Advisory Council – Brian Wardley
- Youth Services - Karen Adamson, Vice President, South Arm Community Association
- Aquatic Services Board – Rosemary Mundigel
- Richmond Museum and Heritage Group – Bob Mukai, President of Richmond Museum Society and President of Richmond Arenas Community Association

**November 20, 2003**

- Minoru Seniors' Society – Jacob Braun, 1<sup>st</sup> Vice President, Minoru Seniors' Society
- Richmond Health Department & Hospital – Joint Presentation – Dr. J. Lu, Chief Medical Health Officer, Vancouver Coastal Health Authority
- City of Richmond – Lani Schultz, Director Corporate and Intergovernment Relations, Richmond City Hall

**March 18, 2004**

- Richmond Art Gallery – Corrine Corry, Director/Curator, Art Gallery and Barry Jones, Acting President, Richmond Art Gallery Association

## Stakeholder Presentations

(Text from record of meeting of November 19, 2003)

### **Council of Community Associations - Nora Wright, George Atkinson**

- Liaison between the Community Centres and Minoru Seniors Centre varies from association to association.
- Opportunity for volunteers improvement program to partner with volunteer Richmond
- Association financials are checked over by a C.A. at the end of the year.
- The most drastic result if the City were to take over would be no financial backing. The Community Associations would lose their sense of identity and ability to react to community needs.
- Centres do not coordinate programs with the School Board; the School Board needs priority for their programs.

### **Minoru Seniors Society - Jacob Braun, representing the Board of Directors**

Mr. Braun described the activities provided by Minoru Seniors Centre and how important they are to seniors in helping them to live productive, healthy lives and socialize with their peers.

- The importance of volunteers at the centre
- Main concern is that several of the programs are booked to capacity.
- Limited room for new programs. Daytime activities are booked solid.
- Society wants to be able to accommodate seniors who want to join.
- When asked about the increasing numbers of seniors in scooters, Mr. Braun stated there would be a space problem if there were a convergence of "scooter" people.

### **Health & Wellness - Diane Bissenden Community Health Nurse, Richmond Health Department**

- Serve people of all ages who live, work and play in Richmond, in government and private facilities, homes, schools, daycare, parks, etc.
- Services are the responsibility of the whole community, government, places of worship, etc
- Vision statement reflects goals of many health organizations in Richmond
- Goals cannot be accomplished in isolation – must be in partnership, must strengthen existing partnership and develop new ones
- Accessibility is an issue - more people are looking for help with health issues
- Large component is volunteers; use volunteers for rotunda, clinics, childminding for prenatal classes
- When specific problems are identified, the school team of nurses work with families at community centres and child health clinics.

### **Disability - James Sullivan, Executive Director Richmond Disability Centre**

- Presented a report with no questions arising from his presentation.

### **Arts Council - Barbara Williams on behalf of Richmond Arts Strategy Committee**

- The main concern of the arts strategy committee is a lack of performance space/stages.
- Gateway Theatre is often fully booked and the cost prohibits smaller groups from using the facility. Space is available in the schools but the costs are pretty high.

### **Richmond Sports Council - Bill Donaldson, Roger Barnes, Cheryl Taunton**

- Discussion about paying user fees to utilize a field, raising funds to establish a facility and amenities.
- Want a centrally located outdoors sports facility, capable of hosting large-scale tournaments. Would attract economic benefits.
- Fundraising is difficult but the Sports Council had previously discussed the possibility of holding a raffle, similar to the hospital raffles.

**Environment - Lori Bartley, Nature Park**

- Advisory Committee advises council on environment as it relates to development in the City, not with parks, recreation & cultural services or community groups.
- Apart from the nature park, no other environmental group has a direct link.
- No specific program for planting native plants along the trails, this will be considered in Terra Nova natural area.
- City just completed planting native species on the Westminster Hwy Boulevard outside the Nature Park.

**RACA - Frank Claassen - RACA, Crichy Clarke - Richmond Ringette Association**

- Contrary to newspaper reports of declining hockey registration, enrolment is up
- The lease renewal hasn't been addressed by the City or RACA and is a concern

**RCSAC - Brian Wardley**

- RSCAC is an umbrella organization, supporting the work of agencies delivering social services in Richmond.
- Provide a variety of services, linking with groups as well as thousands of individual clients every year.

**Youth - Karen Adamson, South Arm Community Association**

- Karen spoke about the outcome of a focus group meeting with West Richmond, Cambie, South Arm and RADAT.
- Night Shift occurs at most of the major centres, generally on Friday nights. It is late evening programming that tries to bring in musical events. Night Shift coordinators work specifically on developing programs to bring kids in off the streets – provide safe, structured environment.
- Developing community partnerships with business to bridge financial constraints – can see partnering with retail organizations to devise partnership that is mutually beneficial
- To be effective, input and feedback must come from youth. Programs need to be generated by youth. There is a very strong relationship with youth group, coordinator and committee.
- There are issues on coordination and ability to move beyond the centre to ensure needs are met outside of the community centre.

**Aquatics - Rosemary Mundigel, Judy Pettifer - Aquatic Services Board**

- Addressed the concern that a number of classes are showing a wait list, suggesting expansion/replacement of current facilities at Steveston and Minoru.
- Desire for another competitive swimming pool as well as recreational.
- During the building of Watermania, the competitive user groups contributed funds to enhance the competitive part of the pool.

**Heritage - Bob Mukai, President Richmond Museum Society**

- Addressed the Museum Society's concerns that we are not doing enough to maintain, preserve and showcase our heritage.
- Working on attracting school age children through curriculum but volunteers can only do so much – they need professionally trained staff to help.
- Suggestion to approach seniors to talk to kids. Writing stories would also be a way to preserve heritage.

**Please Note:**

A compilation of the presentations from community, staff and stakeholders is available in hardcopy.

## Recommendation Summary

#	Recommendation Summary	Appendix
1	Endorse the Community Values and Vision and the Well-Being Framework and ensure that the above are included in the PRCS Master Plan.	Appendix 3 Appendix 4
2	Ensure the City is responsible for leadership, expertise and allocation of City resources.	Appendix 5
3	Adopt four core business focuses for the PRCS Division and align its resources to support these business areas: <ul style="list-style-type: none"> <li>• Community and Neighbourhood building</li> <li>• Programs and services to meet community need</li> <li>• Facility and Parks operations</li> <li>• Research, planning, development and marketing</li> </ul>	Appendix 6
4	Ensure services are provided at Neighbourhood, Community, City-wide and Regional levels and that these levels of service be reflected in the future service delivery.	Appendix 7
5	Encourage the development of welcoming passive / gathering space in parks and welcoming informal gathering areas in public facilities that recognizes that places inspire people to engage and interact.	
6	Endorse the Framework for Addressing Community Needs and ensure service is provided when needs/demands are clearly identified.	Appendix 8
7	Ensure that the City continues to work with a wide range of community-based organizations and is committed to establishing and maintaining effective relationships with others.	
8	Develop system-wide policies as a foundation for Service Planning.	
9	Facilitate the development of 3-year Service Plans in key product /service areas.	
10	Establish service agreements where others provide a service on behalf of the City.	
11	Establish relationships for services as outlined in the Relationship Model, seek relationships with traditional providers first and once established, ensure protocols are in place that clearly defines accountabilities.	Appendix 9
12	Ensure that community organizations be responsible for managing their staff, systems and resources.	
13	Endorse the Community Involvement Framework, which also defines the roles for volunteers and volunteer organizations.	Appendix 10
14	Encourage Community Organizations to have a broader mandate.	

#	Recommendation Summary	Appendix
15	Support the development of a comprehensive volunteer strategy and increase the City's investment in volunteer management.	
16	Adopt a practice that ensures a mutual willingness to work towards the Community and City Vision and those groups must share the City's values, guiding principles and standards (or agree to be guided by them).	
17	Establish public consultation standards and policies to ensure that the community is consulted and is able to provide feedback equitably.	
18	Endorse the development of a detailed implementation strategy with immediate consideration to the affected parties.	Appendix 11
19	Ensure the City has responsibility for financial management of its facilities, staff and resources.	
20	Expect community organizations that are involved with the City to be viable, sustainable and have a business plan.	
21	Establish a City Fees and Charges Policy and City Funding Policy that define subsidies based on accessibility, equity, serving targeted needs, ability to pay and the purpose (priority) of the program or service.	
22	That the City receives a portion of net revenues and that these revenues be directed to offset PRCS operating costs.	
23	Establish a Community Initiatives Fund with a portion of net revenue from programs and services being allocated to this fund.	
24	Encourage community organizations to develop other sources of revenue through grants and fundraising to support community projects.	
25	Encourage Community Associations/Societies to coordinate their fiscal year ends and standardize their accounting practices.	
26	Accept the financial impact of the changes resulting from the recommendations.	Appendix 12

## Community Vision and Values

*(Adopted by the Community Working Group September 18<sup>th</sup>, 2003)*

### **Vision and Values**

The following vision and values statements reflect the discussions and deliberations during the “Creating a Future Vision” phase. They are intended to capture and reflect the attributes that Richmond residents considered essential to the governance, management and delivery of quality of life programs and services.

### **Vision Statement**

*“Richmond! Striving for a connected, healthy city where we cooperate to create and enjoy a dynamic and sustainable quality of life.”*

### **Community Values**

#### ***Community Engagement***

We believe the community has a meaningful role in civic affairs. Through collaborative planning and learning we share responsibility for achieving a common vision.

#### ***Volunteerism***

We believe that volunteers make a valuable contribution to a healthy community and that volunteerism creates a sense of community ownership and pride, cultivates community leadership, and helps build our community capacity.

#### ***Diversity***

We appreciate and celebrate all forms of our diversity.

#### ***Choice***

We strive to provide accessible, affordable, equitable opportunities that respond to the diverse needs of the community.

#### ***Healthy Lifestyles***

We encourage individuals to live an active, healthy lifestyle and together build healthy communities (social, physical, economic).

#### ***Safety and Security***

We believe that people feel safe and secure through well-planned, strong, connected neighbourhoods and a sense of caring and belonging.

#### ***Environment***

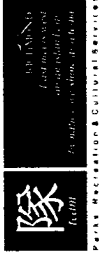
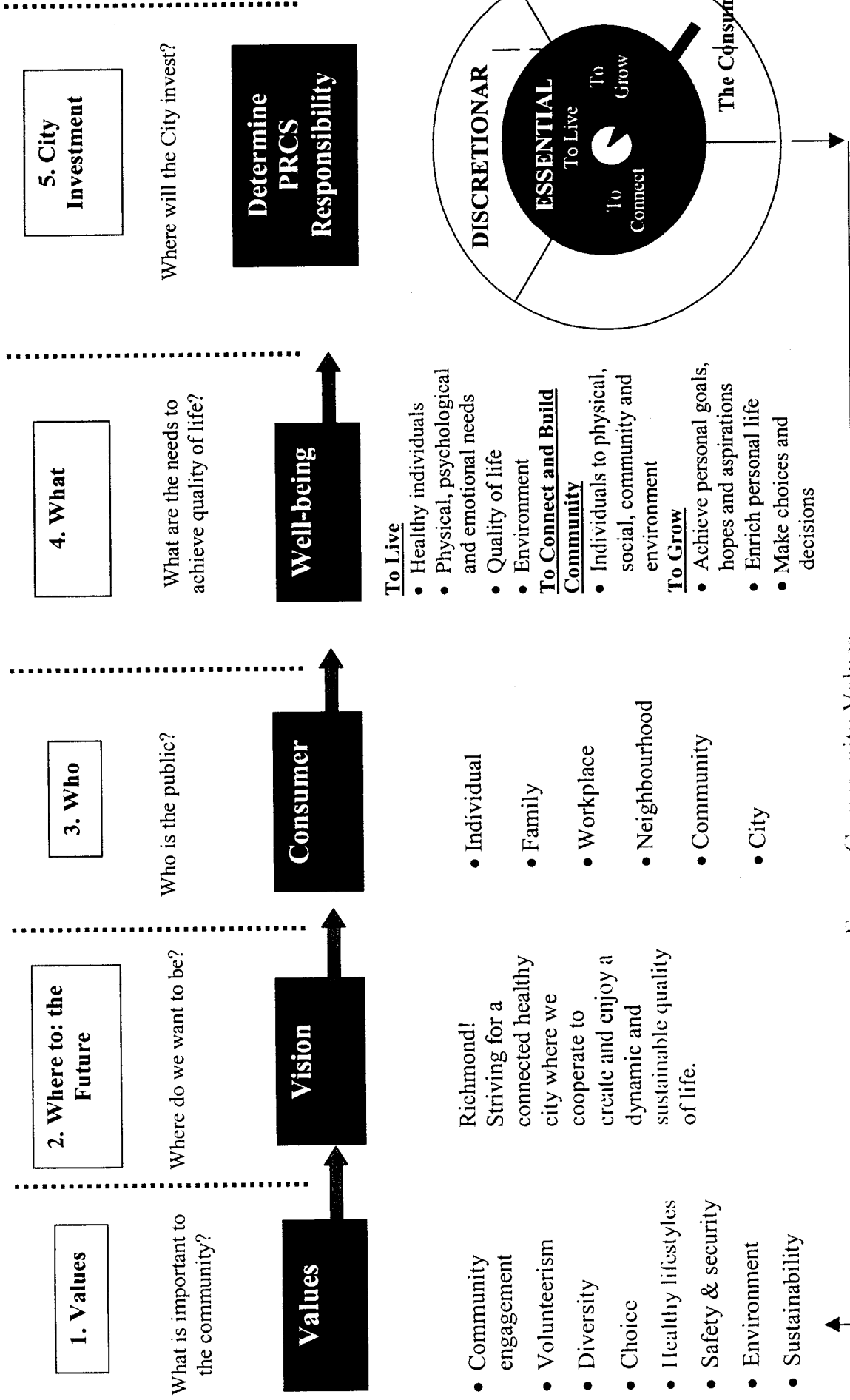
We are committed to responsible stewardship of the natural environment including protecting community amenities, cultural heritage, and maintaining the urban/rural balance and our island setting.

#### ***Sustainability***

We believe that integrating the management of environmental, economic, social and cultural elements ensures that all resources of the City are respected, preserved, enjoyed and utilized in a sustainable manner both for current and future generations.

# Well-Being Framework – a Foundation for Determining Needs

(Adopted by the Community Working Group January 24<sup>th</sup>, 2004)



# **Service Delivery for Richmond**

**September 2004**

*(Adopted by the Community Working Group September 23, 2004)*



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## 1. Introduction

At the May 20, 2004 meeting of the CWG, a number of presentations were made regarding how services could be delivered. This was followed by a round-table discussion and identification of common ground. The CWG requested staff to:

- Clearly define the City's Core Services
- Define decision making
- Work on blending the concepts brought forward from CWG members, City staff and ensure the "common ground" from the CWG discussion is considered.

## 2. Background

Through the Master Plan Process, the Community Working Group has adopted the following:

- **The Well-Being Framework** has defined Community Values and Vision; clarifies who will benefit from programs and services; and begins to define the "Outcomes" that should be achieved in order to live a good quality of life. It is recognized that "recreation" fits within the broader "Quality of Life" sector and plays a key role in creating a strong, healthy and connected community. The outcomes for PRCS have been broken into 3 key areas:
  - **"To Live"** refers to the physical, psychological and emotional needs that individuals can benefit from through participation in parks, recreation and cultural services. It also refers to the importance of a healthy environment.
  - **"To Connect and Build Community"** refers to the importance of building a strong, connected community that involves all sectors in the community and where there is a sense of belonging for all.
  - **"To Grow"** refers to the need to help individuals and the community enrich their quality of life – going beyond the basics and reaching their full potential.

At the January 24, 2004 meeting of the CWG, the process for addressing community needs was adopted. The 12-step process defines how the City will take leadership to ensure needs are identified and analyzed in terms of demand and gaps and that standards are set. The City will work with the community to identify the best way to address the need and identify what (if any) City involvement or contribution will be.

On February 19, 2004, the CWG adopted the Relationship Model, which describes the types of relationships the City may develop in order to achieve the desired outcomes. It is recognized that the City will develop different types of relationships, depending on the specific situation. At this meeting, the City's responsibilities and leadership role were also endorsed. The City is committed to working with "community" and ensuring grassroots involvement in planning and delivery of services.

At the March 18, 2004 CWG meeting, the Sustainability discussion paper was endorsed. At the April 15, 2004 meeting, the "Role of Community Based Organizations" was presented. The CWG identified 5 key components of a Delivery System: Governance; Management; Operations; Service Planning & Customer Service; and, Service & Program Delivery.

This paper presents a proposed Service Delivery approach that integrates all of the above information and is brought forward to the CWG for consideration.

3. **How do we Deliver the Desired Outcomes in Richmond?**

Now that we have developed a framework, looked at how the community will be involved and what role the City will play, it is important to define how the actual “delivery” of services happens.

In looking at the “services” or “products” that are required to achieve the outcomes, it must be understood that there are a number of views that must be taken:

1. There are a number of “target audiences” with different needs that must be understood in planning the “services” or “opportunities” to help them achieve the benefits or outcomes:
  - Participants and Non-participants
  - Preschoolers
  - School-aged children (elementary)
  - Youth
  - Young Adults
  - Adults
  - Older Adults (55+) – note: this group needs to be further segmented
  - Families
  - Community Groups
  - Neighbourhoods
  - People with Disabilities
  - Cultural Groups
  - People living in Poverty / People with ability to Pay
  - Volunteers
  
2. There are many “vehicles” or “types of activities” that can help achieve these outcomes:
  - Sports
  - Arts
  - Heritage
  - Active Living & Fitness
  - Childcare
  - General Recreation
  - Special Events & Festivals
  - Neighbourhood & Community Building initiatives  
(ie. Adopt-A-Programs)
  - Environmental and Nature
  - Volunteers
  - Local Programs specific to a geographic area of the community
  - Self directed and passive recreation
  - Social engagement

#### 4. Developing Service Plans

System-wide policies need to be developed in key areas such as: accessibility; equity/access; facility use guidelines and funding or pricing of services. These policies will provide a foundation for decision-making.

It is recommended that Service Plans be developed within the well-being framework and policy framework

Service Plans will define:

- What are the needs in this specific service area? (Using 12-Step Process for Addressing Community Needs).
- What programs and services are most important to deliver the outcomes: “to live”, “to connect and build community”, and “to grow”.
- What programs and services require City support? What level of City support is required?
- What programs and/or services need to be coordinated and possibly managed on a City-wide basis? For those that do need coordination, who should be involved in the actual delivery of services?
- What programs and/or services are unique to a specific geographic or service area and do not need to be coordinated?

Service Planning Groups will be made up of representatives from existing partners, as well as others appointed by the City. The City will be responsible to facilitate the process and bring forward market and trends information, to be supplemented by information brought forward by the members of the Service Planning Groups. Through the Service Planning process, a collaborative approach will be used to determine the priority services that require City support. Ultimately, it is the City’s responsibility to ensure that the Service Plans are developed and implemented.

This approach recommends moving from a “facility-based” programming approach to a “service –based approach”, with the facilities, parks or amenities being a place for the activity or opportunity to take place. It will be important to define the programs needs at the local neighbourhood, community / area, City-wide and regional levels.

Initially, it is proposed that 3-year service plans be developed, with annual updates. Evaluations and reports will be utilized to determine what has worked well and what adjustments need to be made. It will be important that members of the Service Planning Groups come with input and feedback from their organization in order to ensure appropriate input into decisions.

It is recommended that Service Plans be developed in the following areas:

- Childcare
- Youth Services
- Neighbourhood & Community Building (ie Adopt-A-Programs)
- Heritage
- Arts (has been started through Art Strategy)
- Environmental & Nature
- Active Living & Fitness
- Sports (indoor & outdoor)
- Older Adults (55+)
- Seniors (70+)
- General Recreation
- Special Events & Festivals
- Volunteer Strategy / Volunteerism

An important component of the delivery system is the services unique to specific geographic areas. It is suggested that Service Plans for specific geographic areas of the City (eg. City Centre, East Richmond) need to be developed and be complimentary to the above Service Plans.

**Recommendation 1:**

That the City develops system-wide policies as a foundation for Service Planning.

**Recommendation 2:**

That the City facilitate the development of 3-year Service Plans in key product / service areas.

- A collaborative approach to be used
- Existing Partners be invited to participate in the development of Service Plans
- City to invite others, as appropriate, to participate in the development of Service Plans
- City to ensure that Service Plans are developed and implemented

**5. Delivery of Services to the Public**

Delivery of services may happen in a variety of ways:

- Delivery by a community organization or agency or private sector independently (not requiring City support or use of City facilities or spaces). In this case it is important to be aware of the service so it is not duplicated.
- Delivery by a community organization or agency with City support. In this case, a Service Agreement will be developed by the City to define clearly what outcomes are expected, what reporting is required, what the community organization will provide and what the City will provide.
- Delivery by the City or City contractor.

At the “Delivery” level, it is important to understand who is accountable for what and who has authority for what decisions:

- If the service is being delivered by a community organization/agency or private sector independently, they are fully accountable and have authority over all decisions. The City has no say in how services are delivered, what is charged, etc.; however, it will be beneficial to develop good communication with these service providers.
- If the service is being delivered by a community organization/agency, in City facilities or with City support, the following guidelines would apply:
  - The City is responsible to coordinate bookings and use of City facilities.
  - City staff may be assigned to assist the organization by facilitating planning (if required). This would be negotiated with the specific group.
  - The City may provide marketing and customer service (front counter service, registration, and bookings). This ensures broader awareness of the opportunity, access and customer service for registration.
  - The community organization is responsible for their own staff and volunteer supervision and financial commitments.
  - The community organization is responsible for reporting to the City on an annual or seasonal basis.
  - Details of who does what, pays for what, receives what revenue, and what the reporting requirements are will be laid out in a Service Agreement or Facility Use contract.
- If the City is delivering the service, they are fully accountable and responsible for all decisions.

**Recommendation 3:**

Where others provide a service on behalf of the City, Service Agreements will be established.

- Service Agreements to clearly define expected outcome and reporting requirements.

**6. City Responsibility and Accountability within the Service Delivery System is:**

City Council is responsible to approve Policies. Staff bring forward proposed policies, having done the background research and gained appropriate public input and make recommendations to Council. Once Policy is adopted, staff are responsible to ensure the policies are implemented. The City is committed to working collaboratively with the community and developing effective relationships.

“Community” is defined as a group of individuals, families or organizations that share common values, attributes, interests or geographic boundaries.

**Governance, Management, Planning & Operations:**

- The City is accountable to the taxpayer to ensure City resources are allocated to areas of greatest need and impact; and that resources are well-managed
- To establish overall vision and govern
- To ensure appropriate public involvement in determining vision and needs
- To establish policies and set standards based on vision, other government policies, and regulations
- To set City budgets (operating and capital) that support the vision, values and direction
- To ensure service across the City where tax resources are involved
- To provide system-wide leadership, strategic planning and research to achieve the vision
- To coordinate with other City Divisions on corporate issues and goals
- To evaluate and measure performance
- For Operational Planning based on vision, goals, policies and standards
- To manage and develop its parks, facilities and amenities (space allocation, maintenance, lifecycle, capital); and, to work with the community to identify opportunities to fundraise and assist where appropriate
- To manage its human and financial resources
- To ensure excellent customer service to the public

**Coordination and Service Delivery:**

Within the set Vision, goals and adopted policy framework:

- To involve the community in the coordination and service delivery
- To oversee planning for specific service areas, anticipate market needs, demand and trends, and coordinate services where required
- To ensure standards and policies are implemented
- To allocate City resources within specific service areas to maximize impact
- To evaluate how well service area needs have been met and make adjustments
- To ensure where programs and services are provided by others (where City resources are involved) that clear expectations and accountabilities are laid out in Service Agreements
- To deliver programs and services as required

**Recommendation 4:**  
City role as outlined be endorsed.

## 7. **Financial Model**

One of the Guiding Principles for the future Service Delivery System is Financial Sustainability. The City needs the ability to recover some of its costs through revenues; the ability to shift those revenues to areas of highest priority; and the ability to ensure that resources are shared across the community. Community Organizations also need to ensure their long-term financial sustainability.

One of the challenges in developing a system that benefits all and ensures that the combined resources (City and community) are being used as effectively and efficiently as possible, is to define who pays for what and how the revenues are shared.

Generally, the funding of public PRC services is made up of a combination of:

- User Pay (where appropriate)
- Tax Support
- Volunteer contribution (fundraising and/or volunteer services)

### 7.1 **Fees and Charges**

Determining the most appropriate way of allocating who pays for what is always challenging. A Fees and Charges Policy must be established that lays out how tax support will be allocated.

A Fees and Charges Policy will also address common pricing for common programs and services.

### 7.2 **Cost Factors and Revenues**

It is important to look at both the expense and revenue sides of the ledger to determine who should pay for what.

Generally, in planning a specific program or service, the following kinds of expenditures are involved:

- Instructor
- Supplies and Equipment
- Facility / Amenity Cost
- Staff Supervision / Program Planning Staff
- Volunteer Contribution
- Customer Services / Registration
- Marketing and Promotion
- Administrative Overhead
- Liability / Insurance

Revenues are generated from a variety of sources, with the majority received in the form of admission fees, program registration fees and facility / amenity rental fees.

In special situations, there may also be some grant or sponsorship monies available.



Although revenues often offset the direct costs associated with program delivery (e.g. instructor wages, program materials, promotional costs), total revenues collected seldom fully cover the indirect costs, especially those associated with facility operation (e.g. support staff wages, building janitorial and maintenance, heat and electricity, phones, computer and POS systems).

In order to ensure financial sustainability, revenues need to be applied against both direct and indirect expenditures in a fiscally sound manner. In situations where the City offers tax support to a partner to assist in the delivery of services, agreements will need to be in place that clearly outline how revenues are to be allocated.

### 7.3 Funding available for Community Initiatives

Traditionally in Richmond, net revenues from programs and services at individual facilities have been used by community organizations to undertake community projects and initiatives. While there has been an inequity due to the size of various facilities and the level of City support; it is recognized that there is a benefit in having some resources available to be matched by volunteer contributions to accomplish community-based initiatives.

There is benefit in developing a system where a portion of revenues can be placed into a Community Initiatives Fund. These funds can be leveraged by volunteer contributions through fundraising and volunteer efforts.

**Recommendation 5:**

City to develop a Fees and Charges (or pricing) Policy and City Funding Policy that defines subsidies on accessibility, equity, serving targeted needs, ability to pay and the purpose (priority) of the program or service; and that community input be included in the process of developing the policy.

**Recommendation 6:**

The City will receive a portion of revenues to offset operating costs. The determination of revenue split for programs or services provided by others on behalf of the City will be made at the planning stage, outlining all expenses and the revenue split.

**Recommendation 7:**

That a Community Initiatives Fund be developed with a portion of revenue from programs and services being allocated to this fund; with clear criteria for the use of this fund.

**Recommendation 8:**

That community organizations be encouraged to develop other sources of revenue through grants and fundraising to support community projects.

## PRCS Services / Core Business

*(Presented to Community Working Group May 20, 2004)*

Line of Business	Description
Research, Planning, Development and Marketing	<p>To anticipate community needs / market requirements ... "peek around the corner".</p> <ul style="list-style-type: none"> <li>• Market research</li> <li>• Demographic research</li> <li>• Trends research</li> <li>• Best practices research</li> <li>• Business &amp; service planning</li> <li>• Facility, Parks &amp; Amenity planning &amp; development</li> <li>• Marketing &amp; promotions</li> </ul>
Community & Neighbourhood Building	<p>To build community capacity to help meet community and neighbourhood needs:</p> <ul style="list-style-type: none"> <li>• Volunteer recruitment &amp; development</li> <li>• Board development</li> <li>• Provide resources</li> <li>• Provide gathering places</li> <li>• Educate / Promote the importance of strong community</li> </ul>
Places and Spaces – Facility & Parks Operations	<p>To provide and operate City owned facilities, parks and amenities:</p> <ul style="list-style-type: none"> <li>• Building, maintenance &amp; lifecycle</li> <li>• Allocation of space</li> <li>• Maintenance and operations of City facilities</li> </ul>
Programs and Services	<p>To ensure services are available to the public:</p> <ul style="list-style-type: none"> <li>• Facilitate service planning with community involvement</li> <li>• Develop, maintain and update relationships with community organizations involved in delivery of programs &amp; services</li> <li>• Deliver programs and services directly where appropriate</li> </ul>

## PRCS Service Levels

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*(Presented to the Community Working Group May 20<sup>th</sup>, 2004)*

### **Neighbourhood Services**

Programs, services and facilities are within walking distance, accessible, foster informal social interaction and strengthen the notion of civic engagement, organized and spontaneous, suit the character of the neighbourhood and its consumers, have local appeal to consumers.

### **Community Services**

Programs, services and facilities that respond to a larger geographic area or an area of interest. Designed to meet needs of consumers and characteristics of the area. Services are coordinated within the area.

### **City-Wide Services**

Programs, services and facilities that consumers will travel to participate and/or demand across the City. Services are unique and are for all to enjoy, services are coordinated and standards are in place, links to other City services.

### **Regional Services**

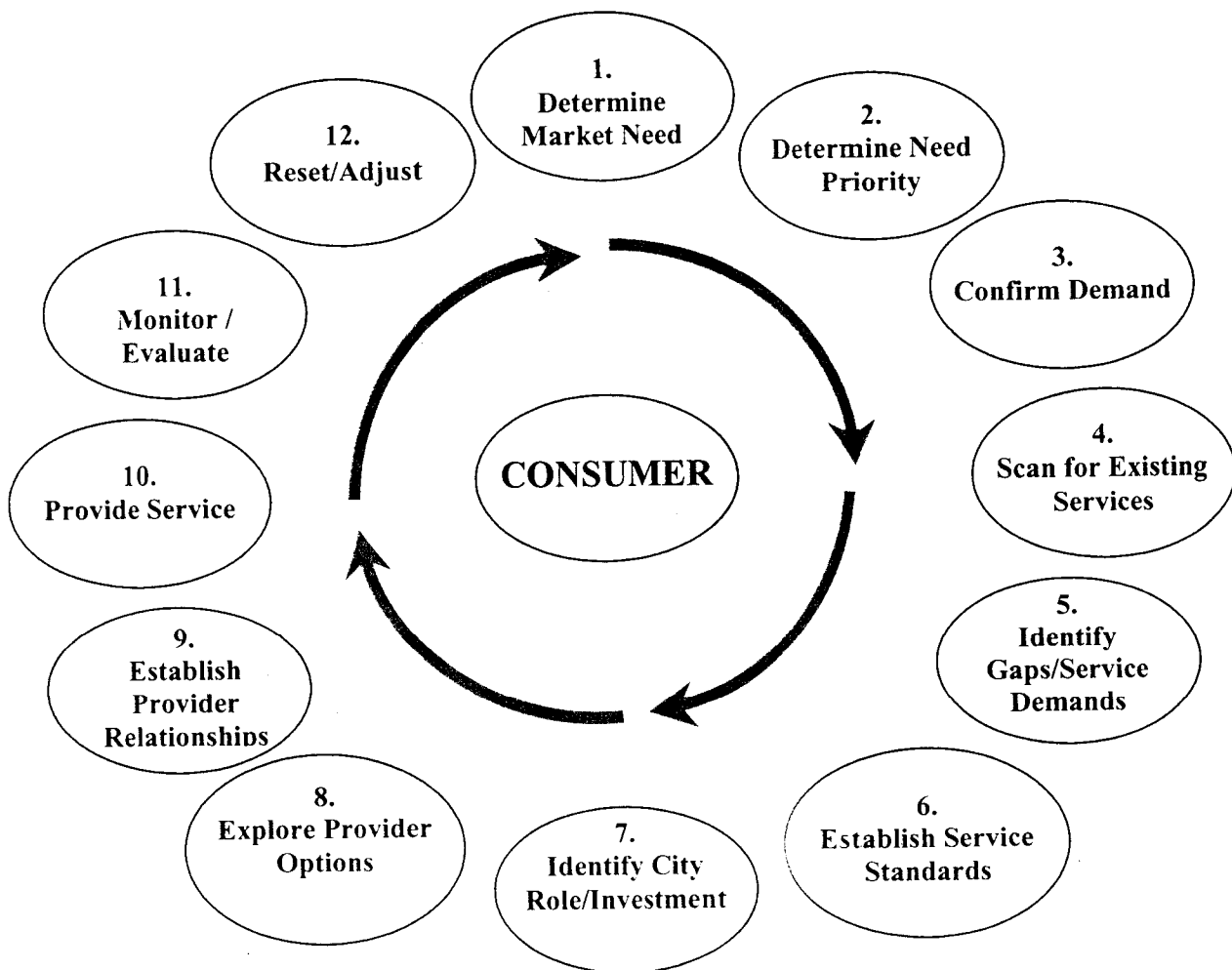
Programs, services and facilities that attract consumers from inside and outside the City, often attract due to unique or specialized interest.

## Addressing Community Needs Process

*(Adopted by the Community Working Group January 24<sup>th</sup>, 2004)*

This process must identify how needs will be addressed and delivered by the City of Richmond. PRCS will take the lead role and collaborate with others in working through these steps. Other organizations may also use this model independently.

The following diagram illustrates the progression:



## Addressing Community Needs Process Description

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**1. Determine the Need**

Need is established from a variety of sources including community leaders, businesses, staff, community groups, government leaders, trends, demographics or other relevant areas. When there is a gap between maintaining well-being or basic quality of life and reality, and there is a need to be addressed.

**2. Establish whether Essential / Important or Discretionary Need**

Determine the importance and whether PRCS must address. Determine whether or not the need arises from a lack of civic engagement and might be better addressed as an individual or collective citizen responsibility. PRCS may ensure or not, depending on a variety of factors including whether it fits into those met by other providers, or if it is not a need. Essential needs must be of benefit to the greatest number of people, for example, a beginner swimming lesson as opposed to advanced diving lessons.

**3. Establish Demand**

The demand for programs and services must be established and confirmed. Prioritization occurs at this phase.

**4. Scan for Existing Service**

What else is currently being offered in the market?

**5. Identify Gaps / Service Demands**

The gap between the demand and the existing service must be examined. This may be done through the development of a "Greenlight Committee," an ad hoc think tank to generate creative solutions to address the gap.

**6. Establish Service Standards**

Define the standards that must be met to ensure quality programs and services are provided to consumers. This will include customer service standards (Appendix 4), outcomes for programs and services, quality, targets for consumer participation, accessibility, risk management and liability, business practice, human resource management and financial management.

PRCS will set the outcomes but will not necessarily control the process for achieving those outcomes.

**7. Identify City Role or Investment**

Determine what role the City will play in the provision of programs and services and determine what investment it will make to ensure needs are met.

**8. Establish Provider Relationship (as required)**

Recruit and solicit to find the right service provider match for the situation, negotiate and formalize an agreement.

**9. Provide the Service**

This includes delivery of programs and services, as well as accompanying advertising, marketing and promotion.

**10. Monitor / Evaluate**

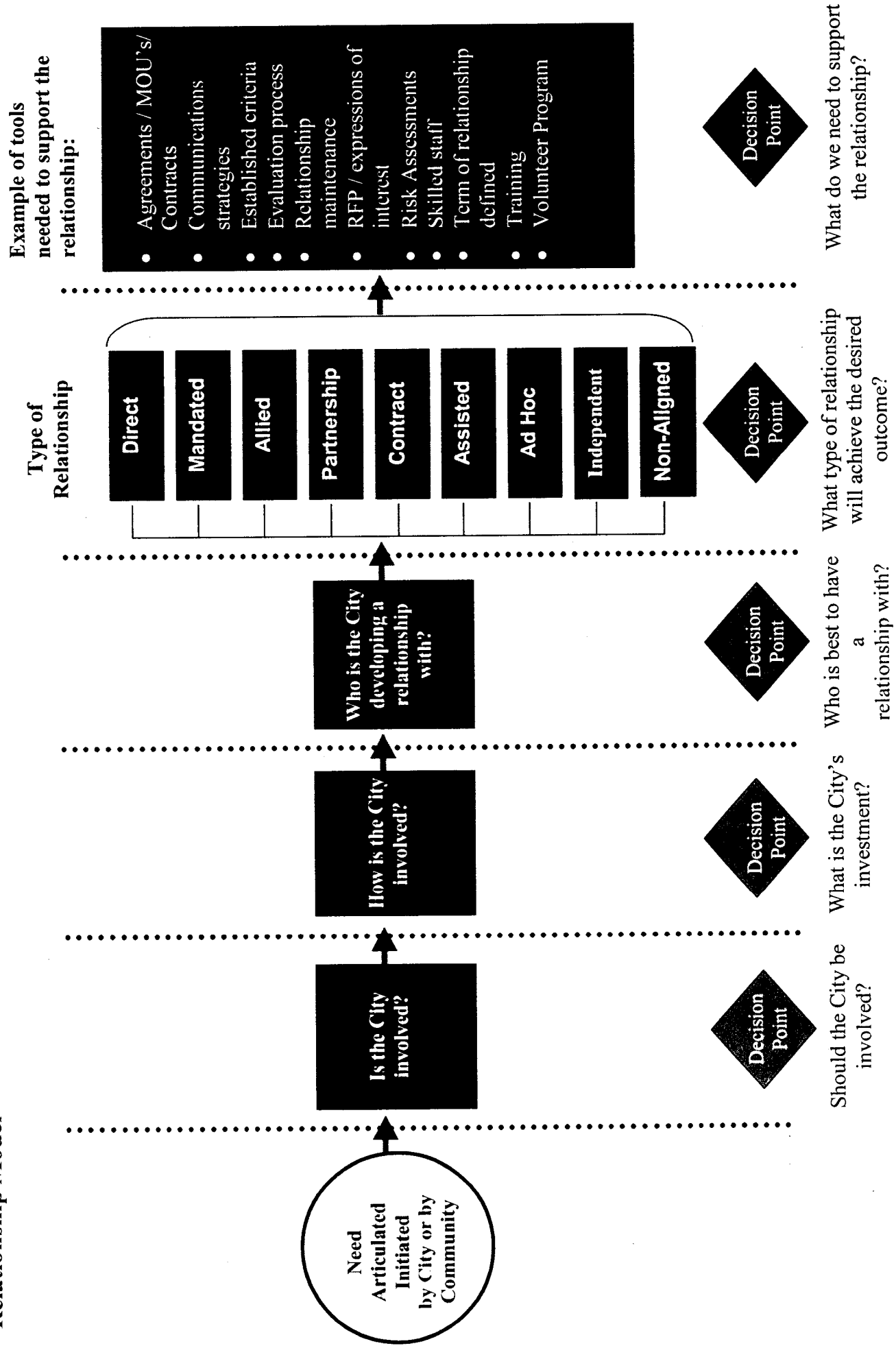
Manage and monitor the implementation of contract agreements where applicable and evaluate the achievement of the desired outcomes to meet the determined need.

**11. Reset**

This is the final step to complete the cycle. It takes the evaluation results and ties them back to ensure the need determined in the first step is still valid.

The steps work as a system once the essential needs and the outcomes for the three core areas are identified.

# Relationship Model



## Developing Relations with Community Organizations

### Types of Relationships

*(Adopted by the Community Working Group February 19<sup>th</sup>, 2004)*

There are seven types of relationships in the delivery of Quality of Life programs and services. Several types of relationships can exist between the City and others, depending on the specific program or service offered to consumers. The service can be offered at the neighbourhood, the community, city-wide or regional levels.

The opportunities for relationships with the City include:

Type	Connection	Purpose
Ad Hoc	Linked through specific purpose	Supplement and compliment existing service such as transit routes
Allied	Linked through synergy	Leverage other's resources for mutual benefit such as school district, health region, tourism
Assisted	Linked through provision of in-kind or direct support	Support other organizations in the provision of service such as minor soccer
Contract	Linked through exchange of considerations	Achieve prescribed outcomes through other organizations such as NPO/ Community Associations
Direct	No linkage with other parties	Offer services independently such as floral displays
Mandated	Linked through legislation	Ensure provision such as libraries, environmental protection programs
Partnership	Linked through sharing risk/reward	Need others to achieve desired results such as P3s, construction of Watermania and RIC
Independent	Linked only through common/shared interests	Increase awareness to minimize duplication such as private fitness club
Non-aligned	No linkage	Example private language school



## Role of the Community Organization

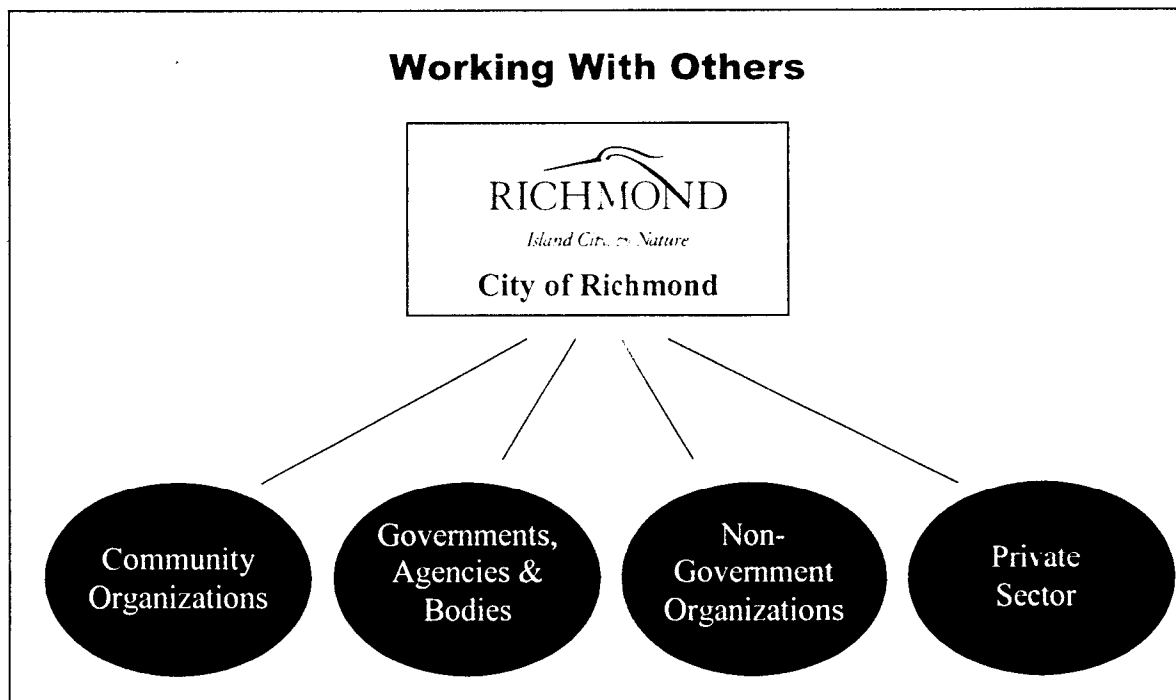
*(Adopted by the Community Working Group – February 19<sup>th</sup>, 2004).*

The City of Richmond has identified that working relationships with community organizations, other government organizations, non-government organizations and the private sector are essential to the sustainability of the quality of life sector.

The City has committed to working with its community to ensure that Richmond residents have equitable access to a broad range of quality of life programs, activities and services.

Seven options to create relationships between the City and targeted organizations have been identified in the document “*A Relationship Model for Service Delivery.*”

Relationships with others depend on the other organizations’ ability and interest in working with a local civic government for a shared purpose.



The City of Richmond acknowledges and accepts that community organizations, including Community Associations, have their own mandates and governance structures. The City acknowledges that community organizations are responsible for determining their own activities and services.

Depending on the organization, it may perform one or more of the following roles in serving Richmond residents:

- **Advisory** – this role focuses on providing advice and counsel to the City or others, proactively and upon request.
- **Community Advocacy** – this role focuses on identifying issues of concern to those living in a community or sharing in a community of interest.
- **Community & Special Event Programming** – this role focuses on planning and delivering local programs and events that respond to community interests/needs. These programs and events are generally offered independently of City of Richmond sponsors programs.
- **Contract Facility/Amenity Operator** – this role focuses on the operation of one or more City owned facilities or amenities under an agreed relationship with the City of Richmond. The facility or amenity is operated according to City standards and expectations.
- **Contract Program/Service Provider** – this role focuses on providing programs and services under an agreed relationship with the City of Richmond. The programs and services are provided according to City standards and expectations.
- **Facility/Amenity Operator** – this role focuses on operation of one or more facilities or amenities owned by the organization or second party other than the City of Richmond. The facility or amenity is operated according to standards set by the organization.
- **Fund Raising** – this role focuses on activities that secure additional resources either for the organization’s direct purposes or in support of purposes aligned with the organization’s purpose.
- **Volunteer Development and Support** – this role focuses on creating increased community capacity by recruiting, training and recognizing volunteers.
- **Other Roles** – organizations may, for their own purposes and from time-to-time, elect to perform other roles consistent with their purpose and direction.

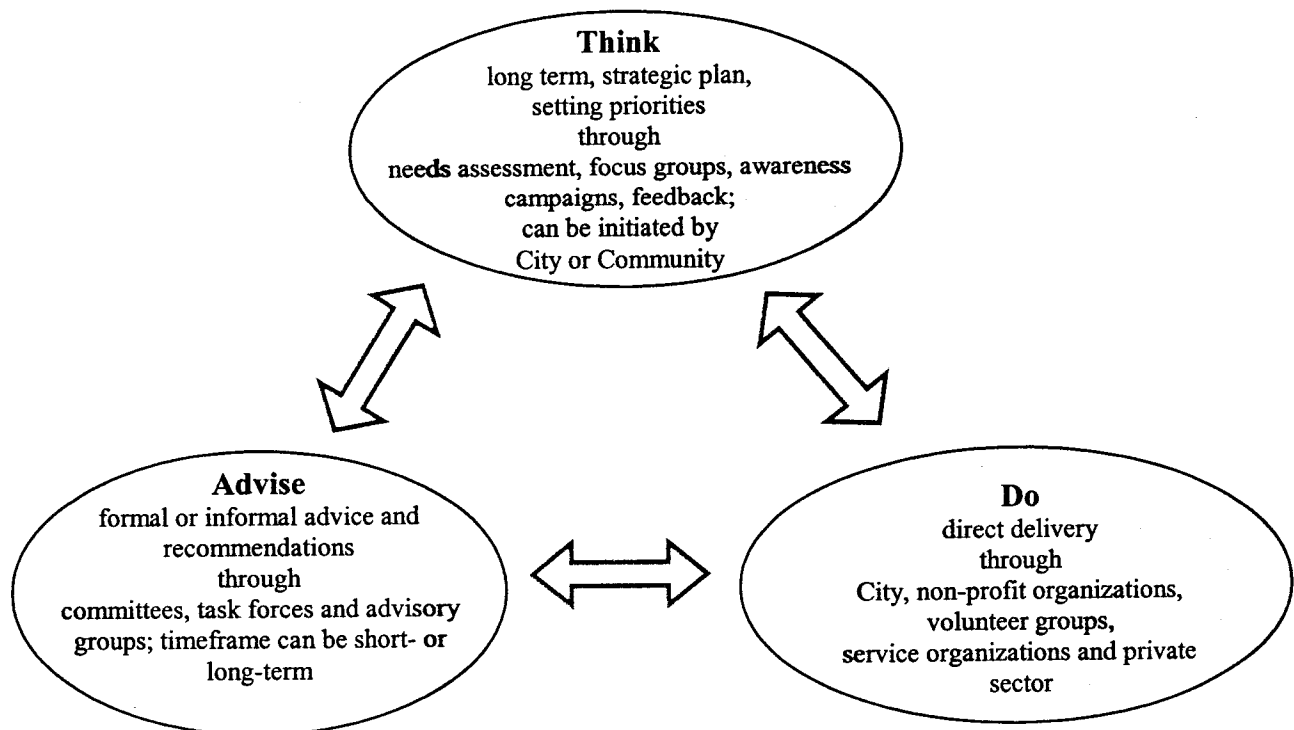
The City of Richmond will enter into relationships with a variety of community organizations (and others described above) as part of its leadership responsibility to ensure access to quality of life programs, activities and services.

The City shall be responsible for determining the scope, terms and conditions associated with each relationship. The City’s relationship development process will reflect appropriate standards of accountability, transparency and fiduciary responsibility.

The City reserves the right to enter into a relationship with a community organization (or other body) without obligation to provide the same or equal opportunity to any or all other organizations

## Community Involvement Framework Role of Community

*(Adopted by the Community Working Group – February 19<sup>th</sup>, 2004).*



### Planning (Think)

Needs are assessed and a long-term strategy is determined. PRCS takes the lead and there are a variety of opportunities to get involved such as participation in a needs assessment, contribution to strategic direction and providing feedback on priority areas.

### Advising (Advise)

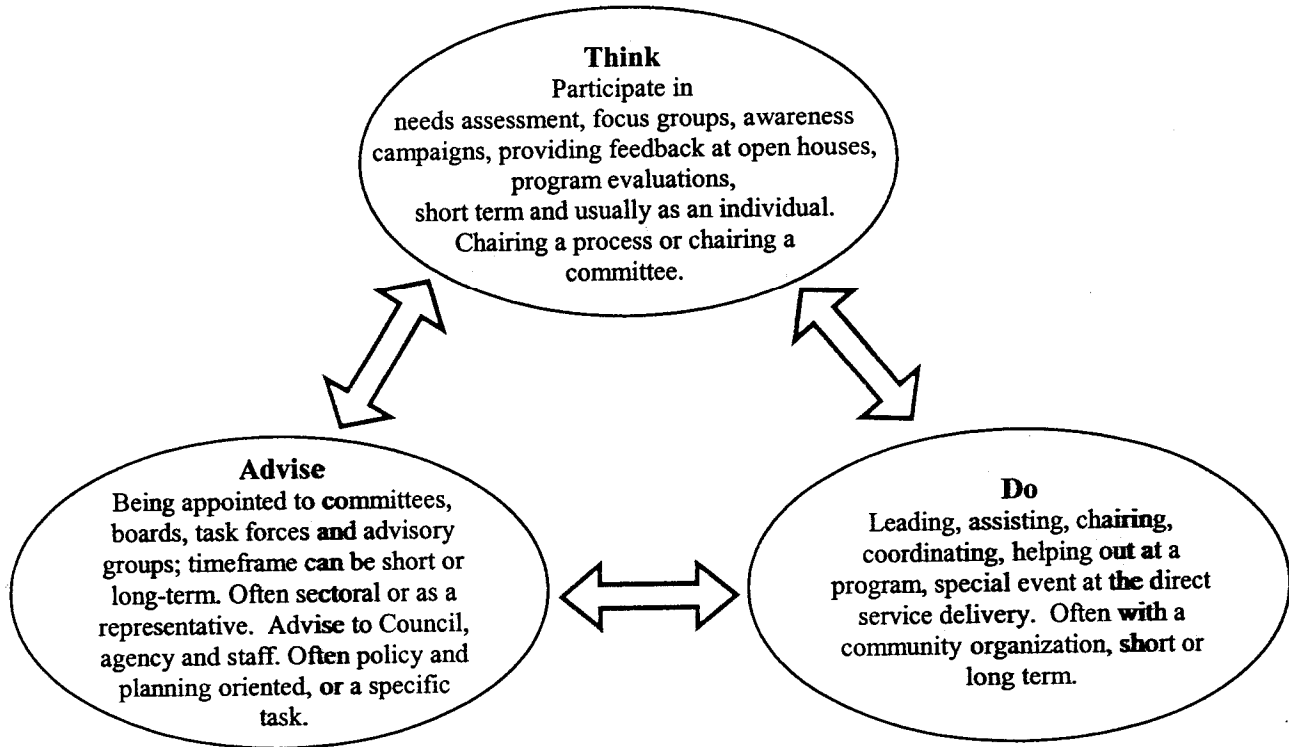
Advice is given to PRCS which includes both formal and informal opportunities, for example formally appointed task forces or committees approved by Council with terms of reference, a mandate and a finite term, a project or as an advisory committee of Council. The other method is informal where feedback is solicited in the form of open houses, surveys or focus groups.

### Direct Delivery (Do)

This includes design, delivery and access to programs and services by a variety of providers, including individual volunteers, service organizations, non-profit organizations and PRCS.

## Community Involvement Framework Role of Volunteer

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There are many reasons why an individual decides to make time to volunteer: personal, professional, community or society driven. It is well documented that positive volunteer experiences turn into successful community services and programs. The roles of volunteers are:

**Volunteer involvement is vital to a just and democratic society.**

- It fosters civic responsibility, participation and interaction.

**Volunteer involvement strengthens communities.**

- It promotes change and development by identifying and responding to community needs.

**Volunteer involvement mutually benefits both the volunteer and the organization.**

- It increases the capacity of the organization to accomplish its goals and provides volunteers with opportunities to develop and contribute.

**Volunteer involvement is based on relationships.**

- Volunteers are expected to act with integrity and be respectful and responsive to others with whom they interact.

**In the City of Richmond, the expectations of volunteers include (and are not limited to):**

- Abide by all written policies, procedures and guidelines relevant to the volunteer role(s)
- Accept orientation, training and supervision in order to provide quality service
- Be clear on the expectations and follow through
- Clearly identify themselves as a volunteer and not comment to the media unless approved by the supervisor or leader
- Contribute opinions and thoughts
- Contribute to the success of the program or task
- Ensure that volunteers understand what the City will provide to them (ie. define what can a volunteer expect from the City.)
- Ensure two way communication, if representing an organization
- Maintain the confidentiality of any information given in the course of my duties that is deemed confidential
- Make a commitment to contribute time and effort to a task, committee or activity
- Perform all assigned tasks to the best of their ability

# Implementation Strategy

## Appendix 11 (1 of 5)

IMPLEMENTATION STRATEGY		START DATE	ACTION REQUIRED	CITY INVOLVED	OTHERS INVOLVED
1	Endorse the Community Values and Vision and the Well-Being Framework and ensure that the above are included in the PRCS Master Plan.	Fall 2004	Approval of Recommendations	City Council	
2	Ensure the City is responsible for leadership, expertise and allocation of City resources.	Fall 2004 Winter 2005	Approval of Recommendations Initiate transition from current operating agreements with partners	City Council PRCS	Current Partners
3	Adopt four core business focuses for the PRCS Division and align its resources to support these business areas: <ul style="list-style-type: none"> <li>Community and Neighbourhood building</li> <li>Programs and services to meet community need</li> <li>Facility and Parks operations</li> <li>Research, planning, development and marketing</li> </ul>	Fall 2004 Fall 2005	Approval of Recommendations Transition PRCS to four core business areas	City Council PRCS	
4	Ensure services are provided at Neighbourhood, Community, City-wide and Regional levels and that these levels of service be reflected in the future service delivery.	Fall 2004 Fall 2005	Approval of Recommendations Incorporate into Service Plan development and include classification in all activities	City Council PRCS	
5	Endorse the Framework for Addressing Community Needs and ensures service is provided when needs/demands are clearly identified.	Spring 2006 Fall 2004	Commence appropriate promotion and marketing Approval of Recommendations	PRCS City Council	
6	Ensure that the City continues to work with a wide range of community-based organizations and is committed to establishing and maintaining effective relationships with others.	Spring 2005 Fall 2004 Fall 2004 Spring 2005 Ongoing Ongoing	Incorporate into Service Plan development Approval of recommendations Continue to work with current and new organizations Host Community Leaders workshop Create annual community leaders workshop Promote and publish a comprehensive listing of community organizations	PRCS City Council/ PRCS PRCS PRCS PRCS	Community organizations Community leaders

IMPLEMENTATION STRATEGY	START DATE	ACTION REQUIRED	CITY INVOLVED	OTHERS INVOLVED
7 Develop system-wide policies as a foundation for Service Planning.	Fall 2004 Winter 2005 Winter 2005 Fall 2005 Ongoing	Approval of Recommendations Identify and prioritize policies for development (fees/charges, accessibility, facility allocation) Design framework for policy to ensure public process in policy development Bring Policies forward for approval and implementation Develop next priority policies and implement	City Council PRCS PRCS PRCS PRCS	Public input and consultation
8 Facilitate the development of 3 year Service Plans in key product and service areas.	Fall 2004 Spring 2005 Spring 2005 Spring 2005 Fall 2005 Ongoing	Approval of Recommendations Establish service plan priorities Create service planning groups and terms of reference for each area Begin service plan development Implement Continue with service plan priorities	City Council PRCS PRCS PRCS PRCS PRCS	Community organizations and public
9 Establish service agreements when others provide a service on behalf of the City.	Fall 2004 Fall 2005 Winter 2006	Approve Recommendation Negotiate agreements, draft Contracts Commence service under Service Agreements	City Council PRCS PRCS	Community Organization
10 Establish relationships for services as outlined in the Relationship Model, seek relationships with traditional providers first and once established, ensure protocols are in place that clearly define accountabilities.	Fall 2004 Winter 2005 Spring 2005	Approve recommendation Create accountability requirements Include accountability statements on all contracts and agreements and that information is clearly communicated.	City Council PRCS/Finance PRCS	Community Organizations

IMPLEMENTATION STRATEGY		START DATE	ACTION REQUIRED	CITY INVOLVED	OTHERS INVOLVED
11	Ensure that community organizations be responsible for managing their staff, personnel, systems and resources.	Fall 2004	Approve recommendation	City Council	Community Organization
		Fall 2004	Communicate recommendations to community organizations	PRCS	
12	Endorse the Community Involvement Framework, which also defines the roles for volunteers and volunteer organizations.	Fall 2004	Approve recommendation	City Council	
13	Encourage Community Organizations to have a broader mandate.	Fall 2004	Approve recommendation	City Council	Community Organizations
		Winter 2005	Communicate recommendation to community assns and societies	PRCS	
		Ongoing	Receive copies of constitutions, business plans, strategic plans and annual reports.	PRCS	Community Organizations
		Winter 2006	Create data bank for organizations	PRCS	
14	Support the development of a comprehensive volunteer strategy and increase the City's investment in volunteer management.	Fall 2004	Approve recommendation	City Council	
		Fall 2005	Initiate volunteer strategy development	PRCS Community Safety	Volunteer Richmond
15	Adopt a practice that ensures a mutual willingness to work towards the Community and City Vision and those groups must share the City's values, guiding principles and standards (or agree to be guided by them).	Fall 2004	Approve recommendation	City Council	
		Winter 2005	Communicate expectations to all community organizations that are involved in the City	PRCS	Community Organizations
		Winter 2005	Put expectation in all contracts and agreements	PRCS	
		Winter 2005	Ensure conflict resolution process is included in all contracts and agreements	PRCS Legal	
16	Establish public consultation standards and policies to ensure that the community is consulted and is able to provide feedback equitably.	Fall 2004	Approve recommendation	City Council	
		Summer 2005	Draft guidelines for engaging the public	PRCS	
		Fall 2005	Publish guidelines and implement strategies for involving the public	PRCS	Community Organizations



IMPLEMENTATION STRATEGY	START DATE	ACTION REQUIRED	CITY INVOLVED	OTHERS INVOLVED
17	Endorse the development of a detailed implementation strategy with consideration to the affected parties immediately.	<p>Approve recommendation</p> <p>Create detailed implementation plan and coordinate with other internal departments</p> <p>Assign elements of the implementation strategy to staff</p> <p>Consult and involve stakeholders in The plan.</p> <p>Commence implementation and transitions</p>	<p>City Council</p> <p>PRCS</p> <p>PRCS</p> <p>PRCS</p> <p>PRCS</p>	<p>Community organizations</p> <p>Community organizations</p>
18	Ensure the City has responsibility for financial management of its facilities, staff and resources.	<p>Approve recommendation</p> <p>Current contracts and agreements with community organizations cancelled</p> <p>City to receive revenues from facility management and operations</p> <p>Organization of staff and budgets according the needs and demands</p>	<p>City Council</p> <p>PRCS</p> <p>PRCS</p> <p>PRCS</p>	<p>Community Organizations</p>
19	Expect community organizations that are involved with the City are viable, sustainable and have a business plan.	<p>Approve recommendation</p> <p>Communicate expectation to community organizations</p> <p>Request business plans and other tools that indicate sustainability when dealing with community organizations</p> <p>Assist wherever possible in ensuring groups are sustainable and viable</p>	<p>City Council</p> <p>PRCS</p> <p>PRCS</p> <p>PRCS</p>	<p>Community Organizations</p> <p>Community Organizations</p> <p>Community Organizations</p>

IMPLEMENTATION STRATEGY		START DATE	ACTION REQUIRED	CITY INVOLVED	OTHERS INVOLVED
20	That Council establish a Fees and Charges Policy and City Funding Policy that defines subsidies based on accessibility, equity, serving targeted needs, ability to pay and the purpose (priority) of the program or service.	Fall 2004	Adopt recommendations Complete research	City Council	
		Fall 2005	Public consultations included	PRCS	Public
		Winter 2005	Council approval		Community Organizations
21	The City will receive a portion of the revenues and that revenue will be directed to offset PRCS operating costs.	Fall 2004	Approve recommendation	City Council	
		Fall 2005	Revenue transition	PRCS	
22	That Council establish a Community Initiatives Fund with a portion of new revenue from programs and services being allocated to this fund.	Fall 2004	Approve recommendation	Finance	
		Winter 2005	Develop program	PRCS	Community Organizations
		Spring 2006	Implement	PRCS	
23	That Council encourage community organizations to develop other sources of revenue through grants and fundraising to support community projects.	Fall 2004	Approve recommendation	City Council	
		Spring 2005	Communicate and support	PRCS	
24	That Council accept the financial impact of the changes resulting from the recommendations.	Fall 2004	Approve recommendation	City Council	

## Financial Impact

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The CWG had been directed by Richmond City Council to identify the financial impact of recommended changes to the service delivery. We have examined this and have the following observations.

City Council adopted guiding principles to ensure financial sustainability, ensure customer service is enhanced and to ensure the City's ability to meet community needs. While, the work done to date sets out a framework for decision-making, sets priority focus areas and outlines how the City will work with the community to ensure needs, a detailed financial analysis can not be completed until policies such as fees and charges are in place and service plans are completed.

It is recommended in this report that both the City and community organizations it partners with will be responsible to manage their own areas of responsibility and it will be clearly defined through Service Agreements what costs the City will be responsible for and what revenues it will receive.

We recommend that all parties work towards a financial outcome where the overall net impact is neutral, allowing any income to be reinvested into areas such as aging infrastructure, a Community Initiatives Fund and to meet emerging needs in the community

**Financial Sustainability**  
(Adopted by CWG March 18, 2004)

WHERE DO WE WANT TO GO?	WHAT DO WE NEED TO DO?	DESIRED OUTCOMES
<p>City has responsibility to effectively manage public resources to maximize public benefit.</p> <p>Financial resources are allocated to areas of greatest need.</p> <p>Financially healthy community organizations, bound by agreements, are accountable to the City.</p> <p>Operational advantages are gained where possible (e.g. partnerships, economies of scale, use of technology).</p> <p>PRCS has the ability to maximize revenue opportunities.</p> <p>The financial system provides funding to sustain the City's infrastructure.</p> <p>There is sufficient flexibility to shift resources to emerging needs.</p>	<p>Agreements will clearly lay out accountability, establish terms of the relationship and ensure outcomes and outputs are continually monitored and evaluated.</p> <p>Financial frameworks to support governance sustainability and ensure effective use of community assets.</p> <p>Adopt a business plan approach.</p> <p>Cost containment.</p> <p>Choose between union &amp; non-union environment where practical.</p> <p>City to take responsibility for financial management of its facilities and resources.</p> <p>Clearly define financial reporting and consistent policies (accountability structure).</p> <p>Coordinate services so policies and strategies identify what we do and the best way to deliver programs and services.</p> <ul style="list-style-type: none"> <li>• Understand that our preference is for someone else to provide service where it makes sense.</li> <li>• Look at alternate service delivery where practical &amp; possible.</li> </ul> <p>Cost recovery including recovering operating or administration costs.</p> <p>Establish and implement a pricing policy.</p>	<p>Ensure efficient and effective use of public resources.</p> <p>Clarity of roles.</p> <p>Community in a relationship with the City to provide services.</p> <p>Meet long term financial strategy put forward by City Council by reallocation and cost containment.</p> <p>Effective relationships, which provide for the needs of the community, are evaluated regularly on an agreed-upon basis.</p> <p>Effective accountability tools in place.</p> <p>Accurate data to analyze both participation &amp; cost/benefit.</p> <p>Facilities and infrastructure are well maintained.</p> <p>Organizations have control over their own resources and are accountable.</p> <p>Clear evaluation criteria.</p> <p>Business plans are in place and part of the contract.</p> <p>Standardized costing and fees.</p>

WHERE DO WE WANT TO GO?	WHAT DO WE NEED TO DO?	DESIRED OUTCOMES
	<p>Evaluate from City-wide and a larger geographical perspective.</p> <p>Leverage opportunities (grants and outside funding) and new revenue sources (sponsors and corporate partners).</p> <p>Shift resources to areas of greatest need.</p> <p>Provide incentive for community involvement.</p> <p>Take advantage of market conditions and opportunities with balance between accessibility and the necessity to generate revenue.</p>	<p>Capital equipment and inventory.</p> <p>Flexibility to adapt to change, sustain future growth, new facilities.</p> <p>A method to measure "soft services": i.e. one can quantitatively measure police catching youth in crime, but it is more difficult to measure good outcomes of outreach workers.</p> <p>Develop "unit rates" – standardized costs and fees across City.</p>

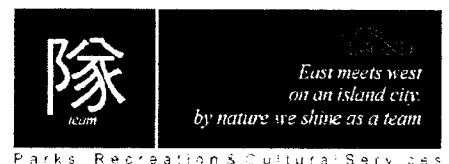
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November 19, 2003	James Sullivan	Disability
November 19, 2003	Brenda Bartley-Smith	Environment
November 19, 2003	Diane Bissenden	Health and Wellness
November 19, 2003	Bob Muaki	Heritage
November 19, 2003	Frank Claassen	RACA
November 19, 2003	Barbara Williams	Richmond Arts Strategy
November 19, 2003	Nora Wright & George Atkinson	Richmond Community Association
November 19, 2003	Brian Wardley	Richmond Community Services Advisory Council
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November 19, 2003	Bill Donaldson, Roger Barnes	Richmond Sports Council
November 19, 2003	Jacob Braun	Seniors' Services
November 19, 2003	Karen Adamson	Youth
November 20, 2003	Vancouver Coastal Health Authority	
March 18, 2004	Danielle Aldcorn	"Richmond Benefits" program
May 20, 2004	Julie Halfnights	"The Next Decade"

## Discussion Papers

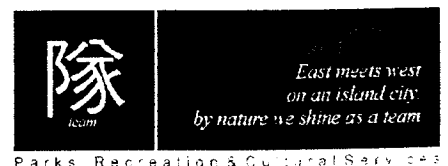
#1	January, 2004	A Framework to address Community Needs and Enhance Customer Service
#2	January, 2004	Municipal Government Responsibility for Parks Recreation and Cultural Services
#3	February, 2004	A Framework to Encourage Community Involvement and Establish/maintain Effective Relationships
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May 15, 2003	City of Richmond – Parks Dept
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September 18, 2003	The Future Vision
November 20, 2003	The Current Reality
December 18, 2003	Current Reality Issues and Challenges
December 18, 2003	Current Reality Profiles
May 20, 2004	PRCS New Direction



Presentation to the  
Community Working  
Group

**Contract Services Delivery**  
John Karlsson





## Contract Services Delivery

- John Karlsson
- Independent, interested member of the public
- Former treasurer, then president of West Richmond Community Association

## Contract Services Delivery

➤ OBJECTIVE :

➤ Best Possible Service Using the Resources Available

## Contract Services Delivery

This objective generates two questions :

- 1) What is best service ?
- 2) How do we provide it ?

# Services delivery Contract Arrangement

## Contract Services Delivery

### ➤ Examples :

- ✓ Lower Mainland Municipal Engineering Departments :
  - Design
  - Construction
  - Maintenance
- ✓ Municipal refuse collection

## Contract Services Delivery

### ➤ Example of key features :

- ✓ Ontario Highways Ministry ( MTO ) Snow Clearing :
- Key Features :
  - MTO provided salt storage sheds
  - Measurable Performance Requirements :
    - Clear X lane-miles per hour
    - Start within 20 minutes of the start of a snowfall
  - 3 Year Contract Duration

## Contract Services Delivery

### Here's how Contract Services Delivery could work :

- The City provides an amount of money based upon dollars per person in the community catchment
- The City provides the building
- The City stipulates the core level of service; e.g. :
  - so many hours per week of fitness classes, activity programs, seniors programs, childcare of such and such a type, and so on

## Contract Services Delivery

Here's how Contract Services Delivery could work :  
(continued)

- The contracting Association delivers the core level of service
- The contracting Association has to attract a certain percentage of the community catchment population  
( This percentage could be based upon the current participation rate in the catchment, the average participation rate across the City, and, say, a mutually agreed upon rate of improvement per year.)

## Contract Services Delivery

Here's how Contract Services Delivery could work :  
(continued)

- Otherwise the contracting Association can do whatever it judges best suits its community
- The contracting Association covers all costs of its administration, supervision, labor, equipment, maintenance, supply, replacement, depreciation ( i.e., develops sinking funds for replacement, expansion, etc.) from the revenues generated, together with the per capita grant from the City
- The City monitors and measures the service delivery

## Contract Services Delivery

### ➤ Drawbacks of this approach :

- Some Associations may not be interested in, or perhaps not capable of, contracting to provide the services requested
- May be necessary to approach new potential contracting service providers ( e.g., YM/WCA, boys and girls clubs, and so on )
- The City and the contracting service provider / Association would have to reach agreement, and there could be unrealistic expectations both ways

## Contract Services Delivery

### ➤ Drawbacks of this approach : (continued)

- City and contracting service provider / Association would have to establish methods of tangibly and impartially measuring performance that both parties can monitor
- Career paths of some City staff will change, toward more supervisory, planning and monitoring roles from current operational roles
- The contracting service provider / Association would have to "close" any "City funding gap", however it is able

## Contract Services Delivery

### ➤ Benefits of this approach :

- ✓ The core level, type, frequency, etc., of service delivery and hours of operation would be clearly established
  - ✓ The City would easily be able to highlight inadequacies and contractually insist upon rectification
  - ✓ The City can allocate less resources to the contract Associations than the equivalent that it currently provides, making resources available for new programs that the City wishes to provide
- (The contracting service providers / Associations would have to "close" the gap – in whatever way they choose.)

## Contract Services Delivery

### ➤ Benefits of this approach (continued):

- ✓ The contract could include revenue sharing or incentive provisions
- ✓ The contract would provide a proper balance between authority and responsibility
- ✓ The contract can build upon established expertise and relationships
- ✓ The communities would harness the energy, initiative and flexibility of the (volunteer) Associations

## Contract Services Delivery

### ➤ Benefits of this approach (continued):

- ✓ The contracting service providers / Associations can supplement the core service in any way they choose and can fund
- ✓ The City could focus on performance monitoring, trends, long range planning and City-wide policies, without the operational burdens of actual service delivery
- ✓ The City can independently provide any "public good" services it chooses, or contract with the service provider / Association to provide them

## Contract Services Delivery

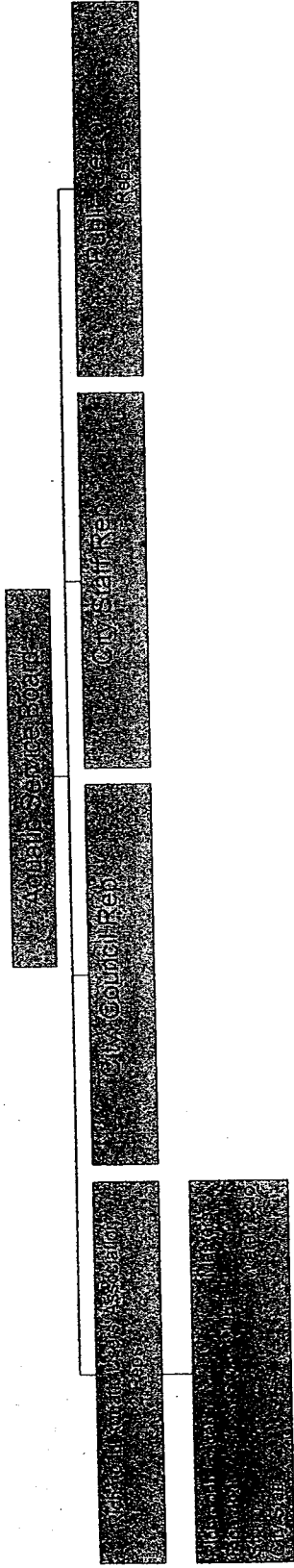
- Effective implementation is key to the success of a plan
- A plan, no matter how worthy, is useless if you cannot implement it
- That is : a plan that cannot be implemented ...  
is useless



Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Aquatic Services Board**  
Rosemary Mundigel

# Aquatic Service Board



## Richmond Aquatic Services Board

### **History of Aquatic Users Association in Richmond:**

- The *Aquatic Users Association* was established in +/- 1992 to promote, support and represent the need for a new aquatic complex in Richmond (following the referendum in November 1993).
- When the City of Richmond decided the expansion of Aquatics was required, they undertook the initiative to foster a public/private partnership in the development of Watermania.
- Members became very active in the development, design and operation of this complex by participating on the Building Committee with the developer (Brent Kerr).
- The members' representation on the Building Committee was individuals from competitive aquatic groups in Richmond and members from the community at large. Each of these groups having their own Board of Directors and their own financial budgets.
- Upon the development of the Aquatic Services Board in 1996 the Aquatic Users Association set its new mandate as follows:
  - To encourage, support and represent the interests and needs of competitive aquatic groups in Richmond
  - To act as a forum for Aquatic Users'
  - To support the continued growth of aquatic opportunities and facilities
  - To provide 2 members as representatives for the Aquatic Services Board

In March 1997 the Aquatic Users Association became a non-profit society.

### **Aquatics Services Board:**

- ASB was set up as per the business plan in 1996 as an advisory board for aquatic services
- It is comprised of 9 members appointed by Richmond City Council
  - 7 members from the community at large
  - 2 recommended by the Aquatic Users Association

The Aquatic Services Board is responsible for (with the assistance of City staff):

- monitoring budgeted facility revenues and expenses
- setting user rates and fees for aquatics
- developing policies & procedures for aquatic users in Richmond including the allocation of space
- marketing of facilities to residents in Richmond and neighbouring communities

## Presentation Topics:

1. Market
  - Aquatics is marketed to all residents of Richmond and the surrounding communities and cities
  - The marketing is geared to reach all age groups
  - With an aging population, aquatic services continues to grow as a popular choice for seniors
2. Programs and Services
  - The Aquatic services and programs include (but are not limited to the following); public drop-in recreational swims, learn to swim lessons, Aquasize and fitness opportunities, Masters programs, competitive swimming (summer and winter clubs), water polo, Life saving and guarding courses and recently trying to reach diving and synchro interests
3. Facilities and Amenities
  - Richmond has 4 aquatic facilities (2 indoor and 2 outdoor) that include a wide range of amenities: wave pool, teaching pool, saunas & steam room, hot tubs, competitive 57m pool, water slides, fitness rooms, multipurpose rooms, tenant space for massage and physiotherapy, as well as retail and concession services.
  - The outdoor pools are only operated during the summer months
4. Governance
  - Aquatics operate with city staff and employees and with the use of volunteers during special events and meets.
  - The Aquatics board is an integral part of the governance
  - The organizational chart is attached
5. Finances
  - The City supports the accessibility and the affordability of aquatics with user fees, rentals and registration fees. Facility revenue and expense budgets are monitored by the Aquatic Services Board. In 2002 total aquatic expenses were 4.5 million dollars with revenues of just over 3 million resulting in a recovery of close to 70%.
6. Other Information
  - Richmond Community Needs Assessment 2001 identified:
    - 61% of respondents from the community survey, and 78% of the respondents from the walk-in survey indicated a need for new and improved recreation and cultural facilities – top of each list included indoor swimming pools
    - While the capacity for indoor swimming was greatly expanded several years ago, the demand for indoor swimming has grown very quickly and there is now a need

to consider further expansion of indoor swimming capacity. Groups were clear that they didn't want this to happen at the expense of not having access to existing outdoor pool capacity during construction (eg. if the indoor capacity is added by redeveloping the well used outdoor pool at Steveston)

- Of those respondents in the Community Wide Survey who said they had used an indoor facility in the last year, the highest use of a recreation facility was indoor swimming pools (62%). At the focus groups, issues that surfaced regarding swimming pools related to Minoru Aquatic Centre. Specifically, citizens wanted improvements to the weight room, family change rooms, and better water temperature in the showers.
- The challenges we face are the aging facilities and the need for replacement of existing facilities (Minoru Aquatic Centre and Steveston Pool).
- With the increase in aquatic participation in Richmond comes the need for additional aquatic space, so simply replacing aging facilities will not facilitate the growing need of aquatics; expansion is a must. Growth in the Steveston area indicates a need for additional pool space in the south west corner of Richmond.
- In the future we see the Aquatic Services Board continuing to oversee Aquatics in Richmond and the Richmond Users Association continuing to be the "body" that keeps the population of the user groups involved.

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Child Care Services**

**City of Richmond  
Parks, Recreation and  
Cultural Services**

**Written  
Submission**

**CHILD CARE  
SERVICES**

**Respectfully submitted by the  
Child Care Development Board**

**City of Richmond**  
**Parks, Recreation and Cultural Services Presentation**

**CHILD CARE SERVICES**

**Introduction**

The Richmond Child Care Policy acknowledges that *child care is now an essential service in our community for residents, employers and employees*. It further notes *these services shall provide quality programs which are accessible and affordable*. (Attachment 1). We would add that these services should also be inclusive of children with differing abilities.

While child care intersects with the City mainly through the Parks, Recreation and Cultural Services Department, it should not be seen as merely a revenue generator or occasional program. Child care services are essential in moving Richmond towards being the most liveable city in Canada.

**Overview**

The City of Richmond is projected to have 24,836 children under the age of 13 in 2006. Infants and toddlers (under 3 year olds) and 9 – 12 year old are the only segments of this population that are growing.

Research further indicates that 75% of women with children under age six are in the workforce.

In 2001 there were 125 regulated spaces for every 1000 children under 13 – or spaces for 12.5% of Richmond's children.

(Detailed area by area analysis is available in the 2001-2006 Child Care Needs Assessment) (Executive Summary is Attachment 2)

**Bottom line**

While there is regulated child care in Richmond, research indicates there is a far greater demand than supply especially in infant/toddler (0-3) and school-age care (6-12). There is a relative over-supply of pre-school programs (part-day).

**Service Delivery**

The child care services in Richmond are delivered by two sectors. The regulated sector and the unregulated sector. The unregulated sector is not governed by any regulation or monitored by any agency. Research indicates the presence of a large unregulated child care sector in Richmond, particularly for children 6 and older. While other research consistently indicates that quality child care is found more frequently within regulated care contexts, not all families use regulated child care services, particularly since the cost and availability of child care pose significant barriers.



## **Governance**

In the regulated sector there are two main types of operators; private operators and non-profit societies. Private operators are found mostly in the pre-school, family-child care (a private business caring for children in ones home) and out-of-school care. Non-profit societies operate mostly group 3-5 year old care, group infant/toddler, some preschool and out-of-school care.

Non-profit services are run by both single focus parent/user/community volunteer boards or multi-purpose volunteer boards such as community associations/church boards.

## **Funding**

Funding for child care services is mostly through parent fees. An operating grant based on enrollment is available through the Provincial Government to all licensed (regulated) operators. (\$2.30/space/day). This grant is in effect until March 31, 2004.

## **Facilities and Amenities**

Child care services are operated in a variety of settings from purpose-built centres, to church halls to community centres to school classrooms and private homes.

The City of Richmond owns four purpose-built child care centres which it leases to non-profit operators for \$1/year.

The City of Richmond also subsidizes facility space for child care programs offered in community centres.

## **PRCS and Child Care**

PRCS is linked to child care through the preschool and out-of-school care provided by community associations.

The community associations provide 29.19% of all out-of-school care in the City of Richmond. (Attachment 3)

## **Three possible ways forward:**

1. The status-quo. The city continues to ensure space is available for the community associations to continue to operate. There may be some room here for developing some fee equity and standards of practice across the city so citizens across the city can expect similar care wherever they access it.

2. A new model could see the City seeking a non-profit operator to operate all the school-age programs and/or all the preschool programs in the community centres. There are many cautions with this approach and many issues regarding change of operator, ownership of furnishings, staffing etc. The City would have to maintain current subsidies for space etc. The city could establish levels of service/standards of practice. Added to this the City does not, at present, have the capacity within current staff to monitor or set standards of practice or select appropriate operators.
3. The City / Community Associations determine that childcare services are not part of the PRCS mandate and withdraw services. This would be devastating to the community.

Community associations have responded to community need and any proposal to move to a single operator across the City would need to be carefully analyzed to ensure that it would be a better system than the status quo in terms of equity, affordability etc.

### **Conclusion**

Child care in the City of Richmond has been thoroughly studied in the Needs Assessment done in 2001.

The Child Care Development Board recommends that there be some attention given to:

- coordinating child care services across the city (by a child care coordinator hired by the City and Community Associations jointly to ensure the following points)
- a level of equity of services city-wide
- planning to meet community child care needs
- administrative efficiency
- adequate resources for operating and capital costs

We support these changes taking place within the current operating framework (Option1). We strongly encourage the Community Working Group to come to a timely decision on child care services as the current uncertainty is destabilizing an already fragile system.

We believe that this presentation is more appropriate in discussing the needs of our sector than completing the grid provided. We further believe that the services our sector provides link well to the Community Working Group vision and values for Parks, Recreation and Cultural Services in the City of Richmond.

## **RICHMOND CHILD CARE POLICY**

**"WHEREAS, the City of Richmond recognizes that:**

- ☛ **A significant social change has taken place with the result that in a majority of families today there is no parent at home on a full-time basis to care for the children;**
- ☛ **There is a critical shortage of affordable quality child care spaces in Richmond;**
- ☛ **Richmond's residential and commercial growth will continue to increase the demand for child care in the community and will necessitate additional spaces to meet this need;**
- ☛ **Investment in quality early childhood programs has positive social and economic benefits for the whole community; and**

**WHEREAS, one of the goals of Richmond's Official Community Plan is: "To provide for the social needs of the community with adequate support services .... planning for increased services for the anticipated changes in the population mix of our community;" and**

**WHEREAS, the City of Richmond acknowledges that child care is now an essential service in our community for residents, employers and employees;**

**THEREFORE, the City of Richmond is committed to being an active partner with senior levels of government, parents, the private sector, and the community in the development and maintenance of a comprehensive child care system in Richmond. This system shall provide quality programs which are accessible and affordable."**

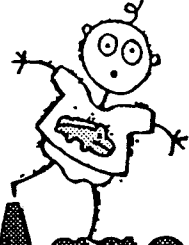
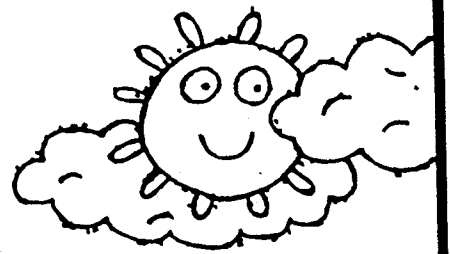
**Summary Report**  
**2001 – 2006 Child Care Needs Assessment**  
**City of Richmond**

Prepared By:

- City of Richmond
- The Needs Assessment Steering Committee of the Richmond Child Care Development Board
- Social Planning and Research Council of BC (SPARC)

June 2002

RICHMOND  
*Island City, by Nature*



2001-2006

Summary

# Child Care Needs Assessment



**Prepared by:**

- City of Richmond
- The Needs Assessment Steering Committee of the Richmond Child Care Development Board
- Social Planning and Research Council of BC (SPARC)



June 2002

**Summary Report**  
**2001 – 2006 Child Care Needs Assessment**  
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June 2002

**Part 1 - Summary Report**  
**2001 – 2006 Child Care Needs Assessment**  
**City of Richmond**

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## SUMMARY REPORT

### 1. Purpose

The purpose of the 2001 - 2006 Richmond Child Care Needs Assessment is to assist in making Richmond the most appealing, livable and well-managed City in Canada by:

- identifying child care changes and trends from 1995 to 2001;
- projecting Richmond child care needs from 2001 to 2006; and
- providing information, options and recommendations as to how to support the continued development of child care services, and enable Richmond to continue to be a leader in child care.

### 2. Contents

The *2001- 2006 Richmond Child Care Needs Assessment*:

- compiles 2001 and 2006 data regarding:
  - the demand for child care in the City of Richmond (e.g., based on child care time usage data),
  - the available supply of all types of regulated child care,
  - projected population trends between 2001 and 2006,
  - to 2006:
    - the needed number of child care spaces, and
    - the needed types of child care spaces.
  - barriers to accessing and delivering child care services for parent and providers, and
  - child care policy in other jurisdictions.
- presents recommendations for action on child care for City Council, key stakeholders and partners including:
  - the Child Care Development Board (CCDB),
  - the School Board,
  - Community Associations,
  - the Child Care Resource and Referral Society (CCRR), and
  - other key actors in the child care sector.

### 3. Overview

#### (1) General

- Child care can be described according to the following categories (see Glossary):

<b>Child Care Categories</b>
<b>FAMILIAL</b> (child care by a parent or other relative, usually unpaid) (unregulated)
<b>NON-FAMILIAL</b> (child care by a non-parent or non-relative) categorized as follows:
<b>(A) Regulated Child Care</b> <b>(i) Group Child Care (Licensed):</b> (a) Infant/Toddler (under 3 yrs. old) (b) Group (3 - 5 yrs. old) (c) Preschool (3 - 5 yrs. old) (d) Kindercare (5 & 6 yrs. old) (e) Out-of-School (6 - 12 yrs. old) (f) Specialized (e.g., disability)  <b>(ii) Family Day Care (Birth – 12 yrs. old):</b> (a) Licensed (b) License Not Required  <b>(iii) Childminding (Licensed) (Birth –12 yrs. old)</b>
<b>(B) Unregulated Child Care (Unlicensed)</b> <b>(i)</b> Non-relative inside the home (e.g., nanny) (Birth – 12 yrs. old)  <b>(ii)</b> Non-relative outside the home (e.g., neighbour/babysitter) (Birth – 12 yrs. old)

#### (2) Critical Focus of this Needs Assessment

This Needs Assessment focuses on non-familial regulated child care because it is regulated by public policy and because an appealing, livable, well-managed City ensures that parents have access to regulated child care.

#### (3) Data Limitations

- (a) The above chart lists all child care categories.
- (b) However, data is not available for every category and calculation. Accordingly, where data is not available either:
  - child care categories are consolidated and data is presented, or
  - data is not presented.

#### 4. Findings

##### **(1) 2001 - Non-Familial - Regulated and Unregulated Child Care Spaces**

###### *2001 Supply*

As of August 2001, the City of Richmond had:

- for children under six (excluding preschools, childminding and special need spaces), **1,141 regulated spaces** and an estimated **591 unregulated spaces**; and
- for Children aged 6-12, another **1,126 regulated spaces** and an estimated **3,215 unregulated spaces**.

###### *2001 Demand*

For 2001, child care time usage data collected in the *1997 Provincial Child Care Needs Assessment* indicate:

- for children under six (excluding preschools), a demand for approximately **1,711 full-time equivalent (FTE) child care spaces (regulated and unregulated)**; and,
- for children aged 6-12, another **4,341 FTE spaces (regulated and unregulated)**.

The time-use data therefore suggest the presence of a large unregulated child care sector in Richmond, particularly among children six and older (see Tables A and B). While research consistently indicates that quality child care is found more regularly within regulated care contexts, not all families use regulated child care services, particularly since the cost and availability of regulated child care pose significant barriers (see Parent Barriers below).

**TABLE A:  
2001 - 2006**

##### **City Wide Supply Versus Demand for Non-Familial Care for Children (0 – 6)**

Service Type	Supply of regulated FTE spaces	Projections of Use Measured in FTE spaces		Estimates of Unregulated Supply (Projections of Use minus Supply of regulated FTE spaces in 2001)	
		2001	2006	2001	2006
Non-relative outside home	473	557	550	84	77
In-home care-giver (nanny)	0	437	432	437	432
Child care centre (age 0-2)	92	90	88	-2	-4
Child care centre (age 3-4)	384	365	360	-19	-24
Child care centre (age 5)	192	262	259	70	67
Total FTE spaces	1,141	1,711	1,689	591 (and 21 regulated vacancies)	576 (and 28 regulated vacancies)

**TABLE B:  
2001 - 2006  
Supply Versus Demand for Non-Familial Care for Children Six to Twelve**

Service Type	Supply of regulated FTE spaces	Projections of Use Measured in FTE spaces		Estimates of Unregulated Supply (Projections of Use minus Supply of regulated FTE spaces in 2001)	
		2001	2006	2001	2006
Non-relative outside home	64	1,712	1,728	1,648	1,664
In-home care-giver (nanny)	0	1,284	1,296	1,284	1,296
Out-of-School program	1,062	1,345	1,357	283	295
Total FTE spaces	1,126	4,341	4,381	3,215	3,255

**(2) 2001 Demand - Non-Familial Regulated (Only) Child Care**

Relying on assumptions about child care usage developed by the City of Vancouver, this study estimates that the demand for regulated child care for Richmond children:

- under age six ranges (0-5) from **856 to 1,232 FTE spaces in 2001** (see Part 2) and
- age six to twelve (6-12) ranges from **1,736 to 3,126 FTE spaces in 2001** (see Part 2).

Since there is reason to believe that 1997 time usage data underestimate the number of children requiring child care in the City, the findings of this Needs Assessment indicate that demand for regulated care in Richmond exceeds supply, particularly among school-age children.

Demand in 2001 continues to exceed supply in Richmond despite the finding that the number of regulated child care spaces in the City increased by 33 percent between 1995 and 2001, from 2,439 spaces to 3,216 spaces (including occasional childminding spaces).

By contrast, the population of children under thirteen in the City grew by only 3.5 percent over the last six years.

**(3) 2001 - 2006 Conservative Space Needs Estimates, Non-Familial Regulated**

- The following space needs estimates are extremely conservative.
- They take into account the financial ability of the child care sector to operate and the ability of parents to access regulated spaces, given the barriers identified below.
- Therefore, providing these spaces may not meet community needs.

- However, the child care sector and Richmond families have the capacity to support the development of at least this range of spaces.

(a) School Age (6 – 12 years old)

This needs assessment estimates that there will be a shortage of between 626 and 2,028 regulated FTE school-age spaces in 2006.

(b) Kindercare (5 years old)

The 2001 - 2006 Needs Assessment identifies the need for:

- the development of 34 - 75 new regulated spaces in Kindercare or Group Care (3-5 yrs. old) programs, particularly in Health Area 1 (Northwest Richmond/Sea Island) (see Full Report, Chapter 1, Footnote #14), and
- an additional 30-plus regulated Family Day Care spaces to cater to kindergarten children, as well as infants and toddlers. The large majority of these Family spaces should be introduced in Area 4 (Richmond Centre) (see Table D).

(c) Infant / Toddler (0 – 2 years old)

The 2001 – 2006 Needs Assessment identifies the need for the development of one new regulated group facility program (12 – 24 spaces (under 3 years old) in Area 5 (Richmond Centre North) (see Table C).

**TABLE C**

**Projections for Children Under Six  
Regulated Space Requirements to Meet Conservative Demand  
by Service Type and Health Area (2001-2006)**

City-Wide	Family: (473 current spaces) 2001: Requires 0-37 more spaces 2006: Requires 0-31 more spaces			Group Care: 2001: Requires 0 - 54 more spaces 2006: Requires 0 - 44 more spaces						Pre-school (820 current spaces)
				Under 3 (92 current spaces)			3 - 5 (576 current spaces) or Kindercare			
Health Area	Current # of Reg. spaces	Estimated Space Requirements		Current # of Reg. spaces	Estimated Space Requirements		Current # of Reg. spaces	Estimated Space Requirements		Data Not Available
		2001	2006		2001	2006		2001	2006	
1	147	0	0	58	0	0	160	30	30	
2	122	0	0	10	0	0	86	7	4	
3	104	0	0	0	0	0	53	7	0	
4	48	26	27	12	0	0	196	0	0	
5	38	7	0	0	10	10	56	0	0	
6	14	4	4	12	0	0	25	0	0	
Areas 1 to 6	473	37	31	92	10	10	576	44	34	

**TABLE D  
Projections for Children Six to Twelve  
Regulated Space Requirements to Meet Conservative Demand  
by Service Type and Health Area (2001-2006)**

City-Wide	Family: (64 current spaces) 2001: Requires 37-120 more spaces 2006: Requires 38-121 more spaces					Out of School Care: (1,062 current spaces) 2001: Requires 573 - 1,880 more spaces 2006: Requires 588 - 1,907 more spaces				
Health Area	Current # of Reg. spaces	Estimated Space Requirements				Current # of Reg. spaces	Estimated Space Requirements			
		Low		High			Low		High	
		2001	2006	2001	2006		2001	2006	2001	2006
1	22	11	14	37	42	276	254	293	680	753
2	15	8	4	25	22	241	132	86	431	348
3	13	0	0	10	8	180	32	15	200	171
4	7	11	14	31	32	241	52	106	286	377
5	5	5	4	12	12	104	59	43	187	160
6	2	2	2	5	5	20	44	45	96	98
Areas 1 to 6	64	37	38	120	121	1,062	573	588	1,880	1,907

**(4) Health Area Findings, 2001 – 2006 (See Table E)**

In addition to presenting data on the demand for child care services for the entire City, the 2001 – 2006 Needs Assessment outlines the factors affecting the demand for care in each of Richmond’s Health Areas.

*Health Area 1 – Northwest Richmond / Sea Island*

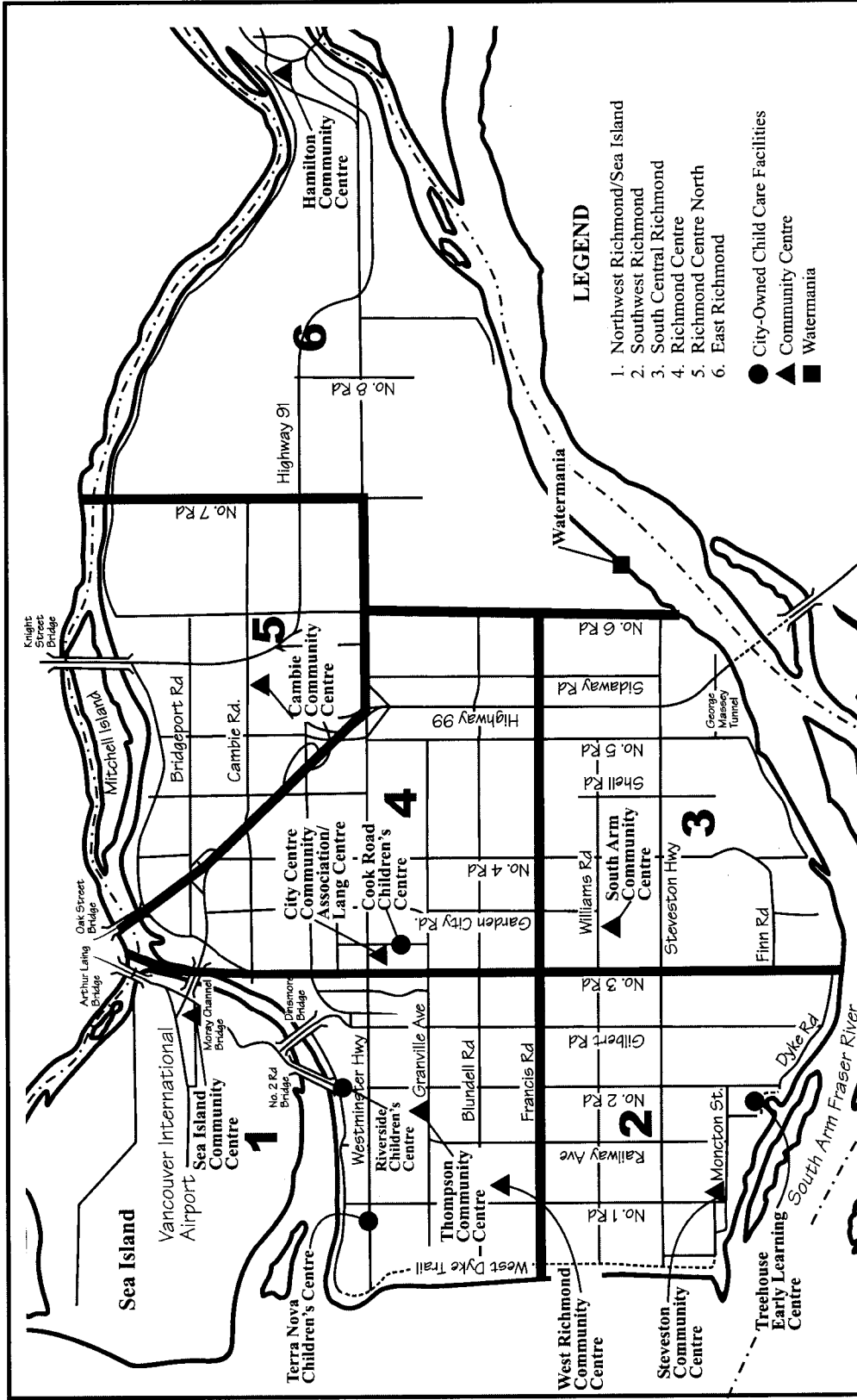
Health Area 1, with the second lowest overall capacity (number of child care spaces per 1000 children under 13) in Richmond, faces significant growth in its under thirteen population (particularly in the nine to twelve age category, followed by five year olds).

Area 1 also has the highest actual number of low income status children in Richmond, with the likely result that a larger number of children in care in this Area require provincial government subsidies.

*Health Area 2 – Southwest Richmond*

Health Area 2 experienced the second highest rate of growth in regulated child care spaces in the City since 1995, while recording the largest decline in the number of children under thirteen.

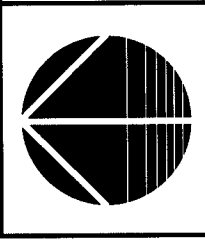
Area 2 is again projected to experience the most significant decrease in population over the next five years, particularly for children over age five.



- LEGEND**
- 1. Northwest Richmond/Sea Island
  - 2. Southwest Richmond
  - 3. South Central Richmond
  - 4. Richmond Centre
  - 5. Richmond Centre North
  - 6. East Richmond
- City-Owned Child Care Facilities
  - ▲ Community Centre
  - Watermania

**Map 1**  
**City of Richmond**  
**Health Area Boundaries**

Original Date: 04/03/02  
 Revision Date:  
 Note: Dimensions are in METRES



### *Health Area 3 – South Central Richmond*

In 1995, Health Area 3 had the highest child care capacity in Richmond. Since that time, the Area has experienced relatively slow growth in the regulated child care sector, but the population of children under thirteen has also declined. As a result, Area 3 still has the highest child care capacity relative to population in 2001.

The number of children under three is expected to remain stable in Area 3 over the next five years. At present, the Area has no group care for the 621 children who fall in this age category, though the relatively high proportion of regulated family caregivers might be meeting some of the demand for infant/toddler care locally.

As with Area 2, however, the number of children in Area 3 is expected to decline significantly through to 2006, especially among the six to eight grouping, followed again by five year olds.

### *Health Area 4 – Richmond Centre*

Health Area 4 experienced substantial growth in its under thirteen population between 1995 and 2001, with the result that there has been only a limited increase in child care capacity relative to population.

The child population in this Area is projected to increase more rapidly than anywhere else in the City over the next five years, particularly among the nine to twelve age grouping.

Area 4 is home to a large number of persons whose first language is not English, and has a high incidence of low income status.

### *Health Area 5 – Richmond Centre North*

Child care capacity grew moderately in Health Area 5 between 1995 and 2001.

Over the next five years, Area 5 is the only Health Area north of Francis road in which the population of children under thirteen is projected to fall. The decline is expected to be particularly dramatic for the six to eight age group, followed by five year olds.

Area 5 has the highest percentage of low-income status in Richmond relative to its population, and is home to the largest population of non-native English speakers.



*Health Area 6 – East Richmond*

As in 1995, Health Area 6 has the lowest child care capacity relative to population in 2001. There was significant growth in the number of regulated child care spaces over the last six years, but the population of children under thirteen also increased dramatically over this period.

Growth in the population age zero to twelve is projected to slow between 2001 and 2006, although notable increases in the number of nine to twelve year olds and five year olds are expected, as is a significant drop in the number of three and four year olds.

More than half of Area 6 residents do not speak English as a first language.

**TABLE E:  
2001 – 2006  
City-Wide and Health Area Summaries**

ITEM	Health Area 1 Northwest Richmond / Sea Island	Health Area 2 Southwest Richmond	Health Area 3 South Central Richmond	Health Area 4 Richmond Centre	Health Area 5 Richmond Centre North	Health Area 6 East Richmond	Richmond Total
# of Regulated Spaces in 2001	867	781	521	589	266	88	3,112 <sup>1</sup>
2001 Child Care Spaces per 1000 Children under 13	106	147	162	124	111	89	739
2001 Population 0 – 12	8,147	5,318	3,219	4,737	2,407	994	24,822
Projected 2006 Population 0-12	8,519	4,862	2,969	5,128	2,336	1,022	24,836
% Change between 2001 and 2006	4.6%	-8.6%	-7.8%	8.3%	-2.9%	2.8%	.06%
Average Household Income (1995)	\$51,287	\$63,302	\$58,161	\$46,782	\$52,743	\$61,898	\$54,411
% of Families that are Low Income (1995)	23%	17%	17%	24%	25%	21%	23%
% of Families that are Lone-Parent (1996)	13%	12%	13%	12%	11%	9%	12%
% of Families that are ESL (1996)	47%	40%	43%	57%	63%	53%	48%

<sup>1</sup> This figure includes 820 preschool spaces, 104 childminding spaces and 25 special needs spaces not reported in Tables A or B.

**(5) High Priority Service Gaps – Non-Familial Regulated, By Type (see Tables C & D)**

On the basis of information about available services and population trends in Richmond's Health Areas, the 2001 - 2006 Needs Assessment points to anticipated high priority service gaps – areas in which the need for spaces will be the greatest over the next five years.

(a) School Age (6 – 12 years old)

The most notable service gap for all of Richmond is in school-age services for children age six to twelve.

Space development is most pressing now and in 2006 in Health Area 1, followed by Area 4 (see Table D).

Providers of school-age care should also be aware that their clientele is aging. Children age nine to twelve represent the only age category under thirteen projected to grow significantly over the next five years, while the number of six- to eight-year-olds is projected to fall by roughly an equivalent amount.

(b) Kindercare (5 years old)

Kindercare (5 years old) is another high priority service gap across Richmond.

Group (3 – 5 years old), out-of-school, and licensed family day care can all contribute to rectifying the shortage of spaces in this service area.

Kindercare spaces are especially needed in Health Area 1, where the population of five-year-olds is expected to rise over the next five years.

(c) Infant / Toddler (Birth – 2 years old)

The final high priority service gap is the development of regulated infant/toddler care. At present, there are regulated spaces for less than 2 percent of Richmond children under age three, and this is the only age group besides nine- to twelve-year-olds projected to grow between 2001 and 2006.

The development of infant/toddler spaces is particularly pressing in Health Areas 3 (South Central Richmond) and 5 (Richmond Centre North), since they currently have no regulated group care spaces for children of this age.

## **(6) Parent and Provider Barriers**

### **(a) Parent Barriers**

Although there are many barriers that parents encounter when accessing child care, the key issues that emerged in 2001 focus groups are:

- the cost, and
- the availability of care.

#### *Cost*

While cost was a factor across all service types, focus group participants considered it particularly pressing for infant/toddler care and school age care during the summer months.

The four cost-related concerns are:

- fees,
- family income,
- lone parent status, and
- the availability of subsidies.

#### *Availability of Care*

With respect to the availability of child care, two related issues are:

- the difficulty finding quality care, and
- unavailability of care for the hours needed.

#### *Quality of Care*

Across all service types, parents experienced anxiety around finding high quality care for their children. Long wait lists were regularly reported for all service types, and several parents insisted that they would not remove their children from current care arrangements despite changes in schedule, location, or family organization out of fear of not finding a suitable replacement. Although problems around availability span all service types, infant/toddler care (0 - 2) represents a particular area of concern.

#### *Other Barriers*

In addition to the issues of cost and availability, other parent barriers are:

- the need for flexible care options;
- location;
- transportation;
- the shortage of information about child care;
- care for sibling groups;
- multilingual/multicultural programming; and
- the provision of supported child care.

(b) Provider Barriers

Two key barriers also emerged from child care provider focus groups:

- First, as in 1995, the lack of funds for equipment and supplies remains a key issue. Some providers report that provincial capital grants have become increasingly difficult to access, while monetary or other support from the private sector is often unstable.
- Second, staff wages and benefits also remain key concerns for providers in 2001, and may become even more pressing with the possible elimination of the Provincial Compensation Contribution Program.

The remaining child care provider barriers discussed in the report are:

- staffing (turnover, training, and auxiliary staff recruitment);
- professional development;
- multilingual and multicultural programming;
- provision of supported child care;
- relationships with parents; and
- licensing and regulatory issues.

## 5. Recommendations

### (1) Action for Stakeholders

The 2001 – 2006 Needs Assessment identifies the following recommendations for the City and community partners:

#### City of Richmond

- Prioritize development of child care spaces for school-age children across the City, particularly for nine- to twelve-year olds. School-age care represents by far the most significant service gap in Richmond, followed by less significant shortages of Kindercare and Infant/Toddler spaces (see spaces below).
- Work with partners to meet the identified:
  - types of needed child care, and
  - the number of needed child care spaces.
- Consider re-employing a full-time municipal Child Care Coordinator. The City's capacity to meet its citizens' child care needs is impeded significantly in the absence of someone who assumes responsibility for child care planning that effectively coordinates the efforts and resources of community partners.
- Take the lead in organizing and institutionalizing regular child care planning sessions that bring together relevant community stakeholders.
- Prioritize making City-owned facilities (e.g., purpose built child care centres, community centres) available:
  - for child care,
  - at favourable rates.
- Explore with the community associations a more co-ordinated approach to the delivery of child care in community centres.
- Consider a policy to make regular annual City contributions to the City's Child Care Development Fund (e.g., from casino dollars and/or other City budget accounts).
- Revisit how the need for the construction of child care spaces factors into new development proposals.
- Consider adopting a developer 'Payment-in-Lieu' of providing child care space construction policy for new development.
- Explore with the School Board the benefits and challenges of implementing a capital program to purchase and locate purpose-designed, pre-fabricated modular child care units on school grounds.
- Explore the possibility of in-kind transportation subsidies (e.g., using City vehicles to transport families to child care programs).
- Request that the Province protect and enhance its funding for supported child care and work to enhance provincial funding for SCC in coming years.
- Explore the possibility of accessing federal early childhood development funds directly.

#### Child Care Development Board (CCDB)

- Explore opportunities to raise awareness of the importance of child care with local service organizations, and identify child care related projects that are

consistent with the mandates of these organizations. One project that would be of considerable value to Richmond would see local service organizations subsidize a program comparable to Kids Coach in order to extend the range of affordable transportation options available in the City.

- Subsidize and distribute resource materials translated into languages other than English (e.g. the publication Towards Partnership available at Westcoast Multicultural and Diversity Services).
- Monitor the findings of child care pilot projects in Toronto and Quebec that are catering to parents with child care needs during non-traditional hours.
- Monitor the results of the City of North Vancouver initiative to subsidize and lease a City-owned home to a Family child care provider providing flexible hours of care.
- Monitor plans for future provincial child care surveys with the intention of reminding the province about the importance of asking for respondents' permission to share feedback with municipal governments and regional planning bodies to facilitate planning at the local level.

### **School Board**

- Create a staff position responsible for child care coordination and planning to serve as an initial contact person for questions about child care, to participate in local planning activities, and to monitor and coordinate School Board involvement and interest in child care.
- Explore options for making existing school-based child care arrangements more affordable for parents and providers by:
  - opening more schools to the child care sector; and/or
  - renting facilities to child care operators at lower rates.
- Create a better system for equipment sharing between schools and the child care providers that operate out of them.
- Collaborate with the child care sector in efforts to use space at schools operating below full capacity for Kindercare programs, and other school age child care services.
- Encourage local Parent Advisory Committees to share with the CCDB the results of any informal child care needs assessments they administer.

### **Community Associations**

- Designate a child care contact person to answer questions and participate in planning.
- Review the practice of using child care revenues to subsidize other Community Centre activities.
- Better co-ordinate child care delivery among the community centres and the City.
- License more Community Centre based preschool and school-age child care programs to help ensure the delivery of the highest quality of care possible.
- Explore opportunities to develop additional care programs for children (e.g., for under age five).

**Child Care Resource and Referral Society**

- Expand and advertise the data base of qualified Early Childhood Education providers who are willing to care in their own homes for children on a temporary, more flexible basis.
- Expand professional development opportunities that focus on multicultural issues.
- Continue to design educational tools in languages other than English.

**Community Service Organizations**

- Explore opportunities to provide financial support to the development and maintenance of high quality child care programming across Richmond.

**(2) Child Care Spaces**

- The following space needs estimates are extremely conservative.
- They take into account the financial ability of the child care sector to operate and the ability of parents to access regulated spaces, given the barriers identified.
- Therefore, providing these spaces may not meet community needs. However, the child care sector and Richmond families have the capacity to support the development of at least this range of spaces.

To achieve effective Child Care in Richmond by 2006 the following conservative child care space requirements have been identified and are to be used as a guideline in increasing the supply of regulated child care facilities and space.

- Prioritize the development of needed child care spaces by providing:
  - (i) for school-age children (6 - 12 years old) across the City (see Table F):
    - 588-1907 Out-of-School Spaces
    - 38-121 Family Day Care Spaces
  - (ii) for birth to 5 years old (See Table F, and Tables C and D):
    - an estimated range of 34 to 75 Group (3-5 years old) or Kindercare (5-6 years old) spaces, particularly in Health Area 1 (Northwest Richmond/Sea Island)
    - approximately 31 Family Day Care Spaces (Kindergarten, Infants and Toddlers), mostly in Health Area 4 (Richmond Centre)
    - the development of one new regulated group facility (12 - 24 spaces) (under 3 years old) program in Area 5 (Richmond Centre North).

<b>Table F</b>			
<b>Minimum Additional Child Care Spaces Needed by 2006</b>			
<b>Regulated Child Care*</b>	<b>Supply</b>	<b>Additional Need</b>	
1. Group Child Care (Licensed):			
- Infant/Toddler (under 3 yrs. old)	92	12 – 24**	44 – 99**
- Group (3-5 yrs.) or Kindercare (5-6 yrs.)	576	34 – 75**	
		46-99**	
- Out-of-School (6-12 yrs.)	1062	588-1907	
2. Family Day Care (Licensed and License Not Required):			
- Birth – 5 yrs. old	473	31	
- 6 – 12 yrs. old	64	38-121	
<b>TOTAL - (Birth – 5 yrs. old)</b>	<b>1,141</b>	<b>77 - 130</b>	
- (6 – 12 yrs. old)	1,126	626 - 2028	
<b>Total</b>	<b>2,267</b>	<b>703- 2,158</b>	

\* Complete data unavailable for preschool, specialized and childminding services.

\*\* While the Consultant's research identified the need for:

- 10 additional Infant / Toddler spaces, and
- 34 Group (3-5 years) or Kindercare (5-6 years) spaces,

consultation with the Needs Assessment Steering Committee of the Child Care Development Board resulted in the above higher figures due to factors including the recent closure of two child care centres in Richmond and the length of child care centre waiting lists.



## **6. Glossary (adapted from the 1995 Richmond Child Care Needs Assessment Report)**

### **Caregiver:**

A person providing child care on an ongoing basis. The person may be employed directly by the parents to care for the child(ren) either in their own home or in the caregiver's home or (s)he may be an employee in a licensed group child care facility.

### **Child Care Resource and Referral (CCRR):**

A provincially funded local support service to enhance the availability and quality of child care options by:

- advertising, recruiting and assessing potential family caregivers when a license is not required;
- supporting family and group caregivers;
- establishing and maintaining a registry of licensed and/or regulated child care options in the community; and
- providing resource and referral information to support parents' ability to select quality child care.

### **Childminding Facility:**

A program which may provide care for children 18 months to school entry.

Maximum group size is 16 for children under three years, and 20 for children over three years.

Staff are not required to have Early Childhood Training.

Children may not attend for more than three hours a day, twice a week.

### **Early Childhood Education (ECE):**

A course of study which is most commonly offered at a community college or through a continuing education program and which is required for those who wish to become Registered Early Childhood Educators.

Post-basic training may lead to an infant/toddler or special needs certificate.

### **Familial Child Care:**

Child care provided by a parent or other relative.

### **Family Day Care – Licensed:**

Child care offered in the caregiver's own home.

Licensed Family Day Caregivers may provide care to seven children from birth to twelve years with a maximum of five children under age six.

Of these five, not more than 3 children can be under 36 months, and only 1 under 12 months.

**Family Day Care – License not required (LNR):**

Family Day Care homes where care is provided for one or two children unrelated to the caregivers. A license through the Community Care Facility Act is not required, but monitoring is provided through the child care program for all LNR's on their registry.

**Group Child Care:**

The provision of care to children in a group setting, providing opportunities for their social, emotional, physical and intellectual growth.

**Infant/Toddler Child Care:**

Child care for children under the age of three years.

Infants are defined as between the ages of zero and eighteen months.

Toddlers are between the ages of eighteen and thirty-six months.

**In-Home Child Care:**

Care provided in the child's home by a live-in or live-out caregiver.

**Licensed Child Care Facility:**

A facility that meets the requirements of the Community Care Facility Act and the Child Care Regulation and which provides care, supervision, and opportunities for the social, emotional, physical and intellectual growth of children.

Licensed child care facilities in BC are administered under diverse auspices, including: parent or community operated non-profit societies; social service and health care agencies; churches; municipalities; community colleges; First Nations communities/organization; and private individuals or companies.

**Low Income:**

Low-income cut-offs (LICOs) are a measure produced by Statistics Canada based on family expenditure data for different sized families (from 1-7 members) living in five different sized communities (from rural areas to urban areas with more than 500,000 residents).

Expenditures on three essential items: food, clothing, and shelter are expressed as percentage of gross income.

The average family, according to the survey data, spent 36.2 percent of their gross income from all sources (before tax) on these three items.

The LICO is then set 20 percentage points above this average adjusted for family size.

Thus, a family is considered to have a low income if it spends more than 56.2 percent of its gross income before deductions on food, clothing and shelter.

**Non-Familial Child Care:**

Child care provided by someone other than a parent or other relative.

**Out-of-school Child Care:**

Child care that takes place outside normal school hours.

School age care may serve children from age of school entry to twelve years, with a maximum group size of 20 (25 for children age seven to twelve).

**Preschool:**

Part-day programs that are usually operated on a school year basis from September to June for children age thirty months to school age.

Preschools have a maximum group size of 20, and a staff trained in Early Childhood Education.

A child may not be enrolled in a preschool more than four hours per day.

**Provider:**

Refer to Caregiver.

**Regulated Child Care:**

Any child care space in a licensed facility or a License Not Required facility registered with the Child Care Resource and Referral Society.

**School age Child Care:**

Refer to out-of-school child care.

**School Based Child Care:**

A licensed child care facility which occupies school land or school space provided by the local School Board.

**Subsidy:**

On the basis of income testing, low income families may qualify for provincial government assistance with their child care costs.

Successful applicants are supplied with authorization forms to give to their caregiver, who in turn may bill the Ministry of Human Resources for services rendered to an established maximum dollar value.

The cost of care is often greater than the value of available subsidies, in which case the parents must pay the difference directly to the caregiver or centre.

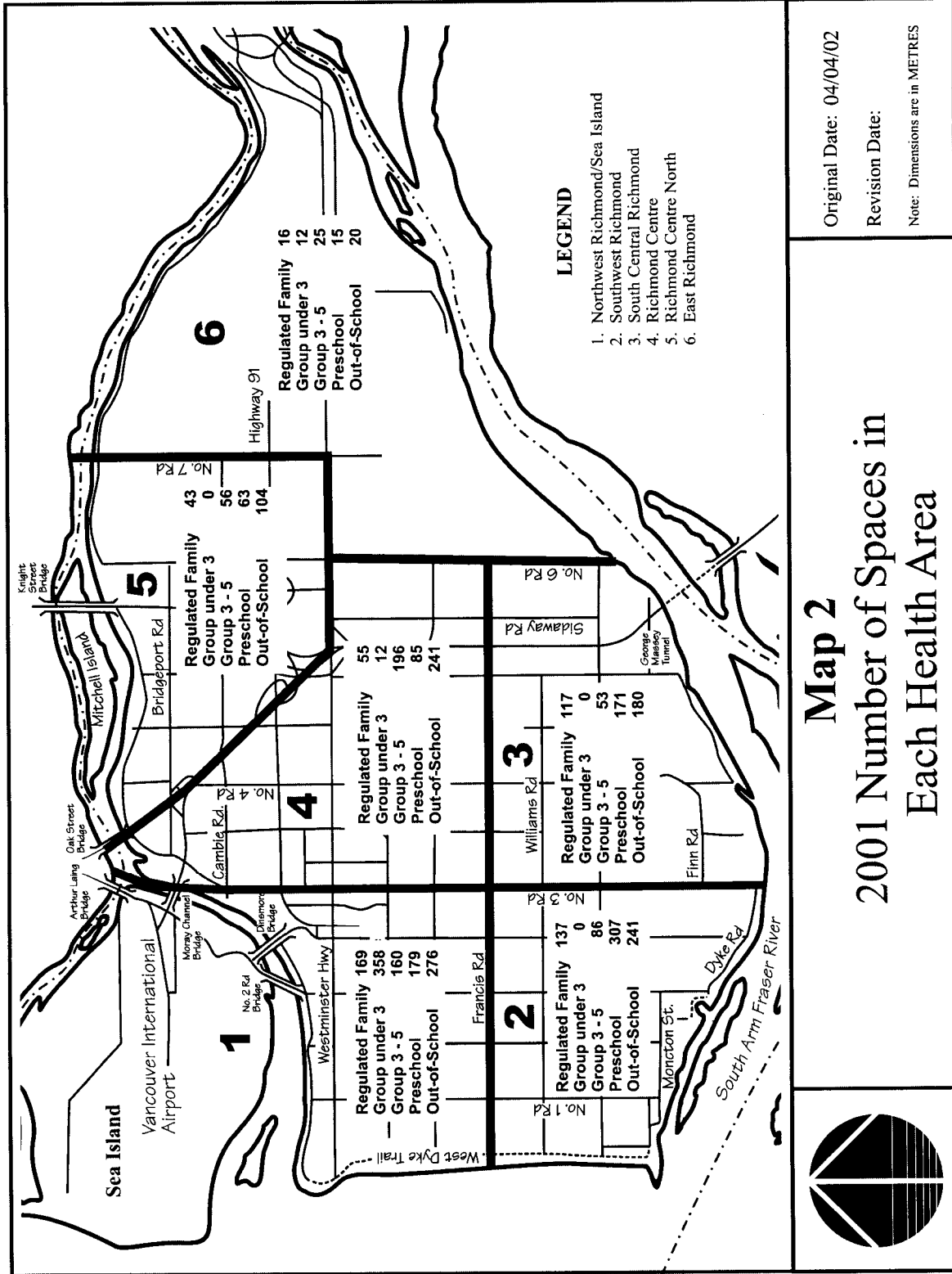
**Supported Child Care (SCC):**

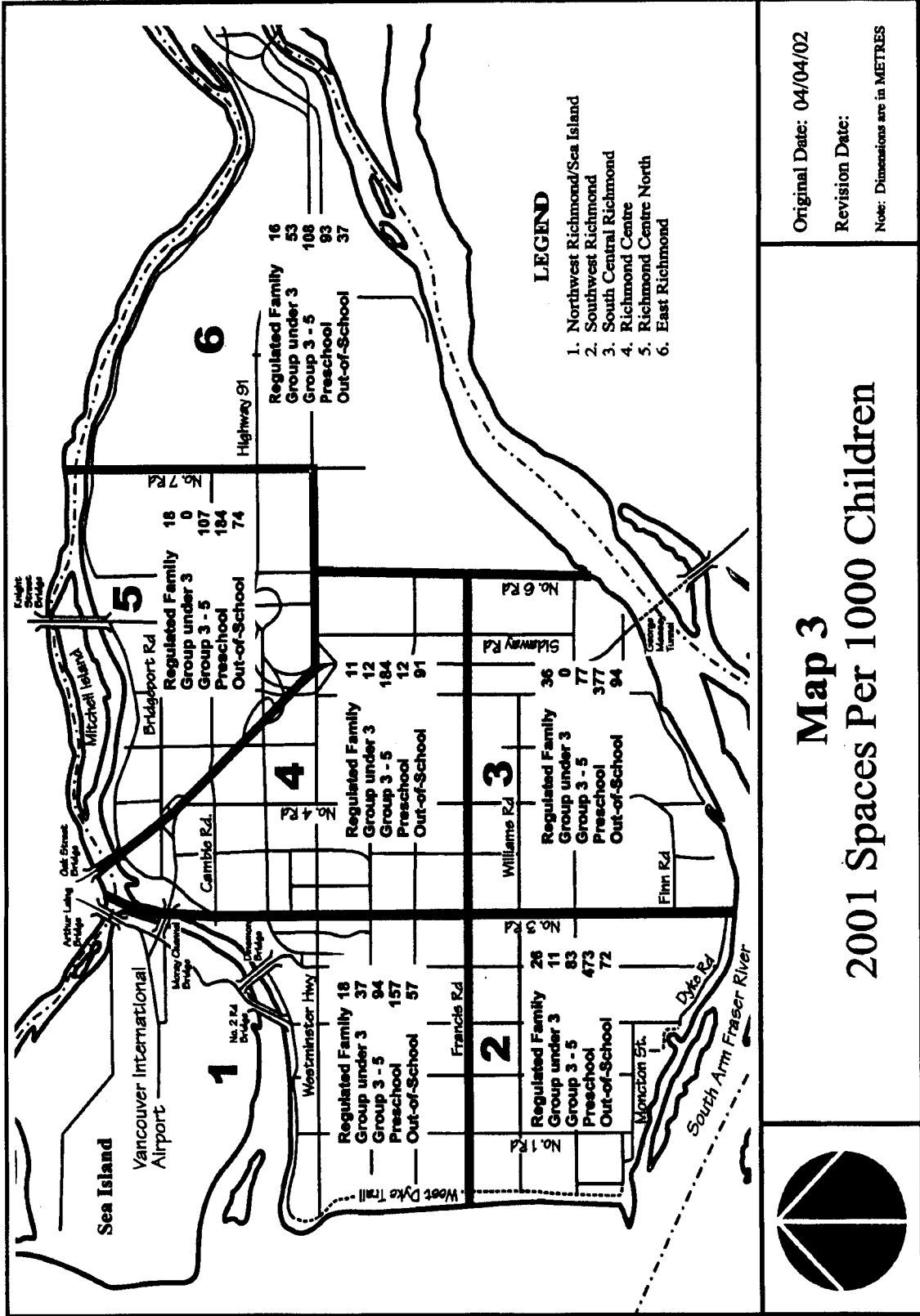
New provincial approach to the provision of child care spaces for children who require additional support or services as a result of physical, mental, or emotional handicaps. The SCC program has been implemented since the last Richmond Child Care Needs Assessment, and is based on the principles of inclusion, family-centred and community-based services.

## MAPS 2 – 8

THE FOLLOWING MAPS ARE EXPLAINED IN DETAIL IN THE FULL REPORT.

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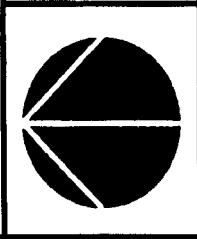


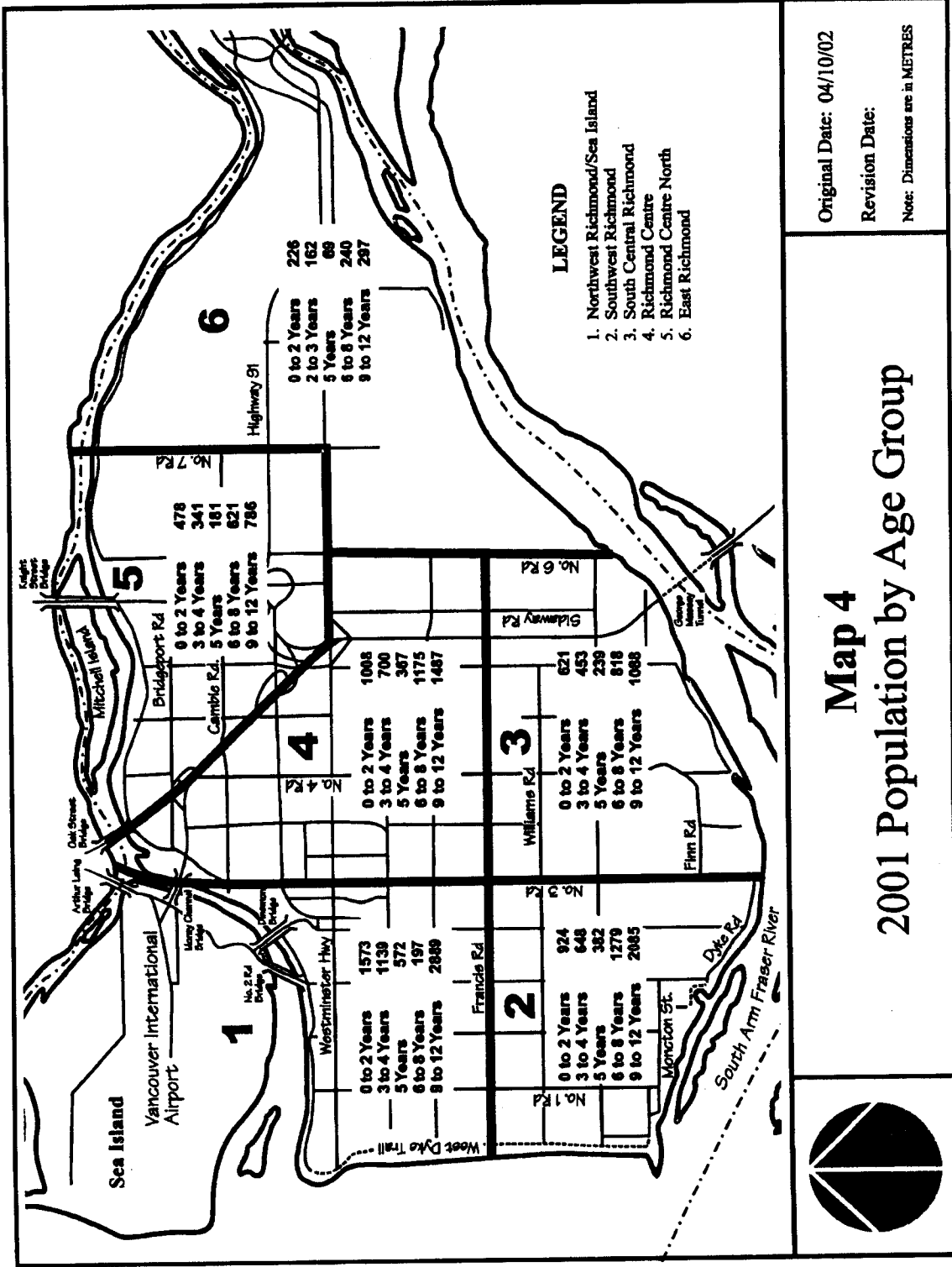


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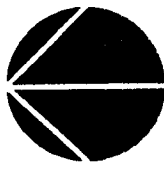
# Map 3

## 2001 Spaces Per 1000 Children



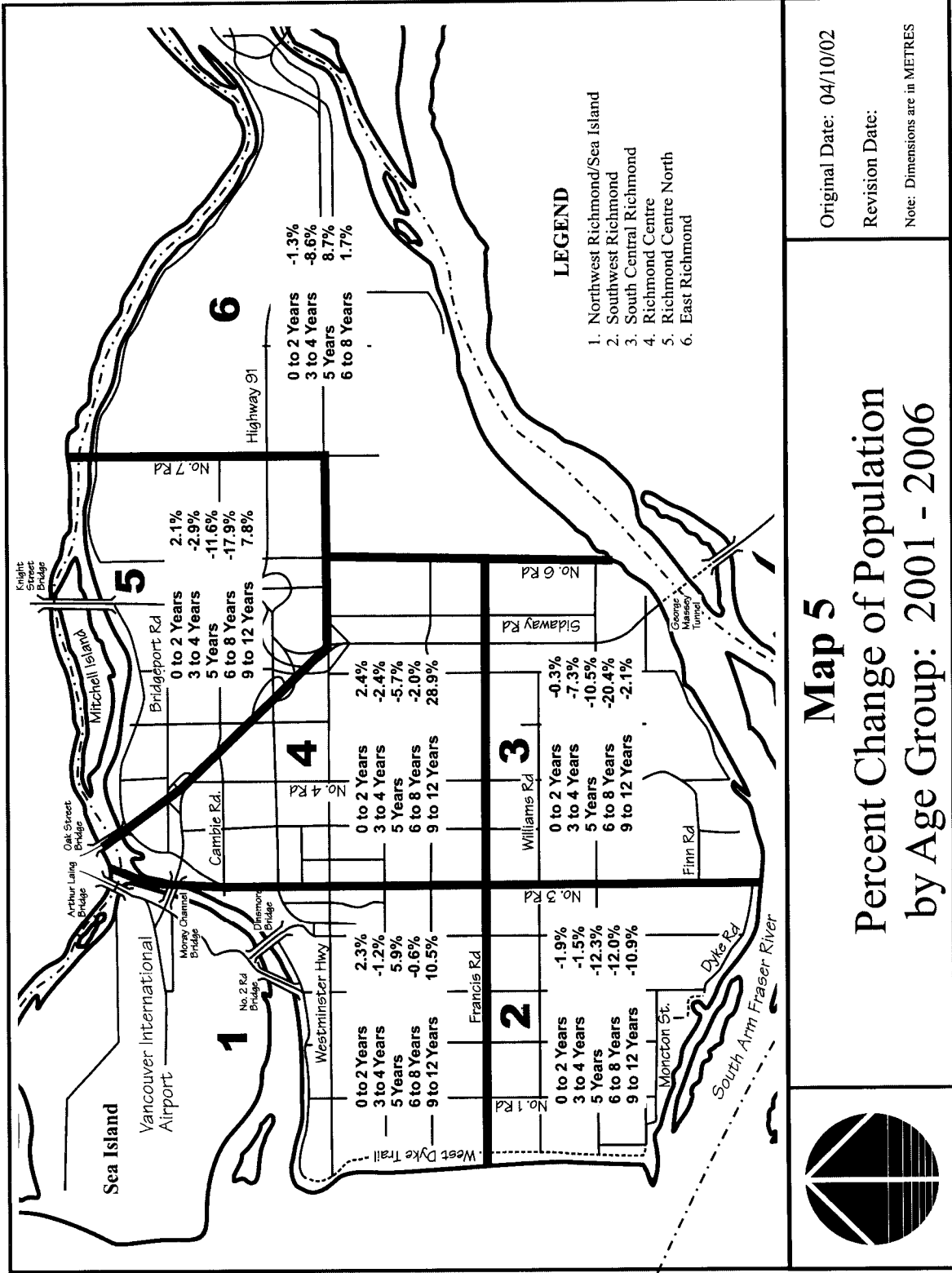


**Map 4**  
2001 Population by Age Group

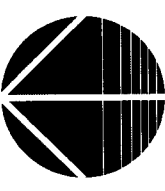


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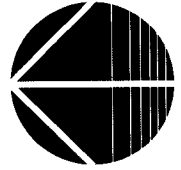
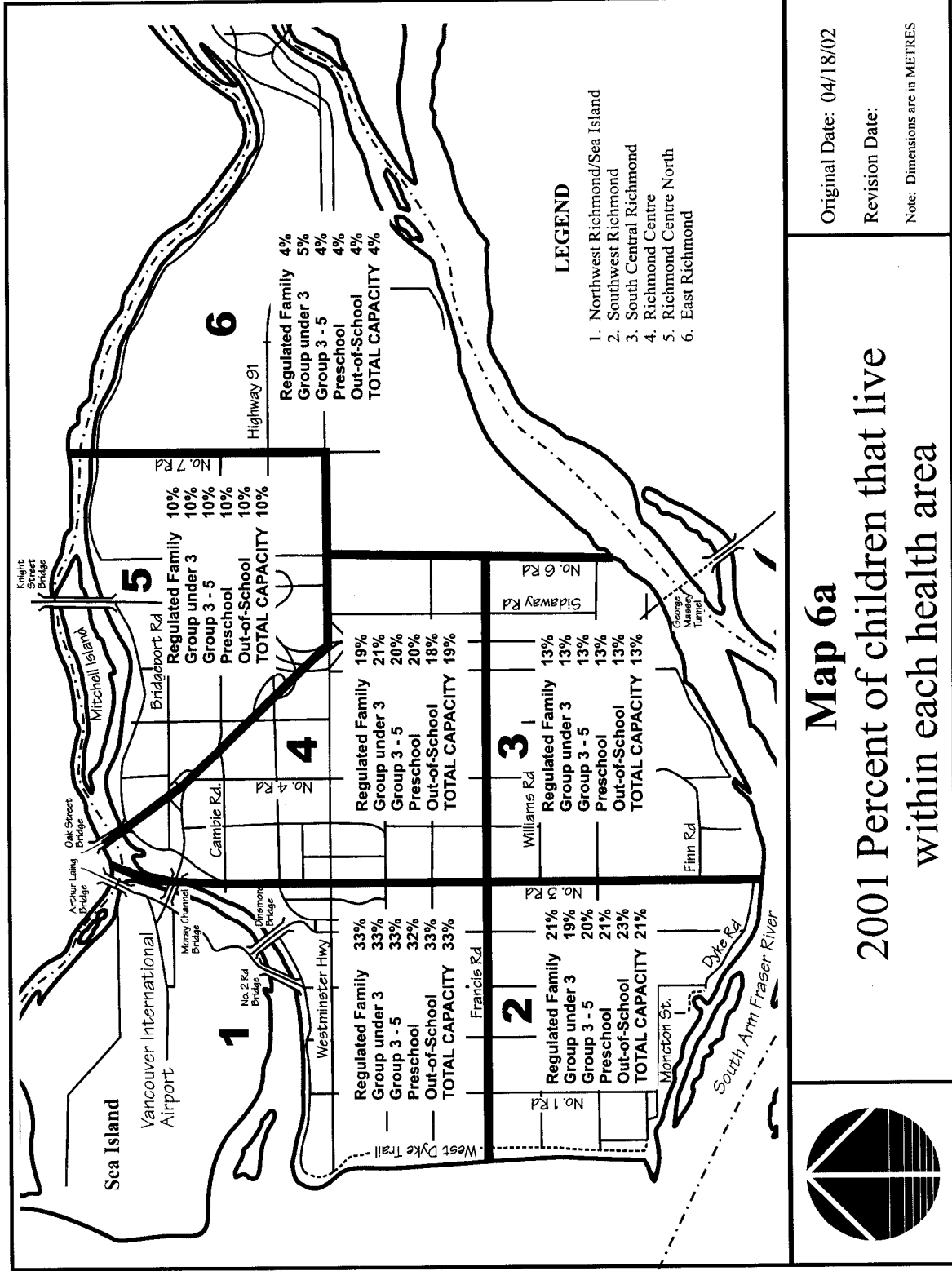


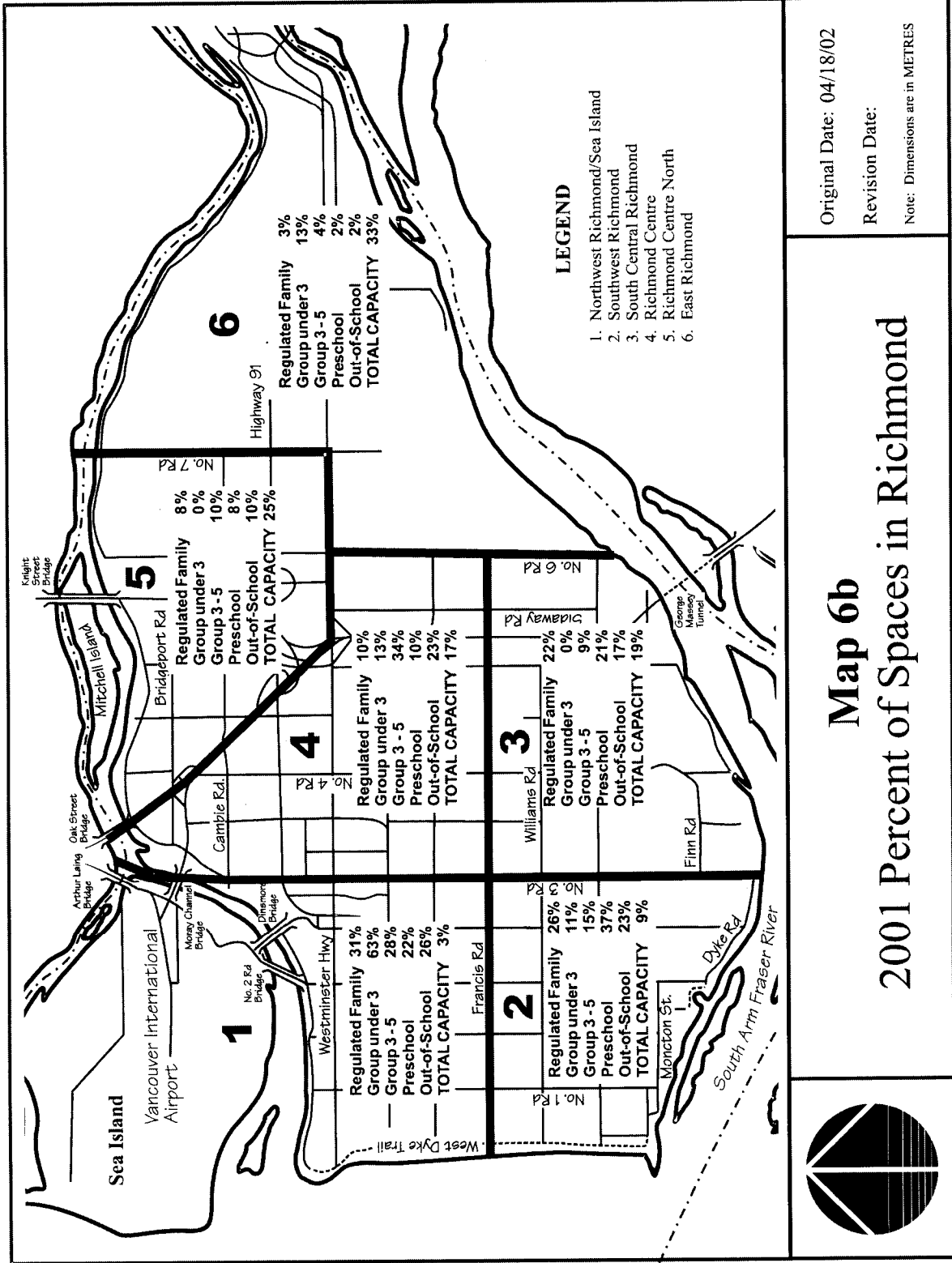


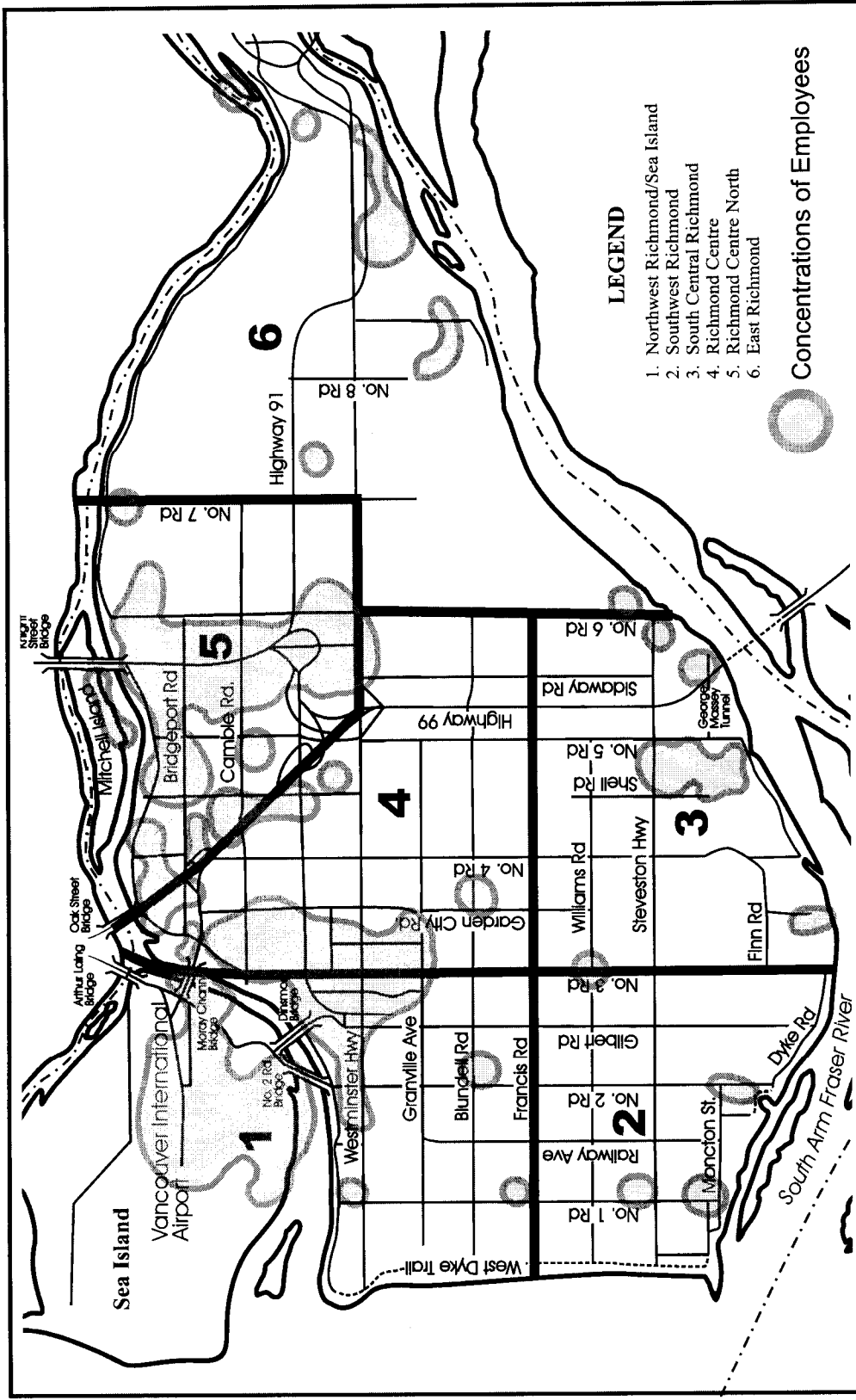
**Map 5**  
**Percent Change of Population**  
**by Age Group: 2001 - 2006**



Original Date: 04/10/02  
 Revision Date:  
 Note: Dimensions are in METRES

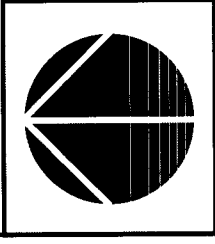


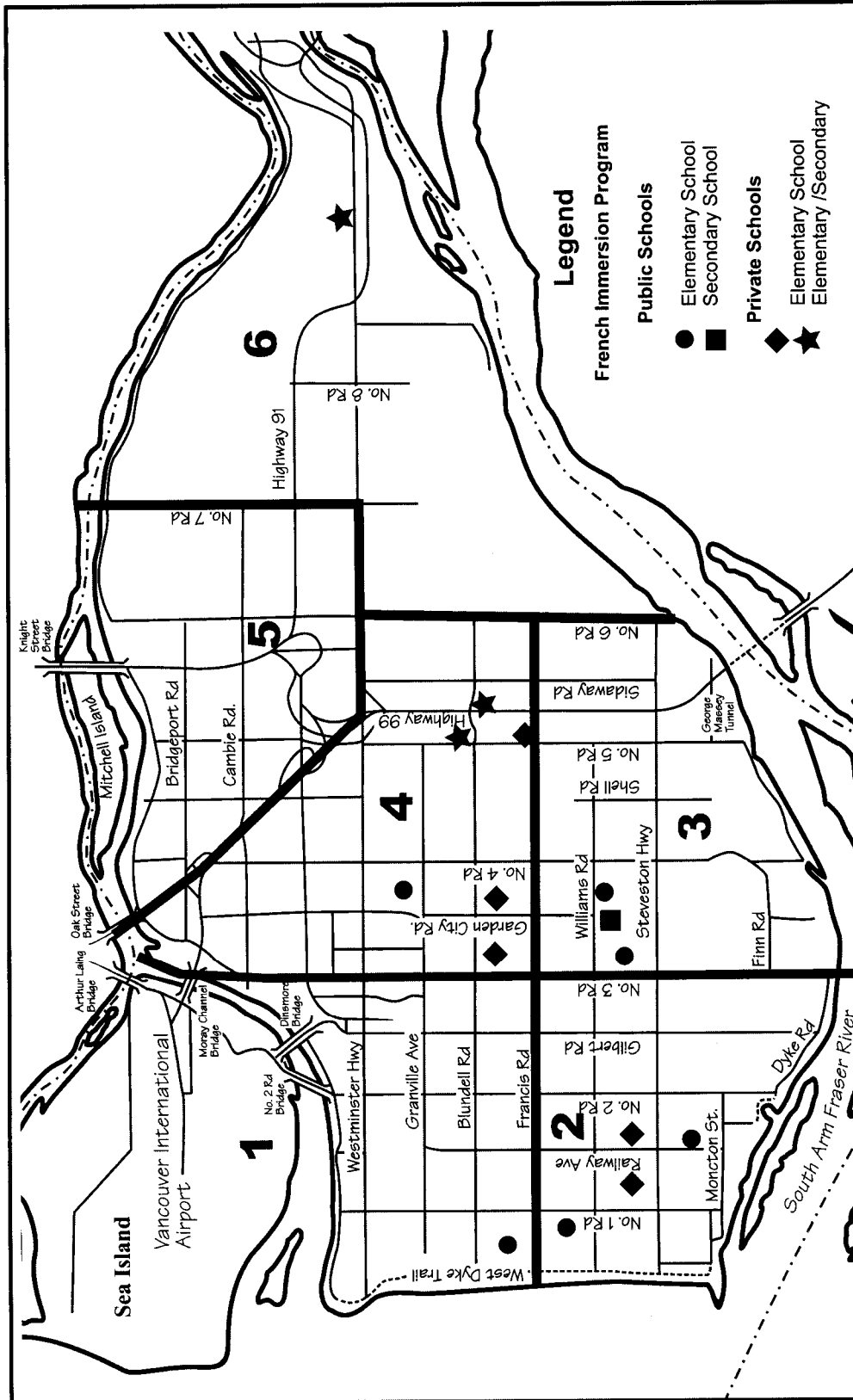




Original Date: 04/03/02  
 Revision Date:  
 Note: Dimensions are in METRES

**Map 7**  
 2001 Concentrations of Employees





Original Date: 04/11/02  
 Revision Date:  
 Note: Dimensions are in METRES

# Map 8

## 2001 French Immersion Programs and Private Schools by Heath Area

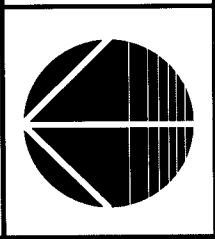


TABLE 56. Overview Child Care Provided From City-Owned Facilities

City-Owned Facilities	Type of Child Care Provided	# of Spaces
<b>City-Owned Child Care Facilities</b>		
1. Riverside Children's Centre 5862 Dover Crescent	Group (3 – 5 years old) Preschool (3 – 5 years old)	25
2. Terra Nova Children's Centre 6011 Blanchard Drive	Group (3 – 5 years old) Kindercare (5 – 6 years old)	25
3. Treehouse Early Learning Centre 110 5800 Andrews Road	Supported Child Care (3 – 5 years old) Group (3 – 5 years old) Preschool (3 – 5 years old)	25
4. Cook Road Children's Centre 8300 Cook Road	Group (3 – 5 years old)	25
<b>Community Centres</b>		
1. Cambie	1 Non-Licensed Preschool – on site 2 Licensed Preschool – 1 on site 1 off site 1 Licensed Out of School Care – on site	18 max 38 max combine 38 max
2. City Centre		
3. Hamilton	1 Non-Licensed Preschool – on site 1 Licensed Kinder Care – on site 1 Licensed Out of School Care – on site	3 Classes 20 max each 40 max Out-of-School & Kinder Care combined
4. Sea Island	1 Licensed Preschool – on site	20 max
5. South Arm	2 Licensed Preschool – 1 on site 1 off site 1 Licensed Kinder Care – off site 1 Licensed Out of School Care – off site	210 max combined 14 max 105 max
6. Steveston	4 Licensed Preschool – on site	19 Classes 270 max
7. Thompson	1 Licensed Preschool – on site 2 Non-Licensed Preschool – on site	20 max 14 max each class
8. West Richmond	1 Licensed Preschool – on site 1 Licensed Kinder Care – on site 1 Licensed Out of School Care – off site	3 Classes 20 max each 50 max 63 max

## CHILD CARE DEVELOPMENT BOARD

### Current Membership List 2003

**Total Membership:** up to 18      **Authority:**      **Staff Liaison:** Lesley Sherlock  
**Total Appts By Cncl:**      **Length Of Term:** 2 Yr(s)      **Local:** 4220  
**Cncl Rep:** Cllr. S. Halsey-Brandt      **Term Limits:** N/A

Members	Telephone Fax	Date First Appointed	Date of Most Current Re-appointment	Date Appointment Expires
<b>Mrs. Nicola Byres</b> 3171 Springfield Drive, #31 Richmond, BC V7E 1Y9  nbyres@hotmail.com	604-241-9689 (h) 604-214-3490 (b) 604-214-3403 (fx)	Dec 13/1999	Jan 14/2002	Dec 31/2003
<b>Mrs. Annette Delaplace</b> 11491 – 7 <sup>th</sup> Avenue, # 96 Richmond, BC V7E 4J5	604-275-3347 (h) 604-272-3004 (b) 604-272-0552 (fx)	Jan 14/2002	N/A	Dec 31/2003
<b>Mrs. Colleen M. Fox</b> 6171 Riverdale Drive Richmond, BC V7C 2E7	604-275-8277 (h) 604-241-2511 (b)	Dec 9/2002	N/A	Dec 31/2004
<b>Mrs. Susan Graf</b> 2457 – 124B Street Surrey, BC V4A 3N5  telc@istar.ca	604-535-5113 (h) 604-277-8224 (b) 604-279-7048 (fx)	Dec 11/2000	Dec 9/2002	Dec 31/2004
<b>Ms. Patricia Whittaker</b>  pwhittaker@richmond.sd38.bc.ca	604-668-6000 (b) 604-668-6161 (fx)	School Trustee		
<b>Ms. Karen Iddins</b> 11840 Pintail Drive Richmond, BC V7E 4P5  kiddins@shaw.ca	604-241-2765 (h) 604-279-9300 (b) 604-273-2290 (fx)	Dec 11/2000	Dec 9/2002	Dec 31/2004
<b>Mrs. Roop Nagra</b> 4111 Jacombs Road Richmond, BC V6V 1N7  rnagra@city.richmond.bc.ca	604-233-8376 (h) 604-278-2609 (fx)	Dec 9/2002	N/A	Dec 31/2004

**CHILD CARE DEVELOPMENT BOARD**  
**Current Membership List 2003**

**Total Membership:** up to 18                      **Authority:**                      **Staff Liaison:** Lesley Sherlock  
**Total Appts By Cncl:**                      **Length Of Term:** 2 Yr(s)                      **Local:** 4220  
**Cncl Rep:** Cllr. S. Halsey-Brandt                      **Term Limits:** N/A

Members	Telephone Fax	Date First Appointed	Date of Most Current Re-appointment	Date Appointment Expires
<b>Ms. Lesley Richardson</b> 7400 Minoru Boulevard - #10 Richmond, BC V6Y 3Z5  lrichardson@volunteerrichmond.ca	604-247-0022 (h) 604-279-7127 (b) 604-279-7038 (fx)	Dec 9/2002	N/A	Dec 31/2004
<b>Mrs. Renata Steele</b> 6340 Buswell Street, # 310 Richmond, BC V6Y 2G1  renagirll@aol.com	604-303-0356 (h) 604-961-7326 (b) 604-303-0356 (fx)	Jan 14/2002	N/A	Dec 31/2003
<b>Ms. Agnes Thompson</b> 5720 Bittern Court Richmond, BC V7E 3X1  thompsonagnes@shaw.ca	604-274-2495 (h)	Feb /1994	Jan 14/2002	Dec 31/2003
<b>Ms. Sreedevi Varium</b> 5331 Steveston Hwy Richmond, BC V7E 2K5  kvsreedevi@yahoo.com	604-204-2704	Jan 14/2002	N/A	Dec 31/2003
<b>Ms. Penny West</b> 6511 Gainsborough Drive Richmond, BC V7E 3Z2 felus.net kpwest@home.com	604-272-7341 (h) 604-272-2925 (b) 604-272-5310 (fx)	Feb /1994	Jan 14/2002	Dec 31/2003



Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Disability**  
James Sullivan

Many years ago there was a movement to condense books, magazines and other reading materials. This dubious practice reached its zenith when the classic "A Tale of Two Cities" was reduced to the one word, "bang." This evening, I promise to be a little more verbose than just the one word but please keep in mind that what I am bringing to this meeting tonight is just a snapshot summary and only a snapshot summary of the groups and programs that had the time to respond to this survey.

The survey was submitted to nine groups and programs and we were lucky enough to have seven respond. The groups responding were:

- BC Blind Sports & Recreation Association
- BC Wheelchair Sports Association
- Canadian Mental Health
- Developmental Disabilities Association
- Richmond Special Olympics
- Richmond Therapeutic Equestrian Society
- The RCD's Disability Resource Centre

The survey asked the following

1. Market
  - Who do you serve?
  - Who are you trying to reach?
  - Who does your organization provide programs/services for?
2. Programs and services
  - What programs and services do you provide?
3. Facilities and amenities
4. Governance
  - What is the operating structure of the organization?
5. Finances
6. Other information
  - What issues and/or challenges do you face?
  - Where do you see your organization in the future?

In the latest statistics available to us from Stats Canada some 20% of Canadians identify themselves as having a disability. Of the groups responding five of the seven categorize their participants and members with a specific disability. Only two of the respondents provide recreation and facilities for more than one disability and of the two only one is specifically cross-disability.

With all of that said,

Our first questions revolved around "Market."

- BC Blind Sports provides for the needs of the blind and visually impaired. They reach out into this community to provide assistance to individuals to participate more fully in sports and recreation opportunities. The blind and visually impaired lawn bowling club is an excellent example.
- BC Wheelchair Sports' market is for individuals with physical disabilities in Richmond and the surrounding area. They reach out to people with physical disabilities who are interested in becoming more active through participation in sport. Their current and potential consumers are people of all ages with physical disabilities such as spinal cord injuries, spinal bifida, amputees, polio etc.
- Canadian Mental Health works with Adults recovering from a mental illness, in need of friends, work, housing and community supports. This program provides programs and services for the general public (Public Education Program) and adults recovering from a mental illness who reside in Richmond.
- Both the Developmental Disabilities Association, commonly known as 'DDA' and Special Olympics provide their programs to those with developmental disabilities.
- The Richmond Therapeutic Equestrian society (RTES) is currently servicing only children with physical and developmental disabilities.
- The Disability Resource Centre, (DRC) the only program provider in Richmond to do so, provides opportunities for all disabilities, mental health issues, the developmentally delayed and people with physical disabilities.

### Programs and services -

- BC Blind Sports produces various events that consumers can participate in such as walks, runs and entertainments.
- BC Wheelchair sports organizes wheelchair basketball, wheelchair tennis, athletic training programs and wheelchair curling. They also sponsor a Junior Sports camp.
- Canadian mental health provides through the Pathways Clubhouse a library, workshops, forums, referrals, employment direction, housing assistance, supported education, volunteer opportunities, community supports and social program.
- The Developmental Disabilities Association provides residential services, group homes and day programs for children and adults.
- Special Olympics provides sports programs. These programs include swimming, figure skating, fitness, bowling, track and field and soccer.
- The RTES provides an opportunity for a therapy on horseback, using the horse and the movement of the horse to enhance the session.
- The DRC provides programs with an eye to teaching and developing independent living skills and lifestyle. Specifically, programs for children with disabilities included are a variety of disabilities, whose first language is Chinese, a summer recreation program, again for children with a variety of disabilities. Additionally, programs for adults to learn socialization and recreational skills. The DRC also offers programs in job preparation, community volunteering opportunity training, peer support, self-advocacy training, information, research and referral.

### Facilities and amenities -

- All of the reporting groups used various places for their activities. Most reported activity appropriate venues. Venues included Community Centres, swimming pools, malls, ice rinks, schools, etc.

- Canadian Mental Health uses the facilities at Pathways Clubhouse and again activity appropriate venues.
- The RTES by nature of its program is limited to using the facility at Twin Oaks Horse Farm.
- The DRC uses it's in-house activities room for most of it's recreational programs but as with the summer children's program, with the great assistance of the City of Richmond, a school space was identified and the program was held off-site.

#### Governance –

- All of the reporting agencies were not-for-profits with slight variations on a board of directors, an Executive Director, small staff and a very strong reliance on volunteers.

#### Finances –

- Financing for the programs and activities came from a variety of revenue streams. These included direct fundraising for donations, special events, provincial gaming funds, the city of Richmond, user fees, which are waived in case of financial challenges, Richmond Health Services, service clubs in Richmond, grant writing, private sponsorship.

#### Other Information –

- BC Blind Sports is constantly challenged by the lack of specific and general information in various alternative media. As the aging population does age, a greater number of people are going to want and need the services and programs this group offers. Challenges to program growth at this time with very little in the coffer for expansion seem daunting. A part of the challenge is to identify and train volunteers to be instructors to work with a growing number of participants.
- Issues for BC Wheelchair Sports include providing programs and services; finding affordable facilities, facilities that can offer a convenient time and that are accessible to participants, advertising to potential participants, meeting the

demand for wheelchair equipment, and key volunteer leaders who can commit to a program.

- Canadian Mental Health due to a growing population in Richmond is challenged by an increase in the usage of services and costs with a flat level or reduced level in their funding.
- This is much the same for the Developmental Disabilities Association.
- Special Olympics is challenged by the needs in much the same way that BC Wheelchair Sports is. As a reminder these include providing programs and services; finding affordable facilities, facilities that can offer a convenient time and that are accessible to participants, advertising to potential participants, meeting the demand for wheelchair equipment, and key volunteer leaders who can commit to a program.
- The Richmond Therapeutic Equestrian Society is currently going through a major restructuring to better serve current consumers and add to the number of children served. The restructuring includes identifying and hiring an additional certified instructor, identifying additional funding streams, identifying suitable volunteers for the already increased number of students participating keeping in mind that each of the children participating needs three volunteers working with them each and every therapeutic session.
- The Disability Resource Centre after an arduous 18-month search and study has chosen to stay in its current location. The DRC is waiting to hear from the owners of the building if they are willing to renew the lease on the space. The arrangement now existing is a month-to-month agreement without the security and planning capabilities a lease allows. The DRC identified the most immediate need for the Centre to be remodeled for a better use of space and the ability to service the growing number of consumers and their families using the Centre. The downsizing by provincial government of programs offered in Richmond has put additional strain on the already overtaxed resources of the Centre as consumers turned away from formerly existing programs look for other avenues of recreational support and community needs assistance. With a staff of only 7 and the need to meet demand in Richmond with an additional one or two new

staff, revenue needs are compounded with remodeling costs and program and rising maintenance costs.

All of the groups see the need for flexibility and an entrepreneurial spirit in their work plans and in leadership. Although I personally have never known what could be described as "certain" times, the current period is more uncertain than ever. What is hoped for is if services are deemed of benefit to the community proper funding and support be put in place. The stress meeting the needs of the disenfranchised and in turn bringing people with disabilities into the mainstream is great enough without the additional pressures to staff and consumers alike of not knowing if services are going to be kept or taken away. The question must be, can all levels of government see their way clear to assisting in the stabilization of programs and services for people with disabilities without reducing consumers to numbers and then in turn politicizing those numbers? With a little humanity it can be done.

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Environment**  
Brenda Bartley-Smith



## Community Working Group 2003 Environment Presentation

Submitted by: Richmond Nature Park Society, Terra Nova, A. R. McNeill School and Richmond Fruit Tree Sharing Project

### 1. Market

- We currently serve the people of Richmond, of all ages, cultures and economic standing, as well as visitors from all over the Lower mainland and national and international tourists
- We are trying to reach all of the above groups.
- We provide services for the community and surround, especially children. In the case of the Richmond Fruit Tree Sharing Project, low-income families are connected to agricultural programs.

### 2. Programs and Services

- Programs and services encourage people to experience a sense of wonder about the unique natural environment of this island city by nature.
- Environmental Programs and services educate, foster stewardship, provide a legacy of natural heritage for future generations, offer a training ground for volunteers and celebrate Richmond's biodiversity.
- Richmond Nature Park provides environmental programs for all ages with an emphasis on children. Each year thousands of children attend our award winning programs that cover themes from endangered bog habitats to traditional uses of plants by First Nation's people. Interpretive programming techniques include puppet shows, songs, drama and interactive walks in the park.
- Terra Nova volunteers have focused on the removal and control of invasive plant species. 1500 native plants will be used as a seed and plant resource for the future expansion of Terra Nova. Hugh Boyd Environmental club has also been involved with this project.
- Richmond Fruit Tree Sharing Project promotes the value of locally grown food and sustainable agriculture.
- Volunteers from the Richmond Nature Park Society Ecological Committee have carried out an ecological inventory of Richmond to provide an up to date record of Richmond's natural history.

### 3. Facilities and Amenities

- Richmond Nature Park Nature House, picnic areas, play structures, trail systems, parks and natural areas, viewing platforms, piers and a community farm garden. All of which are currently used.

#### 4. Governance

- The Richmond Nature Park and Richmond Fruit Tree Sharing Project are charitable non-profit organizations operated by a volunteer board of directors.
- We need create an environmental network that represents Richmond's diverse environmental groups. One does not currently exist.

#### 5. Finances

- Grants, donations, in-kind contributions of time and resources, fund-raising events, city resources as well as program fees for the Richmond Nature Park.

#### 6. Other Information

- Issues and Challenges
  - Need to develop an environmental strategy and action plan for City of Richmond.
  - Long-term financial strategy is needed.
  - Need for equitable allocation of City's existing financial resources dedicated to environment.
  - Clear 10-year development plan with achievable goals.
  - Vision and commitment by City of Richmond to natural areas and environmental programs, which includes funding and staff resources.
  - Need to attract and retain volunteers.
- Where do you see your organization in the future?
  - Umbrella environmental organization will exist that provides a forum for environmental ideas and concerns as well a resource of experts to advise on ecological matters for the City of Richmond.
  - Richmond's environmental groups will help citizens of Richmond to become informed environmental stewards.
  - Interpretive/Environmental plan will exist that encompasses a holistic approach to Richmond's natural heritage with attention to habitat loss and invasive species.
  - Terra Nova, the Fraser River Estuary and bog lands will be recognized for their value as unique and endangered habitats of global significance.
  - Richmond will have a world-class nature centre with island wide programming to celebrate the diversity of natural heritage.
  - The Fruit Tree Sharing Project will have a 5-acre community farm.
  - Environmental network will collaborate with First Nations people.

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Health and Wellness**  
Diane Bissenden

## **Presentation to the Parks, Recreation & Cultural Services Community Working Group**

### **Presentation Representing Health and Wellness Submitted by Diane Bissenden**

My name is Diane Bissenden and I am a community health nurse with the Richmond Health Department. I have the privilege of working within and with our community, offering services and resources to families. On behalf of the Health and Wellness focus group, thank you for providing me the opportunity to address the Community Working Group.

Representatives from the Richmond Health Department, Richmond Fitness and Wellness Services, the Heart and Stroke Foundation, the BC Lung Association, and a representative from senior's services met together to brainstorm and prepare for this opportunity to address the Working Group. We have provided you with a copy of our notes compiled from our brainstorming session. My role is to share with you a few highlights from our meeting.

Firstly, whom do we serve? We work with people of all ages who live, work, and play in Richmond. This includes healthy families and children, seniors, people with chronic health conditions, people with disabilities, marginalized individuals and families; people living at risk; and members of our community where English is not their first language.

Where do we work? We work in government and private facilities, in homes, in community centers, in the schools and college, in seniors' centres, in shopping malls, in restaurants, in day care centres, in kitchens, in the parks, and on the trails in our community.

Who is providing the services? The health and wellness of Richmond families is the responsibility of the whole community. The various levels of government, government and non-governmental agencies, our schools, our community centres, the places of meeting and worship, the private businesses, the neighbourhoods, volunteers, and all individuals within Richmond share a responsibility for the health of our community. The vision statement for Richmond Health Services, which is "Leads in Promoting the Health and Quality of Life for our Diverse Community" reflects the goals of many of the organizations within Richmond. Working together in partnerships to address the social determinants of health is the foundation of a healthy community.

The work we do to promote health cannot be accomplished in isolation; partnerships are vital, as no one organization or individual can achieve the goals on their own. We must strengthen existing partnerships and develop new ones to maximize the human, fiscal, and environmental resources available to each group. A few examples include enhancing connections with service groups and businesses within the community re. donating "space" for activities; maximizing and valuing the important work of community volunteers; collaborating with health services re. prevention, health promotion, and chronic disease management; and fostering a peer support networks amongst individuals and families.

In order to build a healthy community key social determinants of health must be addressed. These include housing; food security; poverty; ensuring education and literacy; family violence; and community safety. Marginalized families will not seek out recreation opportunities if the struggle to meet very basic needs is their daily goal. Health and wellness begins at the basic societal and cultural level of our community. Examples include reducing seniors isolation and ensuring a safe, walkable community.

What is our current reality? The outcomes of the work we individually and collectively do to promote health and wellness are never immediate. The health benefits are often realized years later. Richmond is an aging population with special health and recreation needs; accessibility is a issue as the gap between the rich and poor widens; organizational strategies to deal with decreasing fiscal resources impact on accessibility to services e.g. paid parking to increase revenues impacts access to services; more people are looking for help from recreation to assist them with chronic disease conditions; obesity is a reality amongst children and adults which impacts health and recreation services; and there is a sense that the feeling of “belonging to a neighbourhood” is being eroded.

What must we do? Encouraging and developing avenues of communications and partnerships between individuals and organizations enhances the entire community’s awareness about services and programs, avoids duplication or omission of services, captures the richness of a variety of minds planning solutions together, and maximizes limited resources. Quoting John Frank and Erica Di Ruggiero in their paper titled *Prevention: Delivering the Goods*, “we need to try fewer but better-thought-out and more sustained population-level health promotion and disease prevention programs and policies, not only at the neighbourhood/community level, but at the provincial/territorial and national levels. These programs and policies must be based on the principles of intersectoral collaboration to avoid the “magic thinking” of one-off, short-term attempts to change societal behaviours.”

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2004

**Heritage**  
Bob Mukai

Report to: "COMMUNITY WORKING GROUP", CITY OF RICHMOND  
From: RICHMOND MUSEUM AND HERITAGE GROUPS  
Re: Parks, Recreation and Cultural Services Delivery System for Richmond  
Date: November 19, 2003  
Presenter: Bob Mukai, President of Richmond Museum Society and  
President of Richmond Arenas Community Association Tel. 604-274-6449

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## INTRODUCTION

I have lived in Richmond all my life except for the internment years. I have had the opportunity to watch Steveston and Richmond grow from a small, rural farming and fishing village to a densely populated residential and highly technical industrial base together with its diverse cultural population. I have observed 'history in the making'; but are we doing enough to preserve, maintain, support and showcase our heritage? That is what I wish to highlight and present tonight. This report capsulizes the intent and wishes of the following museum and heritage groups:

Britannia Heritage Shipyard, London Heritage Farm, Richmond Heritage Commission, Richmond Museum and Heritage Services, Steveston Interurban Restoration Society and the Steveston Museum.

## THE MARKET PLACE

The museum and heritage groups currently serve a very broad base from all city residents, tourists, visitors to dignitaries. The groups are trying to reach all ages from our youths to our seniors with its diversity of programs and services. Many of the programs and services are offered free.

## PROGRAMS AND SERVICES

The museum and heritage groups provide programs and services to the schools and to the public, as well as showcasing exhibits on historical issues and trends. They provide on-going education of why we protect trees, barns and buildings? They hold the city artifacts, historical photos, properties and buildings in trust.

## FACILITIES AND AMENITIES

The museum and heritage groups are stewards of all city sites, facilities and amenities. We currently use the heritage farm, the Steveston Museum, Minoru chapel, the City Museum, the Murakami House and the Britannia Shipyard complex with its industrial and residential areas.

## GOVERNANCE

1. The Britannia Heritage Shipyard operates on an Advisory/Society model with 2.0 staff and volunteers.
2. The London Heritage Farm operates on a Society model with 1.5 staff, funded internally, and volunteers.
3. The Richmond Heritage Commission operates on a council appointed model with a staff liaison.
4. The Richmond Museum and Heritage Services operates on a Society model with council appointments and heritage reps, and 3.7 staff.
5. The Steveston Interurban Restoration Society operates on a Society model with volunteers but no staff.
6. The Steveston Museum operates on a Society model with 1.0 post office staff, funded internally, and volunteers.

## FINANCES

All the museum and heritage groups are city funded for utilities, maintenance and some capital expenditures. Most programs and services are offered at cost or free with limited revenue. Some outside grants are obtained.

## ISSUES AND CHALLENGES

1. To better serve the community, is it preferable to be an advisory board or a society or both?
2. To keep volunteers happy and to avoid burnout is a challenge?
3. To maintain a good solid base of volunteers is a goal?
4. To have professionally trained staff available to help groups develop and build their heritage organizations for the present and future?
5. To have an integrated management/board process whereby the city and the organizations are working together on their goals.
6. To bring about awareness of our historical sites, our history and our heritage?
7. To maintain our collections and heritage in satisfactory facilities together with adequate resources and finances? e.g. the Britannia and London Farm sites, the Steveston Museum building, the Museum collections and a home for the Tram.

## CONCLUSION

The City needs to maintain a first class system for our museums and heritage sites so that our programs and services can continue to be appealing, appropriate and relevant to the community and public. Heritage is not static, but it is on-going to meet the needs of the future. Statistics often play down the importance of specialized areas like culture and heritage. Heritage is a passion for everyone! Our children can only learn about our past, present and future by studying and by interacting with our history. As the current reality isn't working adequately to meet that goal, we need and urge the **Community Working Group** to re-assess and to make changes in order for the museum and heritage groups to achieve their goals. Thank you.

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Richmond Arenas  
Community Association**  
Frank Claassen



**RICHMOND ARENAS COMMUNITY ASSOCIATION**

**REPORT TO COMMUNITY WORKING GROUP**  
City of Richmond

**Parks, Recreation & Cultural Services in Richmond**  
Service Delivery System

November 19, 2003

Report to: Community Working Group, City of Richmond  
From: Richmond Arenas Community Association  
Re: Parks, Recreation & Cultural Services in Richmond - Service Delivery System  
Date: November 19, 2003

---

Dear Working Group Members:

The Richmond Arenas Community Association is grateful for the opportunity to make this presentation to you about the Parks, Recreation & Cultural Services department's delivery system in the City of Richmond.

On October 16, 2003, Mr. Frank Claassen presented a paper to this committee expressing RACA's thoughts and views on the proposed service delivery system. We will not repeat the information contained in that report but will attempt to elaborate our thoughts focussing on your committee's presentation topics. We ask, however, that you review that document again and keep it together with this paper.

### **RACA is unique**

RACA is a unique organization. It encompasses and is directed by all the major user groups that use the Richmond Arenas for their programs. Richmond Arenas includes the Richmond Ice Centre at Riverport and the arena at Minoru.

The Board is responsible for approving the public and lesson programs that are operated at the arenas, their scheduling and pricing.

Any groups wanting to use the arenas must apply to RACA for approval. More specifically, no one uses the arenas without RACA's knowledge and approval regardless of the season, time or occasion.

We represent all the users (hockey, lacrosse, figure skating, public programs, lesson programs and ringette) All participate in the direction of the Association through their membership and participation on the Board of Directors of RACA.

### **Board Content and Structure**

RACA's board structure is unique. The board is comprised of elected and appointed people. At present a full board is 17 individuals. The six major arena user groups in Richmond each have the right to appoint 2 individuals to the board. The remaining five individuals are elected from the public at large at our annual meeting.

The six major arena user groups are: Seafair Minor Hockey, Richmond Minor Hockey, Richmond Ringette, Richmond Girls Hockey, Connaught Figure Skating and Richmond Lacrosse.

The officers of the Association are elected by the board. The officers include a chair, vice chair, treasurer and secretary. Currently, three of the four officers are board members elected by the public.

Senior arena staff participate in each of our monthly meetings and contribute greatly to the operation of the association through implementation of RACA policies and participation in RACA committees and policy decisions.

An organization chart showing the integration of RACA and City roles and responsibilities is provided.

Report to: Community Working Group, City of Richmond  
From: Richmond Arenas Community Association  
Re: Parks, Recreation & Cultural Services in Richmond - Service Delivery System  
Date: November 19, 2003

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### Market

RACA provides city wide access to the arenas it manages. Clearly our market is predominately through our member associations and our ability to deliver required rink and floor times to accommodate their requirements. However, through our public programs, our market expands to any users in the lower mainland looking for arena facilities. Through effective costing and maximizing cost effective utilization, other revenue sources such as our concessions and Stanley's can be optimized.

### Programs and Services

Programs and services include: access to arena facilities for minor sports groups and adult groups; lesson programs for all ages; public skate programs; special events; complimentary food and beverage services.

### Facilities and Amenities

RACA manages the Richmond Ice Centre which has 6 ice surfaces during winter use. In the summer two arenas have dry floors for lacrosse and roller hockey. RACA also manages Minoru arenas which has two ice surfaces during the winter and two dry floor for summer use. As previously explained, RACA oversees both concessions (one at each of the two facilities), Stanley's Bar & Grill ( at R.I.C.) and the concession at Watermania. Sales are approximately 900,000 per annum or approximately 30% of RACA's annual revenue.

### Finances

Our revenue comes form admission fees to programs, ice and floor rental to minor sports and adult groups and from food and beverage sales.

As explained in the October 16, 2003 presentation, RACA contributes approximately \$2 million of its \$3 million in revenue to the City of Richmond as an offset against the City's costs. The amount is reviewed annually by the City and RACA and the costs of our programs and rental charges are increased accordingly. As well, the city receives 50% of all profit in excess of \$25,000 on an annual basis. In the year ending June 30, 2003, this amounted to an additional \$46,907. RACA believes its contribution to City finances is unmatched by any other organization.

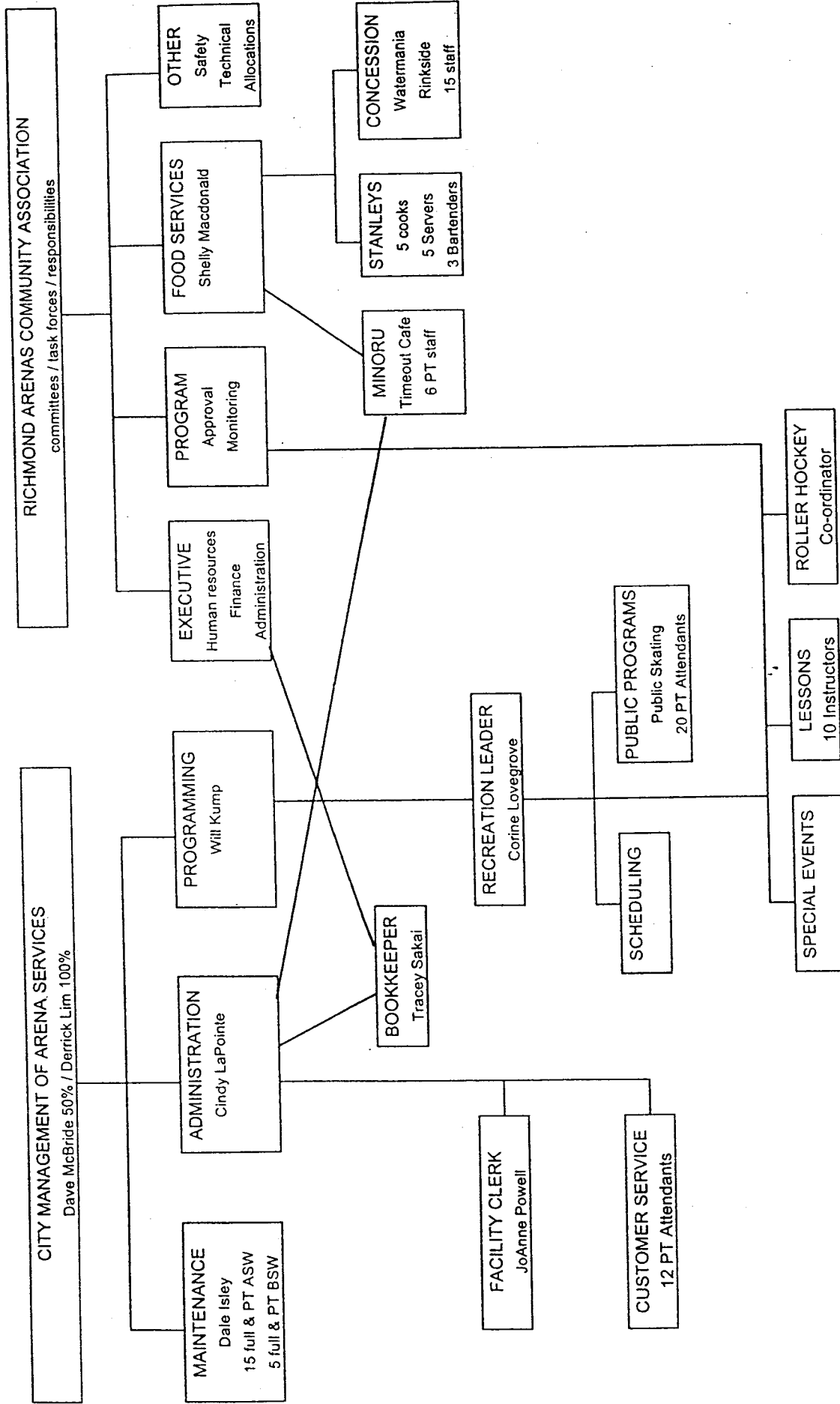
### Summary

Clearly RACA is unique in the City of Richmond with respect to its contribution to the city. The members are unique in their goal to work together to maximize profitability while recognizing each member s unique needs and requirements. The Board is volunteer and prides itself on working together for the common good of the association and its members. The Boards ability to be accountable financially is an important element in each members desire to see other members succeed. We make sound effective financial decisions because we are responsible for our own profitability while also being responsible for delivering cost-effective, popular, usable programs. This unique approach to operations and profitability should not be tampered with. RACA should be removed from your service delivery model.

Sincerely,

Frank Claassen, Treasurer  
Richmond Arenas Community Association

# RICHMOND ARENAS ORGANIZATIONAL CHART



Shaded areas are RACA's primary responsibility  
 Unshaded areas are City's primary responsibility

Current Reality Evaluation Tool  
RICHMOND ARENAS

	FINANCIAL SUSTAINABILITY	CUSTOMER SERVICE	ENSURES CITY'S ABILITY TO MEET COMMUNITY NEEDS	POLICY FRAMEWORK FOR DECISION-MAKING	ENCOURAGES COMMUNITY INVOLVEMENT	VALUES EFFECTIVE PARTNERSHIPS	COMMUNITY ENGAGEMENT	VOLUNTEERISM	CHOICE	DIVERSITY	HEALTHY LIFESTYLES	SAFETY AND SECURITY	ENVIRONMENTAL SUSTAINABILITY	FRAMEWORK FOR DECISION MAKING
<b>CURRENT SITUATION</b>	*Subsidized by the City 1/3, 2/3 paid by RACA on behalf of users	*Through RACA members - excellent - Public programs available under utilized	*Diverse programs *Availability to all ages	*Volunteer and staff participation excellent	*Excellent Community service - ages, sex, ethnic *Availability	*Excellent volunteer and staff relationship	*Currently excellent 13 out of 17 board members from user groups which are all volunteers	*Current excellent	*Excellent diverse program choice *Acceptable price	*Excellent diverse choice for all	*By our nature, participation is healthy	*Well prepared *Safety program by staff	*N/A	*Existing formula works and is effective
<b>EXISTING GAPS</b>	*Gap widening between City subsidy and users - users paying more	*Encourage public program use	Few, if any	*None perceived	*Few *Better communication about availability	*None perceived	*None	*None	*Not aware of many	*N/A	*N/A	*N/A	*N/A	*Few
<b>FUTURE TRENDS</b>	*Reduced subsidy by City - user pay increases cost	* Cost * Awareness * Ethnic interest	Increasing cost - Maximizing revenue at expense of community groups	*Delivery service reduces need for volunteers *Dangerous for RACA members & groups *Reduces communication among groups	*Ethnic interest and mix	*Delivery system eliminates volunteer management	*Elimination of volunteer involvement and financial control		*Increased cost	*N/A	*Cost	*N/A		*Delivery systems and increased control of financial decisions by City
<b>EMERGING GAPS</b>														
<b>SUGGESTED SOLUTIONS</b>														
<b>Notes:</b>														

RICHMOND ARENAS COMMUNITY ASSOCIATION

REPORT TO COMMUNITY WORKING GROUP  
City of Richmond

Parks, Recreation & Cultural Services in Richmond  
Service Delivery System

October 16, 2003

Report to: Community Working Group, City of Richmond  
From: Richmond Arenas Community Association  
Re: Parks, Recreation & Cultural Services in Richmond - Service Delivery System  
Date: October 16, 2003

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#### **RACA responds to new delivery service model**

The new service delivery system model arrived unannounced at our regular Board meeting on February 25, 2003. Later we received the staff report to the General Purposes Committee of the City of Richmond and the "Report on the Renewal of Parks, Recreation & Cultural Services In Richmond". What was most disturbing to the Board was that such a major shift in thinking could be accepted and or forced upon RACA without a genuine debate at the political level. I suppose you and I are here tonight to participate in this part of the evaluation and change process.

1. It appears that a major frustration at the City is that the current structure makes it difficult to mobilize resources to address city wide community needs and to implement City wide initiatives. This theme is often repeated in the written reports. However, there are no specific examples or a list of items to be implemented that are currently frustrating anyone. In particular, to the best of my knowledge, RACA has never been approached by the City on any issue of this kind.
2. RACA has always delivered City wide services. The Board is not aware of any issue where the Association has taken a position contrary to that of our City management staff.
3. The Board does not understand why the revised delivery system is being universally thrust on everyone. The Board has an honest belief that everything is working well. Its position is: Why change something at RACA that isn't broken? If there are certain issues with certain organizations, resolve them at that level. The City doesn't have to bulldoze the entire historical delivery model and make everyone fit into a single mould.
4. RACA is in the unique position of not only managing the arenas, but a significant restaurant and licenced pub facility. There are many valid reasons for the structure that is currently in place. We have not received any communications from the City with respect to the practical issues that the proposed change will bring.
5. In May 1998, the then manager of Leisure Services made recommendations to Council for a set of proposals similar to what is now being implemented. Obviously, they were not acted upon at that time. In the report, for logistical purposes, leisure services was divided into four categories: Arenas and Aquatics, Culture and Heritage, Community Centres and Special Services. RACA believes these categories are valid and all service delivery groups in the city should not be lumped together with a "one size fits all" solution. RACA believes that specific problems should be resolved with the specific groups involved.

Report to: Community Working Group, City of Richmond  
 From: Richmond Arenas Community Association  
 Re: Parks, Recreation & Cultural Services in Richmond - Service Delivery System  
 Date: October 16, 2003

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**Voluntarism**

I think there is a consensus that volunteer involvement is a necessary ingredient that provides huge dividends for the benefit of the community.

- 11. In April 2, 1998 Jennifer Wilson Consultants Ltd. prepared an extensive evaluation of Richmond's Leisure Services Department. That report compares Richmond to Burnaby, Coquitlam and Surrey. The following table is an excerpt from a table of comparisons on page 13 of her report:

	Richmond	Coquitlam	Burnaby	Surrey
Population in 1997	157,537	107,455	187,992	323,509
Volunteer # of committees, T Forces, Advisory	901	165	150	293
Volunteers Operating	2992	2500	1795	688
Committee Volunteer Experiences	7400	1365	690	2940
Program Attendance	3,162,260	835,315	1,071,850	n/a

- 12. The table above shows massively higher volunteer involvement figures in the City of Richmond. This is directly related to the service delivery model employed in Richmond as opposed to its neighbouring cities.
- 13. The report also shows that staff has ultimate responsibility in almost all of the facilities in the neighbouring cities whereas only joint responsibility Richmond.
- 14. Richmond City staff are of the opinion that an Advisory Board can provide similar input and rewards as does an autonomous Board with financial resources. This is not true. An advisory Board does not take ownership and its best offerings can be discarded by City staff with agendas more in line with central city management. It will attract politically motivated people who can take a particular point of view without having to account for the overall balance. Autonomous Boards will attract members who want to take ownership and make tough decisions after taking into account all factors. Advisory roles will lesson the quality of the volunteer experience.



Report to: Community Working Group, City of Richmond  
From: Richmond Arenas Community Association  
Re: Parks, Recreation & Cultural Services in Richmond - Service Delivery System  
Date: October 16, 2003

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#### Summary

- The current service delivery model used by the City works and does not suffer from the systematic defects identified by staff.
- The arena facilities and programs are unique in the City and RACA should be removed from the list of organizations subject to changes in the delivery system.
- Not every organization has to be treated equally. Organizations with special talents and successes should be encouraged to leap ahead, while others should be supported and then encouraged to adapt and emulate.
- The City's service model has been traditionally different from those in Burnaby, Coquitlam and Surrey. Its parks, recreation & cultural services have ranked ahead of its neighbours in user satisfaction surveys. Let's keep it that way.

Sincerely,

Frank Claassen, Treasurer  
Richmond Arenas Community Association

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Richmond Arts Strategy**  
Barbara Williams

***PRESENTATION TO COMMUNITY WORKING GROUP FROM  
THE RICHMOND ARTS STRATEGY COMMITTEE  
NOVEMBER 19, 2003***

For the sake of this presentation "We" refers to the arts of Music, Dance, Visual Arts, Theatre and Film.

**1. Market**

Our market is the entire and extended community of Richmond and its outlying areas.

**2. Programs and Services**

Dance	Programs are provided in all of these disciplines through:
Visual Arts	
Theatre	
Music	
Film	

- education
- presentation
- bringing economic benefits
- providing an enhanced lifestyle

**3. Facilities**

Richmond Arts Centre	Private Businesses in Arts Education
Gateway Theatre	Churches
Richmond Art Gallery	Public Schools
Community Centres	General outside venues

**4. Governance**

Private Sector	Owner/Director
	Paid staff and volunteers
	Partnerships
	Corporations
Not for Profit Organizations	Boards of Directors
	Paid Staff
	Volunteers
	Committees
Public	Schools
	Churches
	Community Centres
Individuals	Amateur and Professional Artists
	Technical Arts Trades

Not for Profit Organizations

Marketing  
Fundraising

Independent: - Programming

- Facilities:
  - Lease
  - Mortgage
  - Utilities
  - Accounting
  - Equipment and Maintenance
- Insurance
- Supplies
- Licensing
- Janitorial

- Staff
  - Administrative Staff
  - Teaching Faculty

Partial City Supported

- General
  - Utilities
  - Insurance
  - Equipment and Maintenance
  - Supplies
  - Licensing
  - Accounting

- Staff
  - Administrative Staff
  - Teaching Faculty

Public

All expenses paid from taxes.

Individuals

All expenses out of pocket

**6. Other Information – Challenges**

- Lack of space that meets zoning, licensing and code specifications
- Performance space with appropriate equipment on site
- Accountability, not lip service
- Co-operative marketing with all groups
- Developing partnerships within private and public sectors
- Ability to participate on a level playing field within the same discipline as to fees and quality
- An independent marketing strategy separate from Parks and Recreation
- Ask for, listen to and use our professional expertise
- Public Support from all citizens but especially those with a high profile

**Other Information – Future**

DEAD WITHOUT PUBLIC COMMITMENT AND DEPENDABLE FINANCIAL SUPPORT



Presentation  
to  
Community Task Force  
January 15, 2004



## Mission Statement

- To be seen by the Community as the leader of cultural issues in Richmond by providing effective advocacy and resource services.



## History

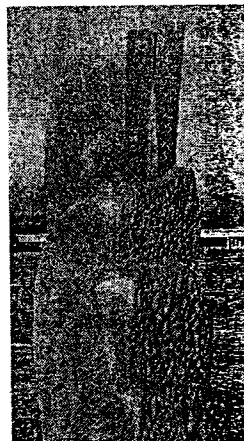
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- 1970 – began operation of the Community Arts Council, established Gift Shop.
- 1973 – collected funds and did a study for the Gateway Theatre.
- 1980 – Gateway Theatre opened.
- 1987 – Maria Greczmiel fund began. Began lobbying for a larger library and cultural centre.
- 1994 – Operating Agreement with the City to run the Arts Centre Facility and sponsor classes.
- 1996 – Steering Committee for public art in Richmond under the direction of the Community Arts Council.
- 2001 – City cancelled the operating agreement without notice.

## The Board and Staff

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- Board members:
  - 6 (volunteer).
  
- Staff:
  - Executive Director (full time).
  - Gift shop manager (part time).



## Members & User Groups

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- Individual members

- October 2002, 85.
- October 2003, 133.
- December 2003, 140.

- Group members/User Groups:  
28 Groups representing several  
hundred Richmond residents.



## Highlights of 2003

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- Review of the Constitution, By Laws and Board Operating Manuals.
- Board members & Exec. Director attended a Governance workshop.
- Established a quarterly newsletter, "Arts Ahead".
- Began developing a website, working with the City.
- One juried Art Show in December – 18 artists, over 500 attended.
- Participated heavily in Asian Heritage month.
- Organized the November arts and crafts sale for user groups.
- Administered the Maria Greczmiel awards and grants.
- Operated the "Presents in the Park" gift shop.
- Maintained a job info and volunteer info file.

## Highlights of 2003, continued.

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- Opened the first Arts Exposure exhibit. Two painters, two ceramicists and two sculptors were presented. This was a first for CACR. Opening night reception with Councilor Barnes



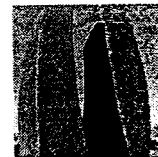
- Introduced a Film Festival. Five films have been presented, May through December, to an audience of 650 to 700. These films are from the Film Circuit of the Toronto international Film Festival and are ones rarely seen in this area. All have been well received. A gala reception, opened by Mayor Brodie was attended by over 200 and the first film was sold out.



## Planned for 2004

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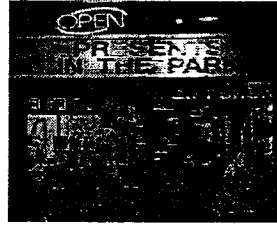
- Lecture series on community art issues.
- Preparation of an Arts Guide – Directory of Richmond artists and arts related companies.
- Development workshop for artists and staff.
- Concert series for member groups.
- Continuation of:
  - Greczmiel awards/grants.
  - Film Festival, 5 more films.
  - Operation of the gift shop.





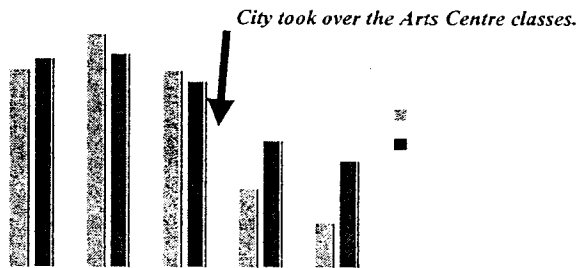
## Gift Shop

- Established in 1970
- A way of promoting local artists.
- Many original works of art and hand made gifts.
- The shop is staffed by volunteer artists.
- There are 85 artists providing unique gifts for sale.
- Gross revenue in 2003, highest ever at \$21,000.



## Annual Revenues and Expenses (\$)

\$



Year

## Closing Quote

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- *“One can endlessly cite statistics to prove employment, economic impact and tourist magnetism. What the arts (given a chance) bring to a city is something in addition to all these material rewards. They give a great city an image of its soul”.*

Tom Hendry, Playwright, Arts Policy Advisor,  
and Officer of the Order of Canada.

(Quote provided by S. Greening, City of Richmond)

## Acknowledgements

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- Artists work shown in photos on Introduction slide:
  - Ping Kwon Wong
  - Shirley Inouye
- Photos from CACR, photographer unknown.
- Public art photos, Tony Keen.
- CACR Staff and Directors for data.

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Richmond Community  
Association**

Nora Wright &  
George Atkinson

# Richmond's Community Associations

## Solutions Options

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The Community Associations are eager to work with the City and other stakeholder groups to find solutions to challenges and concerns raised about recreation service delivery in Richmond. The Associations are eager to consider solutions that will ensure the best services for the residents and taxpayers in Richmond. There is no doubt that recreation service delivery in Richmond can improve and evolve to meet needs that have changed over the years and that any new system needs to be flexible enough that further evolution takes place with minimal upset and negative impact.

By definition, **evolution means building on existing structures. In this case, an evaluation of current structures and services is required to determine what is best performed at a local level and what is most effectively handled by the City.**

### Governance/Planning

Outlined below are some of the options that have been developed around the topics of governance and planning. It is felt critical that the first task, regardless of what option is explored, is the clearer definition of roles and responsibilities, including clear, open and trust-building communications conducted with respect by all parties.

#### Option 1:

Develop an Association of Community Partners that is elected, accountable and able to provide real direction to Community Associations and staff. Consider a paid staff person from the Community Associations to coordinate activities and meetings.

#### Option 2:

Develop a system of contracted services to the City from the Community Associations, either with a series of agreements or with one agreement through a central Association.

#### Option 3:

Operate Community Associations as Oversight Committees to Community Centres with responsibilities for fundraising and direction approval.

# Richmond's Community Associations

## Solutions Options

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### Other governance/planning solutions

Regardless of which option is chosen, the following items will need to be explored further:

- City-Wide Programming Time Allocation
- A central body, like the Association of Community Partners, as well as centralized administrative functions, may increase efficiencies and flexibility
- Develop opportunities to explore standardized programming and local programming, as well as cooperative efforts such as health and wellness events or citywide fitness passes.
- Continue to ensure that local programming needs are recognized and met by the Recreation Services structure.

### Financial Sustainability

These options pre-suppose that budgetary authority for Community Associations remains with the Associations. Items that require further development and discussion include:

- Develop revenue sharing model and revenue-return targets in conjunction with the City
- Consider review of pricing for programs
- Consider centralization of purchasing
- Develop Opportunity Fund to share revenues to less-affluent areas of Richmond.
- Develop corporate sponsorship program guidelines to encourage potential sponsorship opportunities
- Develop opportunities for sharing resources and coordinating services on city-wide basis with local Health Authority and School District (by City)

# Richmond's Community Associations

## Solutions Options

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### **Community Involvement**

These options explore solutions to increased community activity with Community Associations and volunteer opportunities in Richmond.

- Ensure opportunities for local program development and direction
- Develop Volunteer Recruitment/Outreach Strategy for Community Association Boards and Community Centres.
- Develop recruitment goals for community centres and community associations
- Develop volunteer committee with Association of Community Partners to joint market and coordinate volunteer training, recruitment and development requirements with the City and Volunteer Richmond
- Make broader connections with ethnic, financially disadvantaged, disabled and others segments of society with special needs
- Respect and encourage community leadership development by enhancing opportunities for young people, "up and coming" volunteers and established community leaders.

### **Meeting Community and Customer Needs**

These options express solutions to meeting the changing community needs in Richmond and the importance of recognizing customer requirements.

- Better communication between City and Associations; an elected Association of Community Partners can help facilitate this.
- Associations need to share their success stories with the community and the City so that they understand the good work that it being accomplished at the city level and include these in Annual Reports of the City and the Associations.
- Continue to partner with other organizations, including youth, senior, ethnic, etc. to deliver programming that works for these groups.

# Richmond's Community Associations

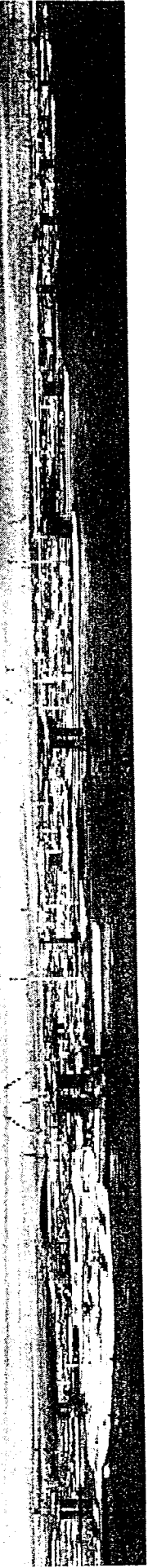
## Solutions Options

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- Develop conduits for the community to bring forward ideas and input for their local community centre, as well as City-wide services. Explore focus groups, surveys, newsletters, meetings with other community groups (PACs, cultural groups, churches, etc).
- Ensure customer service initiatives are required and appropriate to customers, association and City.
- Keep pricing modest so that services remain accessible to all Richmond residents.

Richmond's Community  
Associations

November 19, 2003





# About Community Associations

8 Volunteer Boards

High 8 Community

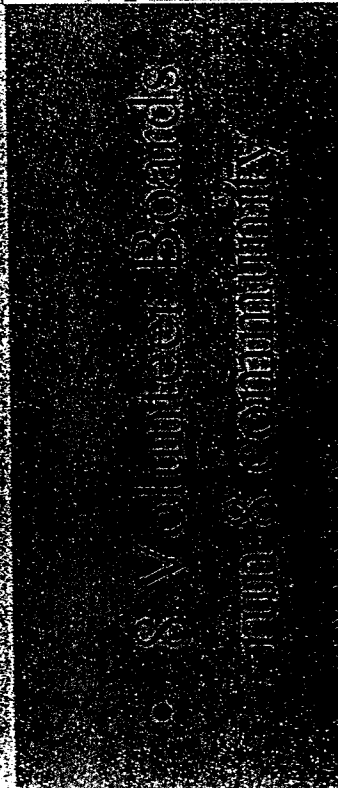
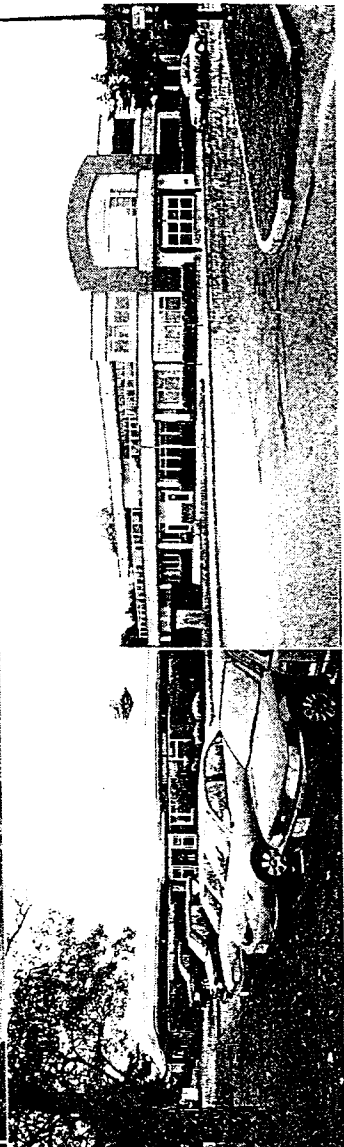
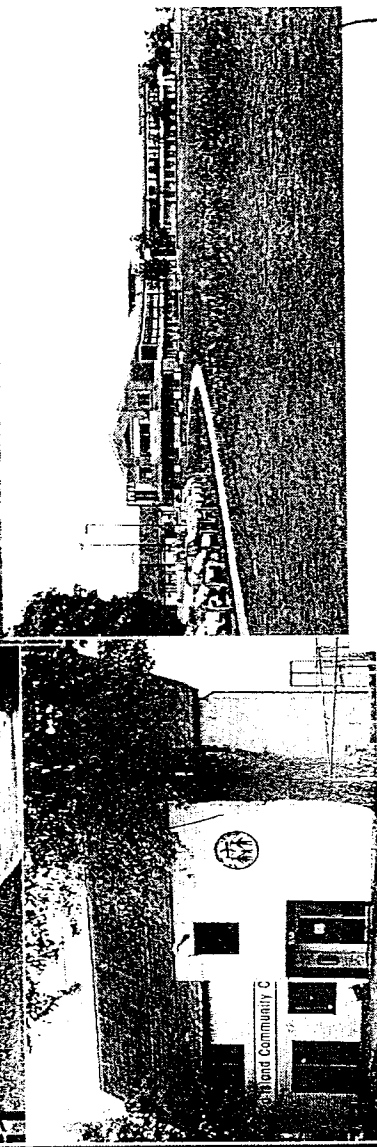
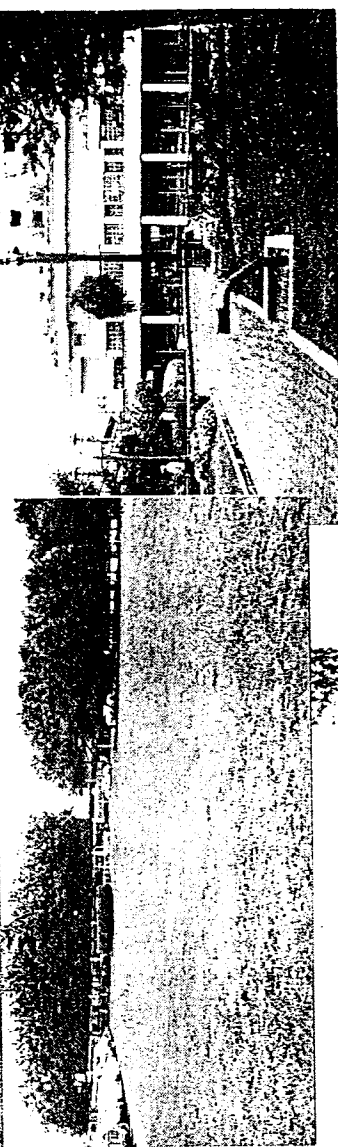
Centers

1700 members

60 committees

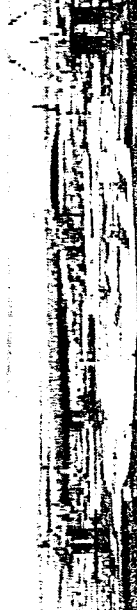
Total Volunteers

5660



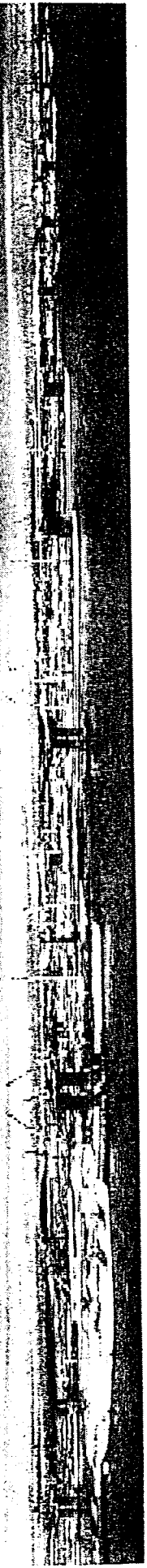
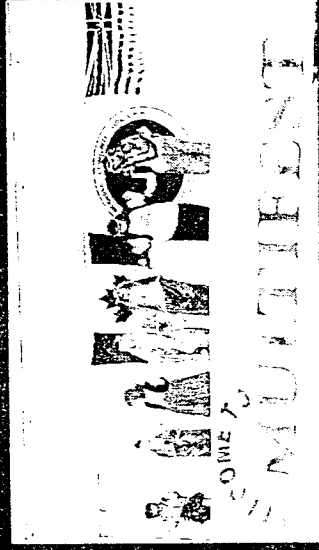
# Role of Community Associations

- Listen and respond to the needs of the community
- Develop programs and services
- Purchase equipment
- Fund and build facilities
- Develop leadership opportunities
- Neighbourhood building



# Role of Community Associations

- Support all residents from infants to seniors in all their diversity
- Programs and services include preschool, pre-preschool, out of school, children's, youth, sports, arts, adult, senior, fitness, racquet sports, park upgrades, special events, health and safety



# Community Association Financing

Revenues for Associations comes from:

- Program, user and rental fees

- Fundraising

- Grants

Associations pay for:

- program staff, facilities upgrades, equipment replacement and maintenance, major community capital projects, bursaries and scholarships

City of Richmond provides core facilities and staffing

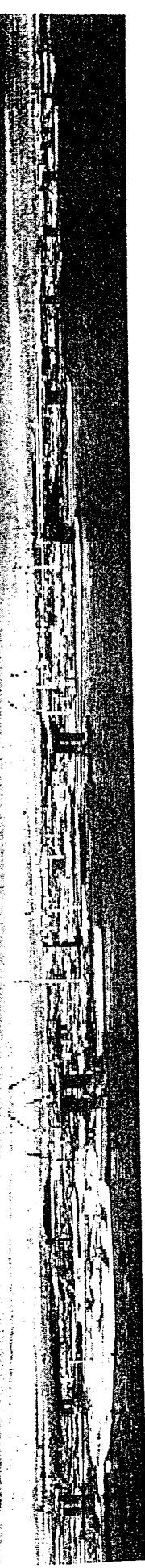


# Community Association Financing

In fiscal 2001-2002, the 8 Richmond Community Associations had an excess of revenues over expenses of approximately \$380,000

These funds went back to the Community for

- playgrounds
- new equipment and updated fitness facilities
- student bursaries
- additions and modifications to Centres
- additional services that meet community needs



# Governance of Community Associations

BC registered societies

Volunteer board sets policy

direction and oversees

community events

with assistance of association

staff and society staff

board committees provide

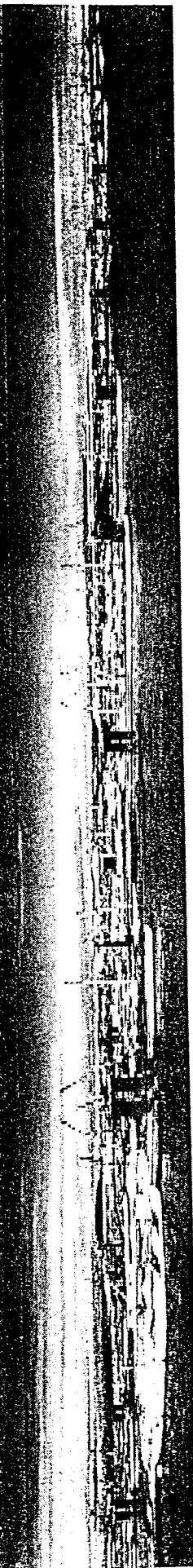
community voice, outreach to

community and develop

new initiatives

Home Association staff to work

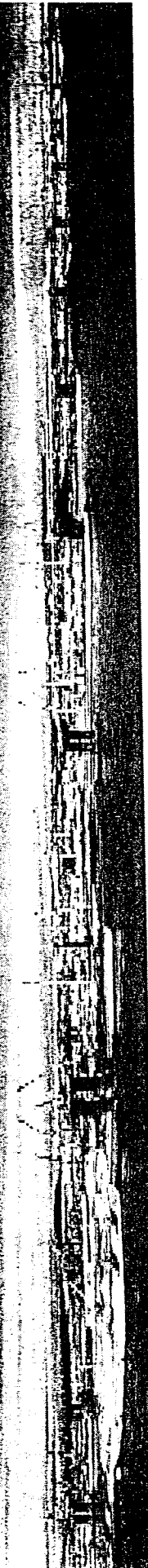
with City staff



# Need for Change



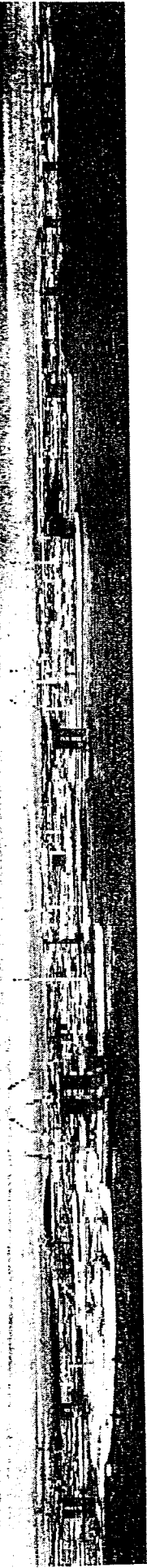
Community  
Associations for  
Richmond  
recognize that there  
is a need for  
change.



# Community Association Challenges

Changes requested by Community Associations include:

- New ways of decision making
- Improved methods of communication
- Agreement on equitable and responsive, system wide funding





# Overview of the Six Principles

Provides a Policy Framework for Decision Making

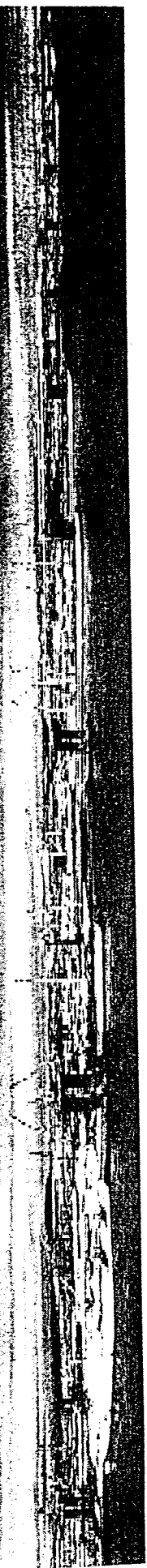
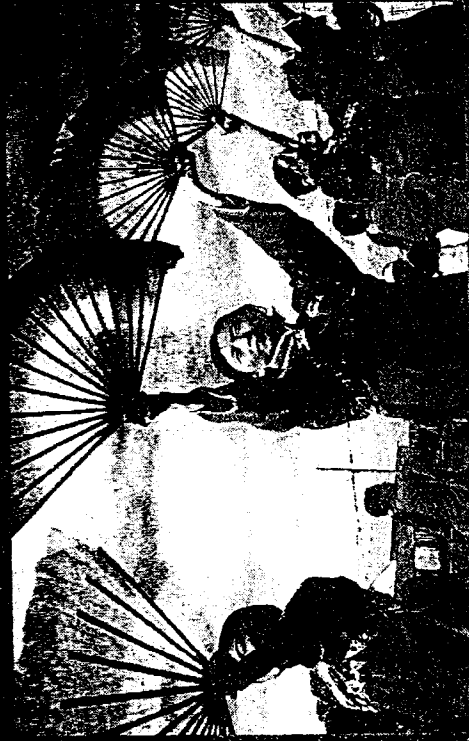
Ensures Financial Sustainability

Values and Encourages Community Involvement

Provides a Pathway to Mutual Community Growth

Values Effective Governance

Ensures Customer Services Excellence



# Exploring the Six Principles, Provides a Policy Framework for Decision Making

## Potential Solutions



Electoral and Accountability Commission  
Association of Banks and Financial Institutions  
Partnership for a Better Environment  
Economic and Community Development  
Community Association  
Community Association  
Community Association  
Community Association



# Exploring the Six Principles: Ensures Financial Sustainability

## Potential Solutions

1. Examine use of a central body to reduce costs
2. Develop revenue sharing model with City
3. Create centralized purchasing
4. Develop an Opportunity Fund
5. Consider review for pricing for programs
6. Develop a cooperative, integrated and collectives approach  
sportsmanship program
7. Continue to develop opportunities for sharing resources with health authority and school district



# Exploring the Six Principles: Values and Encourages Community Involvement

## Potential Solutions

- Development of a volunteer recruitment and procedure strategy
- Develop a Volunteer Committee within the Association of Community Partners
- Develop conduits for community feedback and suggestions
- Develop an improved and integrated program for encouraging leadership in our community, including youth



# Exploring the Six Principles: Ensures City's Ability to Meet Community Needs

## Program Solutions

1. Better communication between City and Associations
2. Associations need share their success stories and lessons with the community and the City
3. Expand partnerships with other organizations, including youth sector, equity, etc. to deliver programming
4. Increase broader connections with ethnic, financially disadvantaged and other sectors of the population



# Exploring the Six Principles Values Effective Partnerships

## Potential Solutions

1. Evolve the structure of recreation services delivery in Recreation to meet changing community requirements
2. Evaluate current structures and services to determine what is best performed at a local level and what is most effectively handled by the City
3. Discuss fiscal and planning framework once roles and responsibilities have been clarified



# Exploring the Six Principles Ensures Customer Service is Enhanced

## Potential Solutions

1. Involve customer service initiatives, are required to be implemented by stakeholders
2. Keep ongoing accountable for community users
3. Distribute customer service and facility staff to provide
4. Include Associations in planning and policy setting to provide important information



# Role of Community Associations



87% of Richmond residents consider community centers as an excellent

Over 95% recognize that they serve the community well





# Community Association Challenges

Community  
Associations  
know that  
success  
comes from  
working  
together



Presentation to the  
Community Working  
Group  
November 19, 2003

**Richmond Community  
Services Advisory Council**  
Brian Wardley

**RCSAC**  
**RICHMOND COMMUNITY  
SERVICES ADVISORY COUNCIL**  
**AN ADVISORY COMMITTEE TO  
THE CITY OF RICHMOND**

**MISSION STATEMENT**  
**TO ENCOURAGE AND PROMOTE THOSE  
SOCIAL POLICIES AND COMMUNITY  
SERVICES WHICH CONTRIBUTE TO THE  
GENERAL HEALTH, WELFARE AND  
QUALITY OF LIFE OF THE RESIDENTS OF  
RICHMOND.**

**MEMBERSHIP**  
**29 MEMBER AGENCIES**  
**MEMBERSHIP LIST IS  
INCLUDED IN THE PACKAGE**

**ROLE**  
**AN UMBRELLA ORGANIZATION,  
SUPPORTING THE WORK OF  
AGENCIES DELIVERING SOCIAL  
SERVICES IN RICHMOND**

## **PRESENTATION**

THIS PRESENTATION WILL COVER THE BROAD AREA OF WORK OF MEMBER AGENCIES, NOT THE SPECIFIC ACTIVITIES OF INDIVIDUAL ORGANIZATIONS.

## **CURRENT REALITY EVALUATION TOOL**

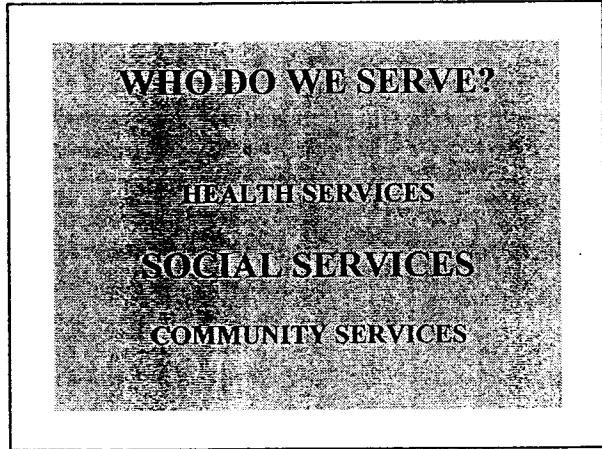
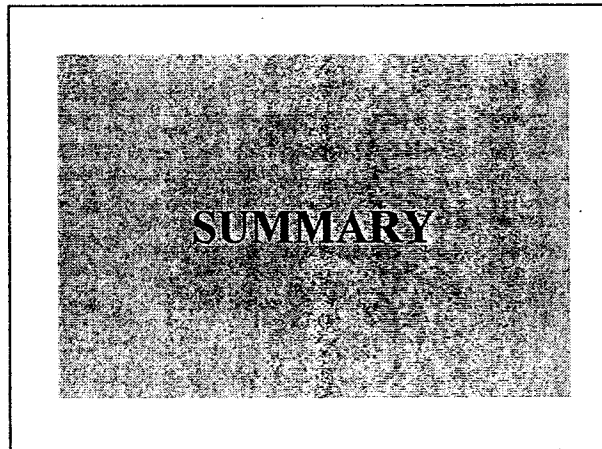
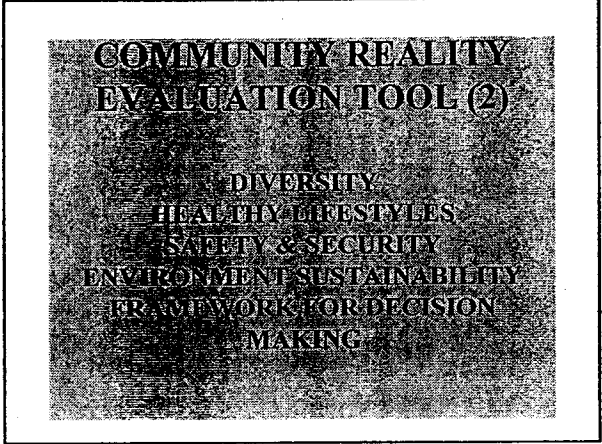
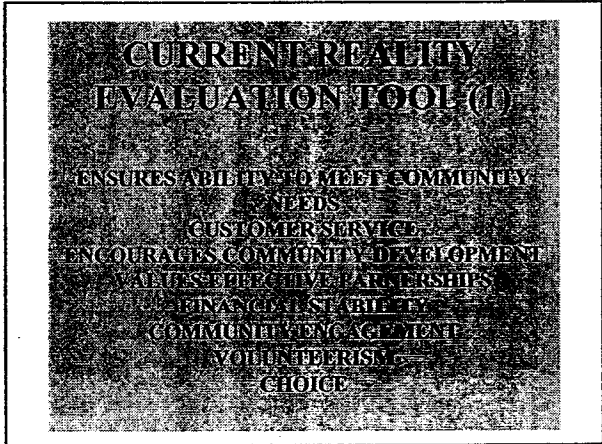
RCSAC MEMBER ORGANIZATIONS HAVE BEEN GIVEN THE OPPORTUNITY TO COMMENT ON THIS DOCUMENT AND COPIES OF THE RESPONSES ARE INCLUDED IN THE PACKAGE.

## **SOCIAL SERVICES INVENTORY**

RECENTLY COMPLETED ON BEHALF OF THE CITY COVERED 22 OF THE MEMBER AGENCIES SUMMARY INCLUDED IN THE PACKAGE

## **PROGRAM AREAS**

CHILD CARE (3) CHILDREN & YOUTH (10)  
FOOD SUPPORT (6) LAW & JUSTICE (1)  
HEALTH & SAFETY (5) VOLUNTEERING (5)  
SERVICES FOR SENIORS (1)  
SERVICES FOR WOMEN (6)  
FAMILY & PARENTING (11)  
COUNSELLING & SUPPORT (19)  
MENTAL HEALTH SERVICES (3)  
HOUSING & SHELTER (4)  
SERVICES FOR SPECIAL NEEDS (8)  
MULTICULTURAL & SETTLEMENT (9)



**WHO ARE OUR  
CLIENTS?  
RICHMOND RESIDENTS  
WHO ARE IN NEED**

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Richmond Intercultural  
Advisory Committee**  
Balwant Sanghera

# **RICHMOND INTERCULTURAL ADVISORY COMMITTEE**

## **Presentation to Community Working Group**

**Thursday, January 15<sup>th</sup>, 2004**

**Presented by Balwant Sanghera**

### **RIAC Mandate**

The mandate of the RIAC, is to "enhance intercultural harmony and strengthen intercultural co-operation in Richmond" through responding to intercultural issues referred to it by Council or the community.

### **Richmond's Diverse Multicultural Population**

59% of Richmond residents are a 'visible minority,' with 40% being of Chinese heritage.

54% of Richmond residents are immigrants, with over 23,800 newcomers between 1996 and 2001.

44% of Richmond residents indicated English as their mother tongue.

### **Community Consultation Process**

An initial mandate of this Committee from Council was to "hold public consultations to discuss with the community, a vision, ideas, opportunities, issues and partnerships that need to be addressed to enhance intercultural harmony."

This consultation process involved three phases:

- Phase 1 involved conducting a Stakeholder Consultation held in October 2002.
- Phase 2 involved a Public Consultation held in February 2003.
- Phase 3 involved the implementation of focus group sessions with residents of Richmond conducted during October and November 2003.

### **Results from Community Consultation**

#### **Communication Issues**

Language barriers and signage that impair communication across cultures

Lack of meaningful information readily accessible to diverse residents on issues such as community events, governance and electoral procedures.

The term 'multicultural' tends to refer to immigrant or visible minority groups and perpetuate stereotypes, divisiveness and 'otherness'. Intercultural describes a dependence on each other.

#### **Awareness and Attitude Issues**

A lack of recognition of and appreciation for the common values and goals that connect all residents of Richmond.

The common assumption that newcomers are choosing to come to Canada as their primary motivation rather than choosing to leave their former country results in unrealistic expectations toward newcomers.

Immigrants coming to Richmond for purposes other than permanent residency, such as 'astronaut' parents, contributes to prejudicial views toward certain cultural groups

#### **Administrative and Service Issues**

Cultural diversity is viewed as a peripheral issue rather than a core aspect of City life.

The perception that the City has not been a positive role model in implementing equitable representation

A lack of participation by immigrants in the political system.

Underemployed residents due to foreign credentials not being accepted while Immigration actively recruits for those skills and credentials.

#### **Community Conflict Issues**

Some level of ghetto-like separation of the community along ethnic lines

Tensions existing *within* certain cultural groups

Incidents of racism and discrimination that continue to occur in Richmond



**Current Service Providers (by no means encompasses all providers)**

Multicultural Concerns Society

SUCCESS

Richmond Filipino Society

Religious Facilities

**Current Services Available in Richmond**

Immigrant Services (SUCCESS, Multicultural Concerns Society)

Faith Organization

Senior Programs

Language Training Programs

**STRATEGIC INITIATIVES FOR PARKS, RECREATION AND CULTURAL SERVICES TO CONSIDER**

Parks, Recreation and Cultural Services and staff have close connections with the communities in Richmond and would therefore be an excellent avenue to facilitate many of the issues and concerns identified. Community centres already address some of the needs, however a common intercultural philosophy needs to be a core value in all decision making. Below we have identified some of the areas Parks, Recreation and Culture can be directly involved in to enhance intercultural harmony and strengthen intercultural co-operation in Richmond

Ensure that information about community activities is available for newcomers and residents, and presented in a manner that appreciates the needs and communication skills and traditions of different cultural groups

Research and address the understanding of, and barriers faced by, different cultural groups observed in the participation of City events and services.

Facilitate the development and co-ordination of intercultural events focused on the concepts of learning about, participation in, and celebration of Richmond's diverse multicultural community.

Research and develop opportunities for community-based dialogues or forums on current issues that face the community as a whole and use opportunities to build intercultural interaction and awareness.

Develop outreach mechanisms to encourage individuals from variety of ethnic populations to apply for available employment opportunities.

Consider hosting, in partnership with community settlement service agencies, welcoming events for newcomers to Richmond.

Develop programs to identifying and support youth that may be struggling with adapting to life in Richmond.

Work with the School District and partners to support the development of programs that eliminate culturally based bullying and discrimination from the schools and community, and offer more opportunities for intercultural learning and experiences.

Build recreation facilities in City areas currently lacking places for youth to congregate and participate in recreational activities.

Provide meeting, activity and office spaces for developing ethnic groups.

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Richmond Sports Council**  
Bill Donaldson, Roger Barnes

**Community Working  
Committee Presentation**

**Richmond Sports  
Council**

# About Sports Council

- ◆ Coordinated voice of organized sport.
- ◆ Serving Richmond for over 25 years.
- ◆ Registered society
- ◆ Cross section of all sports groups.

# Programs and Services

- 4 Years old to Seniors
- Lifetime of Healthy Recreation
- Recreational, Elite, Special Needs
- Guaranteed access to all incomes
- Volunteer-ran local associations, part of provincial, national & international bodies

# The Values of Sports

- Broad-based healthy activity
- Community spirit, Social interaction
- Teaching Teamwork, Social skills, Responsibility, Self-confidence
- Respect for self and others
- Economic benefits from visiting teams

# 30,000 Richmonditers

- ◆ 10,000 players, 29 user groups.
- ◆ Commitment - 100 hours / player
- ◆ 2,500 Volunteers
  - ◆ Coaches, managers, coordinators
- ◆ 17,500 Parents, family, friends.
- ◆ Untold Casual Usage

# High Involvement, Low Cost

- ◆ 1 Million hours of player participation
- ◆ 30,000 Playing, volunteering, watching
- ◆ 18% of Richmond population
- ◆ Excellent return to City
  - ◆ Broad base
  - ◆ Volunteer managed and coordinated
  - ◆ limited city involvement
  - ◆ Very cost-efficient



# The 'Current State'

- ◆ Consultant-led user group meetings.
- ◆ High participation by Groups.
- ◆ Draft summary report.
- ◆ Common concerns
- ◆ For 30 years, Rmd. sports community has requested a dedicated sports complex
  - ◆ 3 previous task forces Recommended same
  - ◆ none have come to fruition

# Moving Forward

- ◆ A Creative, Positive vision!
- ◆ City has lots of grass parks, but few reliable sports fields, esp. in winter .
- ◆ Work with PRCs master planning process to define solutions.
- ◆ A First-class sports complex
  - ◆ Multiple fields in one location
  - ◆ All year, all hours use

# A First-Class Sports Complex

- ◆ Meeting long-time & long-term needs
- ◆ Dedicated home for sports
- ◆ Move some activity from local parks
- ◆ Tournaments promote economy
- ◆ “Richmond, the hosting capital of BC”

# In Summary

- ◆ Numbers growing - sport is working!
- ◆ Sports community - a unified message
- ◆ Richmond citizens - creating, delivering & participating in sports.
- ◆ Building a healthy city - Participation, Healthy activity, Volunteerism, Community-building.

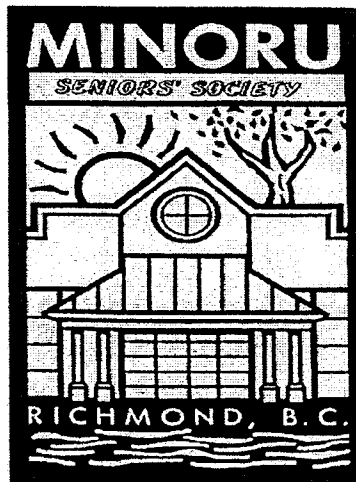
Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Seniors' Services**  
Jacob Braun

# Seniors' Services

## Minoru Place Activity Centre

Submitted by:



Members of the Working Group, Ladies and Gentlemen

My Name is Jacob Braun.

I am speaking to you on behalf of the board of Directors of the Minoru Seniors Society.

Let me start on a personal note.

I am proud to live in a city where City government, Staff and concerned citizens have historically envisioned the future and worked together as partners, to provide the services and facilities that enhance our lives and lifestyle. Thanks to all who have contributed their time and energies in order to bring this about.

In September 1986, Minoru Activity Centre came into being. A central location, accessible to all of Richmond's Seniors, age 55 and over. It was created and operated as a partnership between the City of Richmond and Minoru Seniors Society.

Minoru Seniors Society holds two general membership meetings, held in Mar. and Oct., in order to report to the members. The activities of Minoru Seniors Society are governed by a 15 member Board of Directors which are elected at each Annual General Meeting, held in March. It is noteworthy to report that attendance at the AGM is in excess of 100 members.

The mandate of Minoru Seniors Society is to promote the welfare of Richmond senior citizens by providing recreational, health and social activities which will enhance the individuals sense of worth and purpose.

You Know? It's been said " that people who take an interest in activities and social events, remain more productive, are more healthy and generally live longer".

Our centre is bursting at the seams with people in various activities such as: a variety of exercise classes to suit different abilities; singing; dancing; playing cards; sewing and knitting; playing snooker; learning and making things in the Woodwork Shop; playing bingo; creating Art in various forms; learning and using computers; watching T.V. or visiting with others in the common room; and most important of all, eating a healthy full course dinner in the Cafeteria with friends.

**What a great opportunity to meet and socialize with peers who know what you're saying.**

But, we're told that there's a whole bunch of you boomers coming along.

Well, I have it that someone said "we've got too much interesting stuff to do to just up and die to make room for you."

At this time there are approximately 2,400 members (membership is \$15 per year) at Minoru. There are also approximately 1000 additional seniors who participate in registered programs and special events.

The Membership entitles a senior to participate in any or all of the 43 clubs and groups organized by volunteers. That's 60% of all activities; the other 40% are registered programs and out-trips planned by Staff with input from seniors. Membership also entitles the member to voting privileges and a discount at the cafeteria.

**Activities** A comprehensive list of activities can be found in the Richmond Recreation & Cultural Guide and in the Minoru Place News. Some examples are:

Crafts: The most consistent fund raising is achieved by Busy Fingers, a group of 25 ladies who meet twice a week and also work at home to knit, crochet and sew items which are then sold at the centre with funds going to the centre.

Arts: A variety of Arts classes are available including Chinese Calligraphy Chinese Brush Painting (new this year), Watercolour, Wood & Soapstone Carving, and Mixed Media.

Music and Dance: Glee Club, Cantonese Orchestra, Peking Opera, Band, Barbershop, Glee Club, Ballroom Dancing, Line Dancing, Jazz Dance, Hawaiian Dance and Tap Dance groups

Games: Bridge, Cribbage, Whist, Euchre, Mah Jong and of course Bingo which is a consistent fund raiser . Snooker is very popular with 111 special pass members.

Health and Support Groups: Monthly Wellness Clinics, where qualified retired Nurse volunteers do blood pressure readings and discuss medications with members (free); Monthly Holistic Health Clinic, offering Touch Therapy; Reiki; Reflexology and Acupuncture ( by individual donation). There are periodic Clinics for Hearing, Diabetics, Osteoporosis (Bone density checks ) and Parkinson's support groups. Manicure and pedicure services are offered for a fee.

Special Interests: Discussion Groups, Readers and Writers, Spanish language Group, a variety of workshops e.g. making Bath Bombs, Scrapbooking etc..

Computer Room: The City has provided us with used computers. Youth in partnership with Richmond Public Library as well as adult volunteers, regularly teach members internet and e-mail skills. This is a real benefit to a generation that for the most part preceded the PC Boom.

Outdoor Pursuits: There are Bicycle and Walking groups. Last summer a new kayaking group started up. There are 12 to 15 out-trips per month, the most popular of these is the



Diners Club. Group Travel, which includes Cruises and overnight trips such as the recent trip to Chelan enjoyed by 40 seniors.

Tax Clinic: Qualified Volunteers spend many hours each year assisting Members in completing and filing their taxes. Some of these volunteers are retired members and others are still in the work force.

Special Events: There is at least one evening dinner and entertainment event a month. Contracting Entertainers, planning menus with the Cafeteria Manager, and preparing budgets for these events is done by volunteers. To date these events have been very popular with ticket sales from 150 to 180. They are usually sold out.

Woodworking: We have an excellent Woodworking Shop with skilled members willing to teach and assist others in the craft and art of creating their own projects. There are classes offered by a retired Shop teacher.

Our Centre boasts many examples of their work, such as ; Bookshelves; Display Cases; A cabinet to house our collection of donated tea cups, used for special occasions; etc..

The Minoru Cafeteria: Here is what it's all about !

A place where you can get a wholesome well balanced meal including beverage and tax for only \$5.00 if you're a member (or \$6.50 if your not).

How can you make money at those prices? **You Can't !**

The Cafeteria had a deficit of almost \$40,000 last year.

Do we have to sell so cheap ?

**Yes !** We feel it's vital that people on fixed income have proper food. A place where they can fraternize and fellowship with friends while dining, an effective stimulant to good health and a deterrent to loneliness.

This is where the funds go.

The funds from our Membership fees, sale of Busy Fingers' crafts, activity programs, selling Senior's Lottery Tickets, the Craft Fair, Garage Sale, Bingo, Special events etc., offset about \$32,000 of the deficit last year.

The Staff and Manager of Minoru Cafeteria are employed by Minoru Seniors Society and work closely with the voluntary food committee. In order to reduce some of the growing kitchen deficit, we have recently reduced some kitchen staff hours and replaced them with volunteer hours. Our volunteers are from a diversity of culture and age, including youth, adult and seniors.

When volunteers who provide 60%, or more, of the total activities at Minoru, give so much of their time, interest and energy to raise funds and serve others, you have to know that it's important.

We acknowledge that very little of the aforementioned activities and services would exist were it not for plant and maintenance provided by the city and staff who keep the facility going. They provide so much infrastructure, assistance and resource that it makes the volunteers job do-able. Thanks!

Before I close, let me tell why we're here. We have some

### **Challenges and Concerns**

We are concerned that the present system of booking into Richmond's various activities is exclusive. Many citizens, seniors and others, who have marginal income are unable to pay for an activity booked up to seven months in advance. Unfortunately by the time they have the money, the activity or event is fully booked.

We are concerned when the Community Centres' which offer Seniors programs sometimes conflict with programs offered at Minoru. A Seniors program co-ordinator would serve to alleviate any potential conflicts.

Programs for young people are carefully delineated as to age and ability. Seniors, aged from 55 to whenever, a spread of 30 plus years, are usually lumped into a single category, regardless of interests or ability. We don't know what the answers are, but we are trying to deal with it at Minoru.

Our community is ever growing as a multi-cultural area. We are concerned that to date we have seen little that would indicate that Richmond's Asian (Indo and Chinese Canadians) majority has had any significant voice in these presentations or deliberations.

At Minoru, we have a variety of activities geared to specific ethnic interests as mentioned above. Some become exclusive due to language barriers, but the people are very welcoming in any other regard. We have had the pleasure of joining with the Richmond Chinese Community Society on two separate occasions for a Karaoke night. Fun was enjoyed by all in attendance.

We believe that no one should be excluded because of program design or the interests of any group. When all is said and done, it would be counter productive to set up Activity Centers designed to meet specific cultural interests. At the end of the day, we must focus on programs aimed at developing an inclusive Community.

The Minoru Activity Centre is fully booked with the exception of some evening slots. We have to cancel an existing program or activity in order to make room for anything new or unusual.

The centrality of the existing structure could not be more suitable. Housing,

Churches, Transportation, Shopping, Recreation, Parks, Hospital, Medical Clinics and Doctors Offices are all close at hand.

The challenge will be to expand the present location so that we can accommodate more people who wish to join with us in maintaining their dignity, self respect and interest in living . Who knows, - if the right decisions are made, some of you will also have room to join in.

The Centre closes at 9pm on weekdays and at 4pm on Sat. & Sun.

So, if you can't reach your Mom, Dad, Grandma or Grandpa at home,  
Don't despair!

They're probably organizing something or taking part in or volunteering in one or more of the activities at the Centre.

## Current Reality of “who does what” at Minoru Place Seniors Activity Centre

Staff – City Staff and Society Staff, Board Members and other volunteers

	City Staff Role	Minoru Senior Society Role
<b>Instruction Programs &amp; Outtrips</b>	Plan, schedule, purchase supplies, promote and evaluate programs	Program ideas (Program committee members)
<b>Human Resources</b>	Hire and supervise instructors, office staff, janitorial staff. Kitchen and bookkeeping staff hired and supervised by Board and Staff	Kitchen and bookkeeping staff hired and supervised by Board and Staff
<b>Special Events</b>	Promotional and administrative	Plan and supervise events
<b>Clubs &amp; Groups</b>	Liaise with club and group contact volunteers re: scheduling space, set ups, equipment purchase, safety issues. Includes about 43 groups – about ½ program space in the Centre, includes bingo, billiards, bridge and woodworking	Board approves the Clubs and groups who use space in Centre under mandatory membership. Includes about 43 social groups such as bingo, billiards, bridge and woodworking and support groups such as Diabetes, Wellness Clinic, Caregivers
<b>Fundraising</b>	Apply for grants with input from Board, Promotions and administration	Volunteers plan and run fundraisers such as raffles, craft fairs, garage sales.
<b>Budgets/Financial Planning</b>	Manage City budget, monitor Society budget with Society treasurer.	Board treasurer, City Staff and bookkeepers work together to do yearly budget, and monthly and yearly financial report
<b>Policy Setting</b>	Ensure City wide policies – refund, requisition, human rights, hiring etc. are followed	Board in consultation with staff sets policies for Centre: ie – Cafeteria prices for members/non-members, rental policy, anti-discrimination policy
<b>Facility Management</b>	Security, safety, staffing. Maintenance of major city owned kitchen equipment, heating, fire alarms. Request minor capital improvements to building (new carpets)	Purchase equipment and furnishings, and upkeep of equipment (ie- cover pool tables, minor kitchen equipment

Other areas could be Volunteer Management, Rentals, Cafeteria Operations, Handling complaints.

Question to think about for presentation to Working Group:

**How is Minoru Seniors Activity Centre different from other organizations that work in partnership with the city?**

Presentation to the  
Community Working  
Group  
November 19<sup>th</sup>, 2003

**Youth**  
Karen Adamson

## **PRESENTATION TO COMMUNITY WORKING GROUP SUMMARY OF YOUTH ISSUES**

### **CURRENT SCOPE**

- No single definition of “youth” – idea is to be as inclusive as possible
- Typical age range for youth based services is 11-20 although some programs (such as prevention based programs) target kids as early as grade 3-4. Some programs may target the parent/families of youth
- includes youth from all cultural, ethnic and socio economic backgrounds
- programs and services reflect the mandate of specific community organization (please see the Evaluation Tool Form for details on each organizations programs/services) eg) RADAT emphasis on prevention, intervention, education and counseling while community centres focus on recreation, sports, fitness, social and leadership opportunities

### **KEY ISSUES CURRENTLY GOVERNING YOUTH SERVICES**

- enhancing youth programs and services viewed as a high priority
- youth services are generally viewed as non-revenue producing and are seen as an essential community service, as an investment in “social capital” and a means of promoting the current and future health and well being of our community and society as a whole.
- Current services and programming endorse a “Youth Involved Process” whereby the youth have a voice in determining, implementing, maintaining and evaluating programs and services – this is seen as a central philosophy in the provision of youth services

### **CURRENT STRENGTHS**

- youth are viewed as valued and respected members of the community
- Current emphasis is on offering a diverse mix of structured and non-structured programming options that will appeal to as broad a range of youth as possible eg) the Night Shift program offers a variety of late night programming options such as live bands, drop-in sports and improv comedy
- excellent, well established youth groups at the community centres provide youth with many social, recreational and leadership opportunities as well as encouraging and developing youth involvement and interaction in the community
- existing services are affordable, accessible and appropriate
- YC's are a major resource at all community centres. YC's connect with youth daily, are in-touch with and communicate youth needs and issues, are accessible and approachable to all youth, provide leadership, act as role models, connect with schools and other service providers and help direct and oversee youth programming
- City Youth Services Coordinator has also been a valuable resource for the YC's as well as providing overall vision and direction to youth services in Richmond

- A concerted effort to reach the hard to reach/at risk youth and implementing strategies to do this eg) South Arm created a dedicated, youth friendly space to encourage participation of youth who ordinarily would not access the community centre, the Night Shift program, YC's connecting with school counselors and outreach workers
- Having dedicated Youth Committees with youth representatives has helped promote understanding of youth issues and create support for youth initiatives
- Working with the community RCMP detachments is working well and they often provide a reassuring presence at youth functions
- Providing prevention, education, counselling and outreach services for youth and their families is an important and growing area of service development eg).

RADAT

### **CURRENT CHALLENGES**

- Need for services and programs directed at pre-teens and to hire pre-teen coordinators at the community centres
- Need to create more 'youth friendly' environments that will draw the kids in and subsequently enable the development, implementation and expansion of programs and services. Non-youth friendly environments are seen as a major barrier, particularly when dealing with the hard to reach/at risk youth. 'Youth friendly' spaces provide a safe, supportive and supervised place for youth to simply socialize and will hopefully reduce the instances of kids hanging out on the streets or in the parks
- Better coordination between the YC's at the community centres. YC's need to communicate, collaborate and cooperate more in order to reduce duplication of services, to identify areas that need more attention and to enhance existing service and program delivery
- Need to create the perception that the community centre is a *cool* place to be
- There has been a 'disconnect' between schools and community centres and this is a major concern. Increased cooperation and collaboration between the community centres and the schools is needed, particularly regarding facility access
- Inconsistencies/different ways of doing things between various centres can cause confusion and frustration for the staff, volunteers and youth eg) associations offering different wages to youth staff
- Supervisory structure for YC's has been problematic. YC's are paid partially through city grants but are primarily funded by the Associations. The problem is that the YC may become conflicted as to whom to take direction from, city staff or the Association. This situation becomes even more complex as the YC also receives direction from the City's Youth Services Coordinator so the multiple supervisor situation can be quite overwhelming at times
- Youth services are not revenue producing so financial sustainability is an ongoing concern. The City needs to make a commitment to youth by providing more funding for youth initiatives. The perception is that the city needs to "put their money where their mouth is" and commit more funding to the youth initiatives

- they so strongly endorse. This is particularly important for smaller community centres who do not have the financial resources to provide the funding themselves
- In general, funding is a major concern and considered a major barrier to the provision of services. Reliance on mainly one funding source is particularly problematic – funding should be available from City, Provincial and Federal sources
  - Community partnerships are seen as an important new direction but implementing these can be difficult as staff may not have the time to explore potential partnership opportunities and to follow-up and implement them
  - More training is required for YC's so they are better prepared to deal with challenging situations and/or be able to appropriately refer youth to other services eg) conflict resolution skills
  - Promoting youth services is an ongoing challenge and an area that needs more attention. Youth, as well as the general public, need to know what services are available and how to access them eg) liaise with newspapers, press releases, increase communications with schools, PAC committees and other youth organizations
  - There are concerns that a new service delivery system will limit the community associations ability to continue providing/ensuring the expressed needs of the community are met, particularly if city removes Association's ability to generate revenue.
  - There is a perception that there is a huge gap in the various stakeholder's ability to effectively communicate and work together at the different levels of planning and implementation. There is a need for a strategic, city-wide plan, beginning at the highest administrative level, that involves ALL service providers to ensure a more coordinated approach to providing youth services is developed so that scarce resources can be utilized more efficiently and appropriately

#### **FUTURE DIRECTIONS**

- Ensure the "Youth Involved Process" is maintained and supported by all service providers
- Encourage more interaction between social service providers/organizations and the community centres – there are huge opportunities for mutually beneficial partnerships here that we are just beginning to tap
- Develop more community partnerships to help more effectively deliver programs and services and better utilize scarce resources. The need for community partnerships is particularly important in light of current funding concerns/restraints
- Continued efforts to target the hard to reach/ at risk kids who may lack support systems and tend to be non-joiners
- Community centres need to take a more holistic approach to providing services and look beyond the scope of simply providing recreational services. However, this becomes a challenge as the roles between community centre and social service provider become blurred. This is where increased communication,



collaboration and understanding of the community needs and resources becomes particularly important.

- Community input and feed-back seen as increasingly important, not only from the youth themselves but from parents and all citizens. Community focus groups are one way of gathering such information. Program evaluations are also seen as important as is gathering information from front counter staff.
- Intergenerational programming eg) youth working with preschoolers, youth and seniors
- Youth taking on more fundraising responsibilities and then using these funds as they see fit – encourages a sense of ownership for the youth
- Advocacy at the Board level to ensure that youth issues continue to be a high priority and that youth issues remain on the city's political agenda

SUBMITTED BY: KAREN ADAMSON  
SOUTH ARM COMMUNITY ASSOCIATION

Presentation to the  
Community Working  
Group

November 20, 2003

Vancouver Coastal Health



**vancouver  
coastalHealth**  
*Promoting wellness. Ensuring care.*

**Richmond  
Parks and Recreation Advisory Group**

**November 20, 2003**

**What Our Citizens Want**  
(VCHA, 2002)

- Health system support for community levels of care (elderly)
- Information and education for
  - Self management
  - Peer support networks
  - Nutrition
  - Physical activity
- Networks of community service providers

**vancouver  
coastalHealth** *Promoting wellness. Ensuring care.*

**What Our Citizens Want**  
(VCHA, 2002)

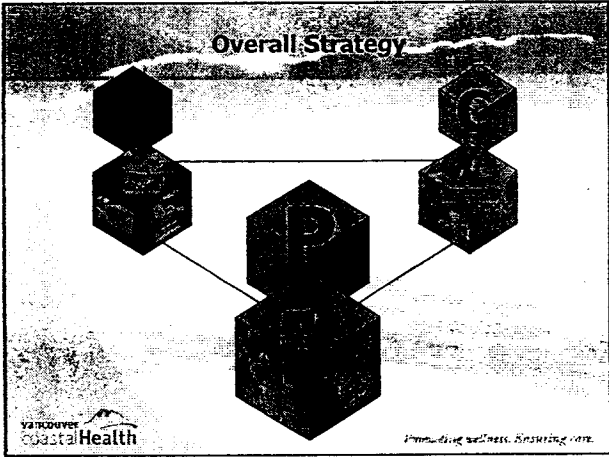
- Timely and equitable access to health services
- Focus on health/wellness
- Health system support for chronic disease management
- Health system support for choices and involvement

**vancouver  
coastalHealth** *Promoting wellness. Ensuring care.*

**VCHA Vision**

**We are committed to supporting  
healthy lives  
in healthy communities  
with our partners  
through care, education  
and research.**

**vancouver  
coastalHealth** *Promoting wellness. Ensuring care.*



### Acute Care Network

- Regionally defined mandates and workloads
- Regional clinical standards and utilization management
- Regional Programs across all but a few specialties
  - Emergency Services Program
  - Cardiac Sciences Program
- Improved navigation linked to PHC and CC Networks
- All acute sites linked electronically to share patient records and diagnostics

**Acute Care Network**

• Promoting wellness. Ensuring care.

Vancouver Coastal Health

### Primary Health Care Network

- Point of entry and navigation for Continuum of Care
- Primary Health Care Networks
  - Chronic disease management and ambulatory secondary care
  - Community Living support services

**Primary Health Care Network**

• Promoting wellness. Ensuring care.

Vancouver Coastal Health

### Acute Care Network

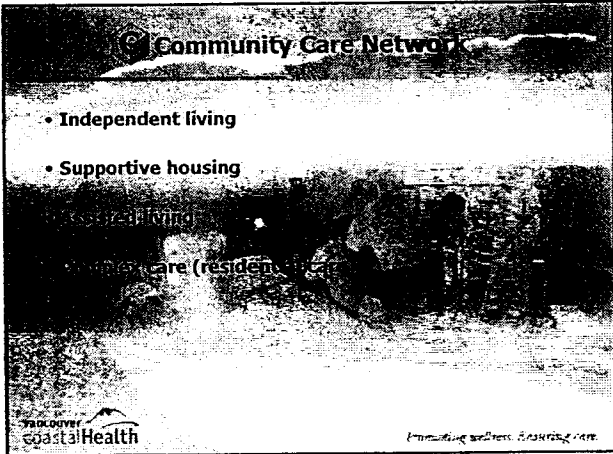
**Acute Care Network**

• Promoting wellness. Ensuring care.

Vancouver Coastal Health

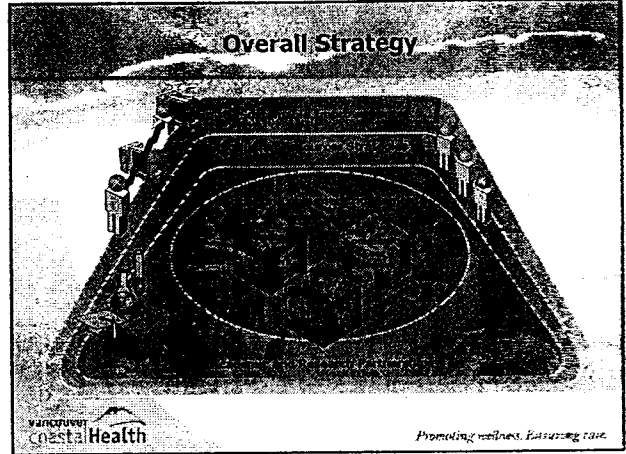
### Community Care Network

- Independent living
- Supportive housing
- Assisted living
- Complex care (residential care)



**vancouver coastalHealth**  
Promoting wellness. Ensuring care.

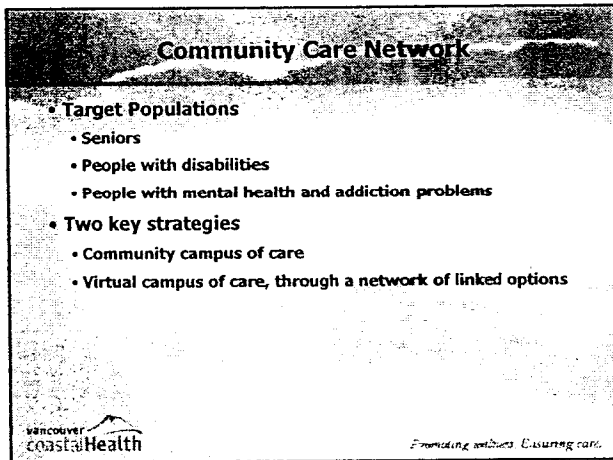
### Overall Strategy



**vancouver coastalHealth**  
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### Community Care Network

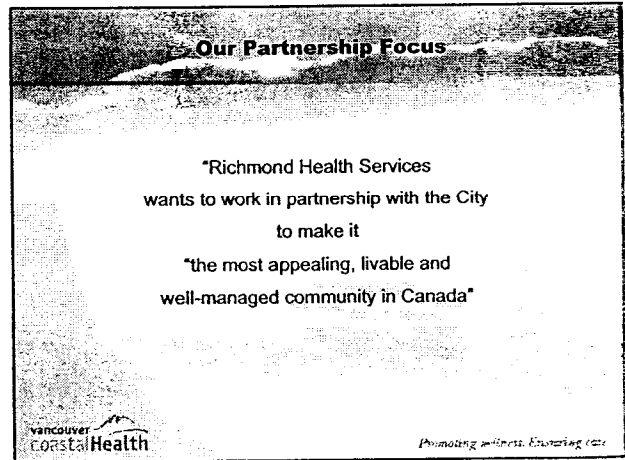
- Target Populations
  - Seniors
  - People with disabilities
  - People with mental health and addiction problems
- Two key strategies
  - Community campus of care
  - Virtual campus of care, through a network of linked options



**vancouver coastalHealth**  
Promoting wellness. Ensuring care.

### Our Partnership Focus

"Richmond Health Services  
wants to work in partnership with the City  
to make it  
"the most appealing, livable and  
well-managed community in Canada"



**vancouver coastalHealth**  
Promoting wellness. Ensuring care.

### Achieving the Goal

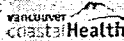
- Build a system of health and care partnerships including:
  - Multiple Centres of Wellness
    - City Centre
    - East Richmond
  - Multiple Campuses of Care
    - Rosewood Village
    - Minoru
- Commit to investment to build an effective customer-focused system of health services and care
- Better utilization of the acute care system



Promoting wellness, ensuring care.

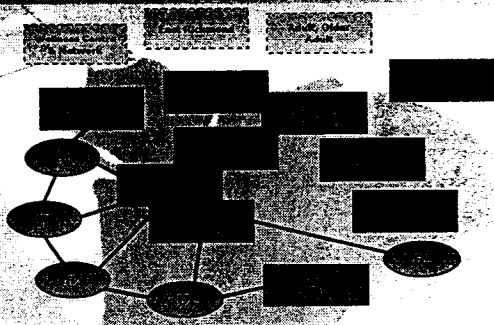
### Working Together...now

- Emergency Response
- Injury Prevention
- Licensed Child Care
- Licensed Adult Care
- Healthy Heart
- Healthy Children
- RCMP
- Substance Abuse Task Force



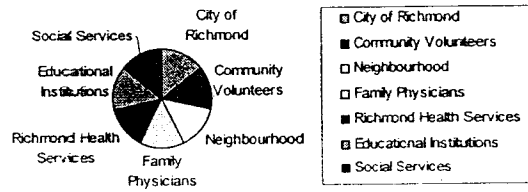
Promoting wellness, ensuring care.

### Primary Health Care Network in Richmond



Promoting wellness, ensuring care.

### Partnership Model



Promoting wellness, ensuring care.

**Working Together...future**

We are committed  
to supporting healthy lives  
in healthy communities  
through sustainable partnerships  
with the City of Richmond\*

**FIDUCIOVER**  
**Midstal Health**

*Promoting wellness. Ensuring care.*

Presentation to the  
Community Working  
Group  
March 18, 2004

Danielle Aldcorn



**Presentation prepared for The City Working Group**  
**By Danielle Aldcorn**  
**March 18, 2004**

**1 Need**

To increase **Participation** in Parks, Recreation and Cultural Programs and Events

**2 Need Priority**

See the research results on the **Benefits of Recreation** and community education programs for physical and mental health, crime prevention, child development, social and emotional well-being etc.

Increased participation also leads to higher **Revenues** for the City which can be re-invested in programs and services.

**3 Confirm Demand**

Programs are cancelled frequently at community centres due to low registration. Centres are often open until 9:30 or 10:00 PM with only one or two users. See **Barriers to Participation** information.

**4 Scan for Existing Participation Incentive Programs**

There is no City-wide participation incentive program in place.

**5 Identify Gaps and Service Demands**

City Staff will use their talents and experience to come up with efficient and sustainable options for meeting the need.

**5 a) Contribution of Creative Solutions**

- **Think Tank Groups**
- **E-mail submissions**
- **Call for ideas**
- **Use existing Networking Groups as a resource for idea generating. For example, the Youth Networking Group that includes members from the Health Department, Ministry of Child and Family Development, Richmond School District, Touchstone, Chimo, RADAT, RYSA etc.**

**IDEA:** As a result of the creative input process an idea for a city-wide participation incentive program has been proposed.

The program is called “**Richmond Benefits**” and it is similar to other rewards programs such as Airmiles, Save on More Points, or PetroPoints.

Everyone is eligible to receive a client card for participation in City programs and events. As an incentive to increase participation and subsequent health and well-being, users will be encouraged to swipe their card for “**Richmond Benefits**” Points.

Points will be awarded and recorded on the BOOKIT System when registering for programs, attending public meetings, using parks and facilities, attending special events, contributing volunteer time etc.

Portable card scanners that network with or download to BOOKIT would be used for events such as festivals. Self-scanners could also be mounted at parks and trails. The scanner will be programmed to only receive one swipe per person for each given station per day.

Points could be redeemed for a discount off of admission to an event, a free program, a discount on property taxes, a discount on a license, free safety kits, or one month fitness pass etc. Details to be discussed.

## 6 Service Standards

**Targets should be established. Research strategies should be put in place to track the success of the program over time and measure health and well-being outcomes. (Short Form 36 Survey or World Health Organization Quality of Life Assessment)**

**Legal stipulations would be set similar to other reward type programs.**

## 7 City Role

It is imperative to ensure that City developed programs and facilities are being utilized in order to see the social, economic and health benefits and to remain financially sustainable.

## 8 Provider Options

The City already has the IT infrastructure to manage a program like this and would be able to reward and redeem points all through internal city-wide programs and services.

## 9 Provider Relationship

There is the possibility of extending the rewards and redemption program outside of City sanctioned programs, however, it would be complicated and not cost effective to manage and monitor the program outside of the existing City IT system.

Recommendation: to limit the rewards and redemptions to **Direct, Mandated, Partnership, and Contract Relationships** with some **Allied events** being negotiated.

- **Volunteers: Volunteers could be used to circulate with the scanners at special events. All volunteer opportunities should be forwarded to an organization like Richmond Connections and not administered separately by each affiliated group.**

## 10 Provide the Service

### 10 a) Cost Effective Advertising and Marketing

- **The Leisure Guide must be re-designed to increase circulation and decrease costs. (Suggestions attached)**
- **College and University students could be offered internships with the City of Richmond in the Market/Advertising field.**
  - **Excellent experience and training for students who will become positive contributors to the community.**
  - **Fresh and creative ideas**
  - **No cost to the City**
- **Use of networks/ affiliated groups is the most effective and least expensive way to circulate information via word of mouth.**

## 11 Monitor/Evaluate

## 12 Reset/Adjust

## Leisure Guide Format

- It is important for the Leisure Guide to be produced **quarterly** containing one season of programs **categorized by age**.
- The Guide must be **distributed to all homes** to serve as a visual reminder and to access clients who do not display the knowledge and incentive to seek out programs and services on their own accord.
  - Many new immigrants, socially isolated, or persons with special needs who would benefit from PRC Services may not be aware of what a community centre could offer. They may not have the knowledge, awareness or ability to take the initiative to seek out opportunities without first being educated, prompted, encouraged, and reminded.

### To reduce printing costs:

- The Guide should be designed in a **tabloid newspaper format** much like the Continuing Education Paper
- Cut out all information that could be better distributed in other forms. For example, all rental information, special needs information (fee subsidies, access cards), City Services (Safety, Emergency), and Community Organization Information (Partners and Board Contact Lists) should be distributed once a year in a **City Information Book**.
- **Allow community groups and private organizations to purchase advertising space** in each leisure paper to promote their services (sports registration dates, special events, private lessons, tutoring, camps, riding stables etc.)
  - **The advertising will promote services that supplement City programs and supports local businesses that provide recreation, arts, and cultural services.**
  - **Proceeds from the advertising will offset the printing and distribution costs.**

Presentation to the  
Community Working  
Group  
May 20<sup>th</sup>, 2004

**“The Next Decade”**  
Julie Halfnights

**Richmond's Parks,  
Recreation and  
Cultural Services**

The next decade...

**Accountable**

**Coordinated**

**Sustainable**

**Community based**

- Geographical
- Interest based

**Retains Volunteers**

**Cost Effective**

**Contracts**

- defined roles
- defined responsibilities

**Excess Revenue sharing**

- for identified needs areas
- with PRCS

**Oversight Committees**

- citywide coordination
- citywide decision making
- volunteer members
- council appointed members

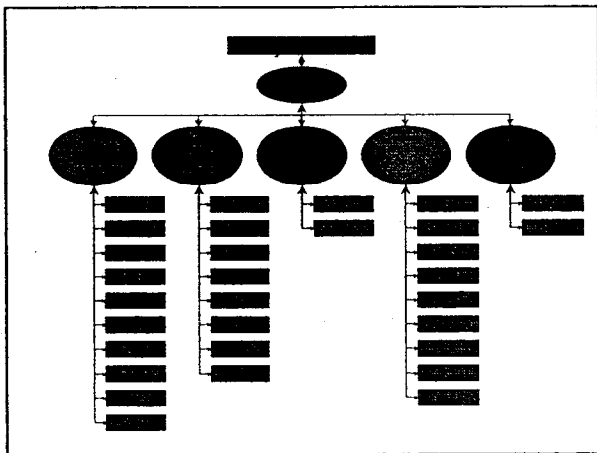
**Staffing**

- specialized skills
- provides support

**Communication**

- improve efficiency
- foster volunteerism

**Our new model for  
Richmond's Parks,  
Recreation and Cultural  
Services**



**Advantages of this  
proposed organization  
model**

- Minimal implementation costs
- Utilizes current legally established organizations
- Honours past volunteer commitment and builds upon it
- Permits “stratification” of City Services

- Reduces the number of bodies with which the City must meet and negotiate
- Leaves community decision-making with the people who know their community best: community members and facility users

- Provides the City with revenue not currently available without penalizing the “have not” communities
- Retains staffing flexibility – organizations need to be nimble to respond to changing needs
- Allows opportunities for contracting out, if future Councils would like to pursue this



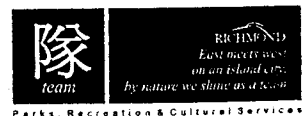


**CITY OF RICHMOND  
PARKS, RECREATION AND CULTURAL SERVICES**

**A DISCUSSION PAPER  
PREPARED FOR THE  
PARKS, RECREATION AND CULTURAL SERVICES  
COMMUNITY WORKING GROUP**

**A FRAMEWORK TO ADDRESS COMMUNITY NEEDS  
AND ENHANCE CUSTOMER SERVICE**

**JANUARY 2004**



**Parks, Recreation & Cultural Services**

## COMMUNITY NEEDS & CUSTOMER SERVICE

This discussion paper addresses the question:

**“How does the City meet community needs and ensure customer service is enhanced?”**

Key words are defined in Appendix 1.

### Issues

The significant growing and aging population and the influx of multi-ethnic immigrants have dramatically changed Richmond into the most multi-cultural community in Canada. PRCS has been challenged in meeting the demand of the city's growth and diversity. (Appendix 2)

### The New Philosophy: Quality of Life and Well-being

There has been a major transition in municipal recreation. It traditionally provided programs and facilities for physical sports and has evolved to include recreation, design and planning and arts, heritage and cultural opportunities. Richmond has had a similar experience and now encompasses a broad range of parks, recreation and cultural opportunities across the city in addition to support for organized sports.

The new approach that most municipalities now embrace goes beyond sports and recreational opportunities. It is a more holistic view that includes the well-being and quality of life of the individual and the community.

The role parks, recreation and culture plays in ensuring a good quality of life is proven by the many benefits derived from recreation (Appendix 3) to individuals and the community. Defining and measuring outcomes and benefits has played a key role in raising the profile and importance of the health and well-being of individuals and the community.

Planning for parks, recreation and culture is increasingly focused on achieving an outcome as opposed to simply providing an opportunity. The outcomes people are looking for when they choose to live in a community, participate in programs or access services are essential to understanding individual and community needs.

### Individual Quality of Life

Quality of life, in simple terms, means: “How good is your life for you?” The answer to this question is a measure of a person's quality of life. Every person's life is different and therefore the way in which each person experiences quality of life is unique. Individuals lead complex lives that have many dimensions. A quality of life approach recognizes that there are many different aspects of living that may contribute to quality.

To answer the question fully, we have identified three areas of need that are an important part of the lives of all people and help determine their quality of life:

**To Live (Being)** *Who you are as a person*

**Physical** – body and health

**Psychological** – thoughts and feelings, mental health

**Spiritual** – beliefs and values, hope and purpose

**To Connect and Build Community (Belonging)** *How you fit in with people*

**Physical** – the fit with where you live and spend time, possessions, privacy, safety, neighbourhood

**Social** – the fit with the people around you, relationships; social, cultural and interest groups

**Community** – access to community resources, places and events

**To Grow (Becoming)** *Things you do in your life that define you*

**Practical/Purposeful** – work, volunteering, looking after yourself and others

**Enjoyment** – use of your discretionary time for fun and enjoyment

**Improving** – learning, adjusting to change, making choices, taking opportunities

These three areas become part of the framework for identifying and addressing community needs and they become the purpose around which we provide programs and services.

Quality of life is considered to be within a framework of individual and community functioning and well being. This quality of life approach starts with the individual but also applies to other types of consumers, such as family, neighbourhood, and community.

## PROPOSED FRAMEWORK AND PROCESS

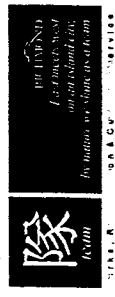
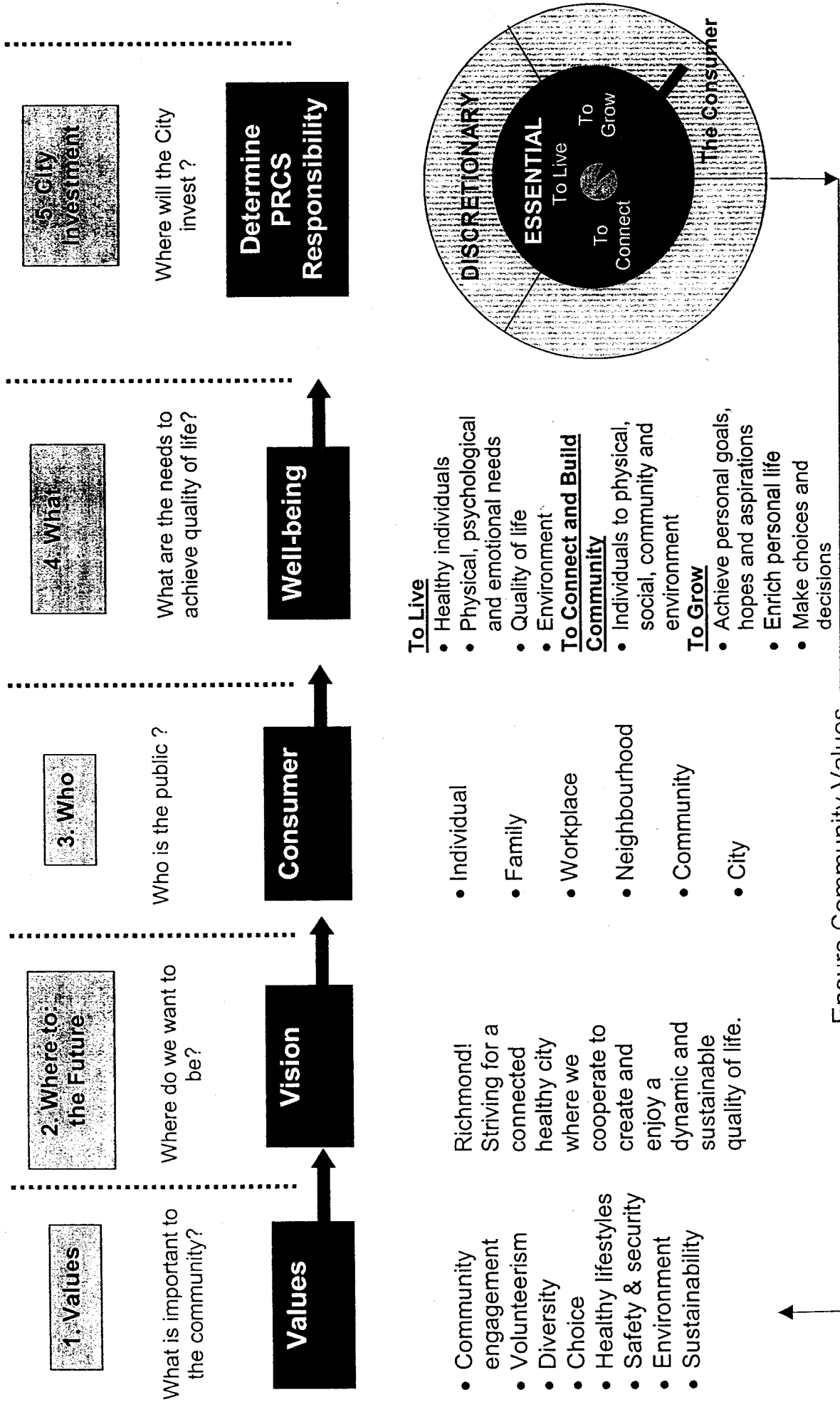
The mandate of PRCS is to ensure a good quality of life for the greatest number of consumers based on community needs within the constraints of financial, physical and human resources.

There are two fundamental elements to this discussion:

1. Define the community needs and the city's role for ensuring they are addressed.
2. Establish an effective method to address the needs.

# Foundation Framework for Determining Needs

## Shared Responsibility for Healthy Individuals and Community



For the purposes of this paper, the word consumer has been used to mean people who are currently or potentially engaged in programs and services such as parks, trails, special events and heritage. It has been chosen carefully to be able to describe the broadest range of potential individuals.

The term citizen does not include businesses, organizations or communities whereas consumer can imply all levels from the individual to city.

Customer, which is most commonly used, implies a financial transaction whereas consumer has no financial connotation.

### **The Process: Addressing Needs**

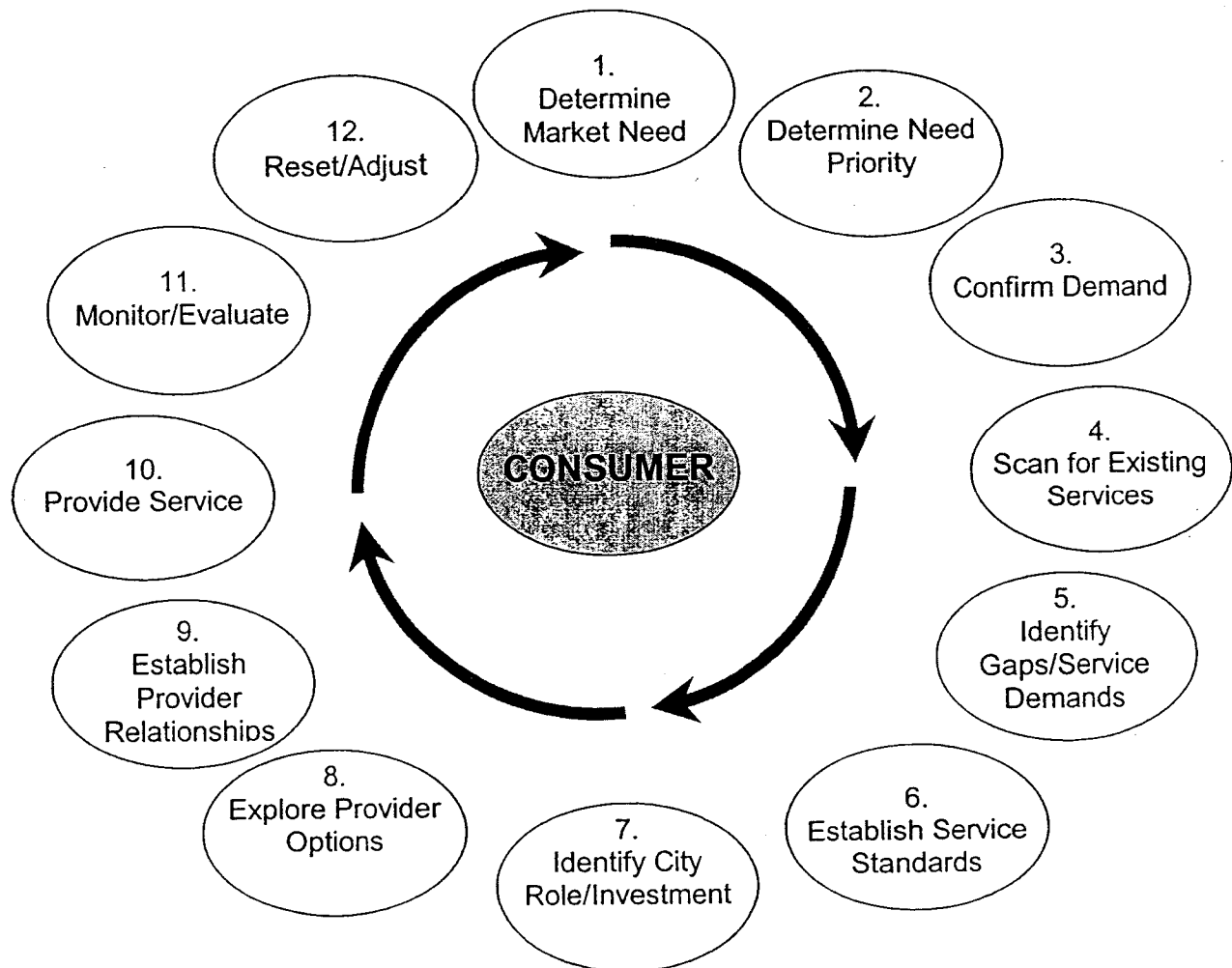
The framework identifies the needs and who the consumer is. This process identifies how needs will be addressed and delivered. Likely, PRCS will take the lead role and collaborate with others in working through these steps. These steps might fall into a different order, depending on the specific need or desired outcome.

The proposed process is seen to follow this progression:

- 1. Determine the Need:** Need is established from a variety of sources including community leaders, businesses, staff, community groups, government leaders, trends, demographics or other relevant areas. When there is a gap between maintaining well-being or basic quality of life and reality, then there is a need to be addressed.
- 2. Establish whether Essential / Important or Discretionary Need:** Determine the importance and whether PRCS must address. PRCS may ensure or not, depending on a variety of factors including: whether it fits into the Corporate and PRCS Division strategic program or discretionary; if it can best be met by other providers; or if it is not a need. Essential needs must be of benefit to the greatest number of people, for example, a beginner swimming lesson as opposed to advanced diving lessons.
- 3. Establish Demand:** The demand for programs and services must be established and confirmed. Prioritization occurs at this phase.
- 4. Scan for Existing Service:** What else is currently being offered in the market.
- 5. Identify Gaps / Service Demands:** The gap between the demand and the existing service must be examined. This may be done through the development of a "Greenlight Committee," an ad hoc think tank to generate creative solutions to address the gap.
- 6. Establish Service Standards:** Define the standards that must be met to ensure quality programs and services are provided to consumers. This will include customer service standards (Appendix 4), outcomes for programs and services, quality, targets for consumer participation, accessibility, risk management and liability, business practice, human resource management and financial management. PRCS will set the outcomes but will not necessarily control the process for achieving those outcomes.
- 7. Identify City Role or Investment:** Determine what role the City will play in the provision of programs and services and determine what investment it will make to ensure needs are met.

8. **Investigate Provider Alternatives:** Investigate delivery options depending on what is best suited for the situation. These might include a joint venture, sponsorship (facility rental and advisory role), direct delivery or other relationships. A case study, business plan and/or feasibility study may be involved to ensure best practices and most effective use of resources.
9. **Establish Provider Relationship (as required):** Recruit and solicit to find the right service provider match for the situation, negotiate and formalize an agreement.
10. **Provide the Service:** This includes delivery of programs and services, as well as accompanying advertising, marketing and promotion.
11. **Monitor / Evaluate:** Manage and monitor the implementation of contract agreements where applicable and evaluate the achievement of the desired outcomes to meet the determined need.
12. **Reset:** This is the final step to complete the cycle. It takes the evaluation results and ties them back to ensure the need determined in the first step is still valid.

The steps work as a system once the essential needs and the outcomes for the three core areas are identified.



### **Resources for greatest benefit**

Resources need to be allocated to areas that meet the greatest need to the largest number of consumers. An effective process for determining where the City should invest its resources is essential to effectively using tax dollars wisely and to ensure staff can easily make decisions based on the direction of the organization. Priorities will have to be established.

### **Customer Service**

The question of how PRCS can ensure customer service is enhanced will be established by City standards and by community expectations for service. In this process (Step 6) standards for quality and effective customer service will be established. Much of the customer service area will be driven by policies and sound business practices where resources are available. Expectations for quality service are attached in Appendix 4.

### **Define PRCS core business**

The challenge for meeting community needs requires PRCS to define its core service and business areas in order to meet the objective of creating healthy, connected individuals and a strong, vibrant community.

While the City has a key role in ensuring community needs are met, it will likely not be the sole provider of services. It has neither the resources nor capacity to be all things to all people. To ensure the quality and standards of services provided, PRCS must work with a broad range of other providers.

It is not suggested that PRCS only deals with the essential area. PRCS may provide services within both layers (essential and discretionary) as a result of facility capacity, revenue generation, political direction or no other service provider.

## Appendix 1

### KEY WORDS

- Active Living:** A way of life in which physical activity is valued and integrated into daily living.
- Capacity:** The sum of the assets and capabilities of a community that can be developed and applied through the community development process.
- Consumer:** People who are currently or potentially engaged in programs and services such as parks, trails, special events, heritage. It has been chosen carefully to be able to describe the broadest range of potential individuals.
- Community:** Refers to:
- A group of individuals, families or organizations that share common values, attributes, interests or geographic boundaries.
  - All the people living in a specific locality – a specific locality including its inhabitants.
  - A body of people having religion, a profession, etc. in common – fellowship of interests, etc.
  - Similarity – joint ownership or liability (community of goods).
  - The public.
  - A body of nations unified by common interests.
- Community Assets:** The individuals, local associations and institutions which make up the resources and supports of a neighbourhood:
- Gifts and skills of individuals, households and families.
  - Citizens' associations, formal or informal.
  - Public institutions.
  - Private businesses.
  - Non-profit organizations.
- Community Development:** A dynamic process whereby citizens are encouraged to participate in enhancing quality of life for their communities.
- Connected:** When one has established a rapport or relationship; to develop a bond or relation between.
- Cooperate:** To work or act together toward a common end or purpose.



- Create:** To cause to exist; to bring into being; to produce through artistic or imaginative effort.
- Diversity:** Differences among people in age, gender, race, ethnicity, religion, sexual orientation, socio-economic background, and capabilities/disabilities; all the ways we differ.
- Dynamic:** Characterized by continuous change, activity or progress; an interactive system or process, especially one involving challenging forces.
- Environmental Stewardship:** Includes the following components:
- “Environment” means the range of external conditions, physical and biological, in which people live. Environment is typically understood to mean air, water, land and associated natural resources, such as plants, animals, and energy, but it also includes built facilities and cultural heritage resources.
  - “Stewardship” means the act of managing, caring for, maintaining well-being, accepting responsibility, and being accountable.
  - “Environmental stewardship” means maintaining and improving the health of the environment for the benefit of present and future generations and for nature itself.
- Essential:** Refers to:
- Indispensable; basic and fundamental.
  - Absolutely, vitally necessary; of the greatest importance.
- Framework:** Refers to:
- A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality.
  - A simplified description of a complex entity or process.
  - A structure for supporting or enclosing something else, especially a skeletal support used as the basis for something being constructed.
- Governance:** The process by which stakeholders articulate their interests, their input is absorbed, decisions are taken and decision-makers are held accountable.

- Grow:** Encompasses the following:
- To gradually pass from one state to another.
  - To become larger, greater or bigger; expand or gain.
  - To develop and reach maturity.
  - To come into existence; to take on form or shape.
  - To come to have or undergo a change of (physical features and attributes).
- Health:** Refers to:
- A state of physical, mental and social well-being and not merely the absence of disease or infirmity (World Health Organization).
  - The ability to have and reach goals, meet personal needs and cope with everyday life (Ottawa Charter for Health Promotion).
- Lifelong Health & Wellness:** Includes the following components:
- "Health" means a state of mental, physical and social well-being and not merely the absence of illness or disease.
  - "Wellness" means an approach to personal and community health that emphasizes individual and collective responsibility for well-being through the practice of health-promoting lifestyle behaviours. It is a process of moving toward optimal health.
  - "Lifelong" means lasting a lifetime, taking in all stages of life.
- Live:** To conduct one's life in a particular manner; to pursue a positive, satisfying existence; to be alive; to exist.
- Mandate:** The part of the mission that is externally set up (e.g. by legislation, Council approved direction, and funding or partnering conditions).
- Market:** Quantifiable demand with definable characteristics.
- Group of current and/or potential consumers.
  - Identifies (defines) consumer segments to target.
  - Made up of segments of consumers.

- Market Driven Approach:** An approach that:
- Starts with the consumer.
  - Responds to market requirements and anticipates changing market conditions.
  - Keeps the business focussed on well defined market segments.
  - Anticipates opportunities.
  - Emphasizes long-run consumer satisfaction.
  - Based on finding needs and filling them, rather than making products and selling them.
  - Seeks a package of benefits rather than just the products or services themselves.
  - Reveals what the business does for its chosen consumers.
- Needs:** Based on the community values, they are the essential things to ensure a good quality of life.
- Neighbourhood:** Refers to:
- A district, especially considered in reference to the character or circumstances of its inhabitants.
  - A small but relatively self-contained section of a larger urban area.
  - The people of a district; one's neighbours.
  - The nearby or surrounding area, the vicinity.
- Quality of Life:** Refers to:
- The health and well-being of individuals.
  - Not a destination, it is how we live each day.
  - Happens when we align ourselves with our values.
- Sustainability:** A method of tapping financial resources of the community today to fund needed/ desired services and programs, while protecting the ability of the community to afford to pay for the appropriate service in the future.
- "The New":** New frameworks and ways of doing business for Parks, Recreation and Cultural Services. "The New" will ensure community needs are being met, outcomes are delivered, and programs and services are being offered.

Value Added:

As a noun:

- The amount by which the value of an article is increased at each stage of its production, exclusive of initial costs.

As an adjective:

- (Of goods, services, etc) Having features added to the basic line or model to justify an increase in price and thereby enhance the profit for the producer and retailer (of a company) offering specialized or extending services in a commercial area.

Well-being:

Refers to:

- Happy, healthy and prosperous state or condition; moral or physical welfare.
- It is an evolutionary process.
- It is a specific, clearly defined "end state."
- It is the human dimension to transformation.

## Appendix 2

### Issues Identified by December 18<sup>th</sup> PRCS General Manager Presentation of the Issues According to Discussion Paper

#### Discussion Paper 1: Community Needs and Customer Service

- Inequity of resources applied across City
- Services not well coordinated
- Barriers to participation (\$, language, cultural, physical)
- Focus on amenities, facilities, not on community
- Staff resources not assigned to priority areas
- Staff reporting to multiple bosses (City, NPO, specialists)
- Inconsistent standards and processes
- Management information systems not uniformly used or accessible
- Training inequities (City, NPO)
- Complaint resolution complicated
- Duplication, inconsistent marketing and promotion
- Brand issues (is this the City or is this the NPO)
- IT systems often difficult to implement

#### Discussion Paper 2: Partnerships

- Staff reporting to multiple bosses (City, NPO, specialists)
- Minimal training, support, recognition of volunteers
- No volunteer database
- No volunteer coordination, no budget or resources
- Complaints re: lack of volunteer recognition and respect for volunteers
- Observed difficulty in board recruitment
- Inconsistent approach for public involvement, input and public information
- Unclear roles of partners and City
- Unclear accountability to City
- No contract management structure or system to monitor contracts and agreements
- Inconsistent approaches to working with groups
- Difficult to develop new partnerships
- Staff time to work with and manage partnerships
- Change requires negotiation with multiple organizations
- Staff resources not assigned to priority areas
- Inconsistent standards and processes
- Management information systems not uniformly used or accessible
- Training inequities (City, NPO)
- Duplication, inconsistent marketing and promotion
- Brand issues (is this the City or is this the NPO)

### Discussion Paper 3: Sustainability

#### Financial

- Increased costs with no corresponding revenues
- Inefficient use of resources More demand than resources, growth constant
- Inconsistent financial standards and practices
- NPO and City budgets are not prioritized or coordinated
- Duplicated budgeting and financial processes
- No contract management structure or system to monitor contracts and agreements
- Lack of flexibility to change priority areas and apply needed resources

#### Infrastructure

- Lack of resources for planning and policy development
- Risk management and liability unclear
- Third party liability, not an expectation of facility use
- Lack of flexibility to change priority areas and apply needed resources
- Budget restrictions (City policy)

#### Volunteers

- Minimal training, support, recognition of volunteers
- No volunteer database
- No volunteer coordination, budget or resources
- Complaints re: lack of volunteer recognition and respect for volunteers
- Observed difficulty in board recruitment
- Unclear roles of partners and City

#### Governance

- Lack of resources for planning and policy development
- Risk management and liability unclear
- Confusion over who has the senior authority, City or NPO
- No contract management structure or system to monitor contracts and agreements

### Discussion Paper 4: Decision Making Process

- Lack of resources for planning and policy development
- Lack of policies to guide decision making
- Confusion between policy and practice
- Risk management and liability unclear
- Third party liability not an expectation of facility use
- History takes precedent
- Confusion over who has the senior authority, City or NPO

## Appendix 3

### Benefit Statements

From the *Benefits Catalogue* produced by Canadian Parks/Recreation Association.

#### 1. Recreation and active living are **ESSENTIAL TO PERSONAL HEALTH** – a key determinant of health status!

1. Recreation and active living helps people live longer – adding up to two years to life expectancy.
2. Recreation and active living prolongs independent living for seniors by compressing the disease and impairment period typically associated with aging – keeping seniors vital and involved in community life.
3. Recreation, fitness, sports, and active living significantly reduces the risk of coronary heart disease and stroke – the leading cause of death in Canada.
4. Recreation, fitness, sports, and active living combats osteoporosis – affecting 25% of postmenopausal women.
5. Recreation, fitness, sports and active living combats diabetes – the fourth ranking killer disease (after heart disease, cancer, and respiratory disease).
6. Recreation, fitness, sports and active living has been shown to help in preventing site specific cancers – particularly in the colon, breast and lungs.
7. Recreation, fitness, sports and active living help prevent and rehabilitate back problems – affecting 25% of adults.
8. Recreation, fitness, sports and active living, parks and arts/culture all contribute to mental health – reducing stress, reducing depression, and contributing to emotional/ psychological well-being.
9. Recreation, fitness, sports and active living, parks and arts/culture all enhance overall health and well-being – critical to personal quality of life.
10. Recreation is a proven therapeutic tool utilized in hospitals, clinics and communities everywhere (physical recreation, sports, arts/culture) – helping to restore physical, mental and social capacities and abilities/

#### 2. Recreation is a key to **balanced HUMAN DEVELOPMENT** – helping Canadians reach for their potential.

1. Recreation is essential to the development of our children and youth:
  - We learn motor skills (physical) through play and sports.
  - We learn social skills through play and sports.
  - We learn creativity through play and arts/cultural activity.
  - We develop intellectual capacities and concepts through play – and many other life skills.
2. Recreation provides the opportunity for adults to develop their full and holistic potential (physical, social, creative, intellectual and spiritual) – work only does so much.
3. In a society where life-long learning is essential – recreation and adult leisure learning provides exceptional opportunities.
4. Parks and natural environments have great spiritual meaning for many – and arts/culture is a significant way of exploring our spirituality.

## Appendix 4

### City of Richmond Service Principles and Corporate Service Standards

#### SERVICE PRINCIPLES – What is RRSP?

##### RESPECTFUL

- being accessible to all
- showing courteous and thoughtful behaviour
- keeping a positive outlook
- responding in a non-judgmental and non-defensive manner
- treating all people equitably

##### RESPONSIVE

- going the extra mile
- fulfilling and following up on commitments
- being a “customer’s agent”
- taking ownership to satisfy/exceed customer’s expectations
- being dedicated and co-operative
- taking initiative

##### SAFETY CONSCIOUS

- established work procedures
- design considerations
- environmental services
- prevention and awareness
- policy and procedures
- training

##### PROFESSIONAL

- providing clear, concise and accurate information
- being accountable for your actions
- ensuring processes are clear and concise for the public and staff
- creating a welcoming atmosphere
- maintaining appropriate appearance
- re-evaluating procedures on a regular basis



## CORPORATE SERVICE STANDARDS

What you can expect from the City of Richmond:

- To be... Acknowledged immediately either by eye contact or greeting
- To have... City staff do their utmost to assist you and if they cannot, they will find someone who can
- To have... Telephones answered in three rings
- To have... Voicemail greetings changed daily to reflect schedules and availability and/or identify an available alternate to call
- To have... All voicemail messages returned within two business days
- To have... All correspondence acknowledged within two business days upon receipt
- To have... Identification name tags visible during working hours
- To have... Outlook calendars accurately reflect meetings, appointments, CD's and vacations
- To have... Out of Office Assistant reflect absence and/or identify an available alternate to contact
- To have... Adequate staff coverage maintained during breaks and meetings

Respect

Responsive

Safety Conscious

Professional

## Attachment 1

### Community Values

**Community Engagement:** We believe the community has a meaningful role in civic affairs. Through collaborative planning and learning, we share responsibility for achieving a common vision.

**Volunteerism:** We believe volunteers make a valuable contribution to a healthy community and that volunteerism creates a sense of community ownership and pride, cultivates community leadership and helps build our community capacity.

**Diversity:** We appreciate and celebrate all forms of our diversity.

**Choice:** We strive to provide accessible, affordable, equal opportunities that respond to the diverse needs of the community.

**Healthy Lifestyles:** We encourage individuals to live an active, healthy lifestyle and together build healthy communities (social, physical, economic).

**Safety and Security:** We believe that people feel safe and secure through well-planned, strong, connected neighbourhoods and a sense of caring and belonging.

**Environment:** We are committed to: responsible stewardship of the natural environment, including protecting community amenities; stewardship of our cultural heritage; and maintaining the urban/rural balance and our island setting.

**Sustainability:** We believe that integrating the management of environmental, economic, social and cultural elements, ensures that all resources of the city are respected, preserved, enjoyed and utilized in a sustainable manner both for current and future generations.

### Community Vision

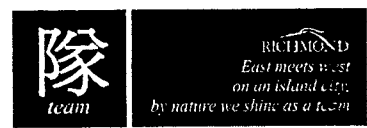
**“Richmond! Striving for a connected, healthy city where we cooperate to create and enjoy a dynamic quality of life.”**

**City of Richmond  
Parks, Recreation and Cultural Services**

**A Discussion Paper  
prepared for the  
Parks, Recreation and Cultural Services  
Community Working Group**

*Municipal Government Responsibility  
for  
Parks, Recreation and Cultural Services*

January 2004



# Responsibility of Municipal Government for Parks, Recreation and Cultural Services

## 1. The National Context

The Federal / Provincial / Territorial Ministers of Recreation in Canada adopted the following resolution regarding the provision of parks, recreation and cultural services:

*“Whereas recreation includes all those activities in which an individual chooses to participate in his/her leisure time and is not confined solely to sports and physical recreation programs but includes artistic, creative, cultural, social and intellectual activities; and whereas recreation is a fundamental human need for citizens of all ages and interests and for both sexes and is essential to the psychological, social and physical well-being of man; and whereas society is rapidly changing; be it therefore resolved that this Conference recognizes the fact that recreation is a social service in the same way that health and education are considered as social services and that recreation's purpose should be:*

- (a) to assist Individual and community development;*
- (b) to improve the quality of life; and*
- (c) to enhance social functioning.*

*Such recognition will indicate the constitutional responsibility of the Provinces and Territories in recreation services”*

It was noted that the professional art, culture and sport fields provide for the education and entertainment of Canadians. They do not, however, come within the scope of this statement.

In addition, there are a number of federal programs and regulations that provide support for or provide direction in terms of the importance of parks and environmental stewardship and heritage and cultural programs and services.

## 2. The Provincial Context

The Ministers recognized the primary role of the provinces, and also looked at a National Framework which would define roles of others, including municipal government.

Through the development of this framework, it is stated clearly that, while government has a key role to play, it is by no means the central, primary provider of recreation opportunities and that many essential opportunities are provided through volunteers, non-profit or private sector agencies and organizations.

It is also noted that Government should provide support services to reinforce the effectiveness of the non-profit sector and assist in identifying the optimum roles of Government and the private sector in providing recreation opportunities in the local, regional and/or national context.

In addition to the role in “recreation”, it is also important to recognize that there are a variety of provincial guidelines and/or regulations that provide direction regarding parks and environmental stewardship, particularly as they relate to clean air, clean water, parks, and trees.

### 3. The Municipal Context

Municipal governments are closest to the people and are likely to respond more flexibly, more quickly and more effectively to the needs of the community in matters of recreation. For this reason, all 3 levels of government have agreed the municipality is the primary public supplier of recreation services.

The National Recreation statement states: *“The basic role of the municipality is to ensure the availability of the broadest range of recreation opportunities for every individual and group consistent with available community resources”*

Typically, municipalities should:

- set a framework and develop a municipal authority to serve as the focus for the provision of community recreation opportunities;
- be continually aware of all community resources and recreation opportunities and ensure that the information is readily available and accessible to the public;
- ensure effective development relevant to the needs identified and provide appropriate support to these programs and initiatives (such as training leaders, providing program information, developing facilities and resources, ensuring needs of special populations are addressed, etc.)
- regularly assess and determine community needs not being met through existing programs and services;
- make every effort to respond to the needs by:
  - working with existing community groups, organizations or agencies;
  - working to establish community groups where needed;
  - working with the private/ commercial sector where appropriate;
  - working with other sectors (such as health, education, social services, safety services, etc.);
  - where necessary, direct provision of programs and services by the municipality
- coordinate the development and best use of community resources to stimulate joint planning, information exchange, and program evaluation among all groups and agencies involved in providing recreation opportunities. The establishment of a community recreation “council”, “board”, or “commission” is one mechanism that may be used.

### 4. Community Charter

In British Columbia, the role of Municipalities is defined within the Community Charter (Bill 14 – 2003). It sets out the principles of municipal governance, municipal purposes and the fundamental powers of municipalities. Appendix 1 provides excerpts from Bill 14 – 2003, which are relevant to this discussion.

As stated in the Community Charter, the purposes of a municipality include:

- (a) providing for good government of its’ community,
- (b) providing for services, laws and other matters for community benefit,
- (c) providing for stewardship of the public assets of its’ community, and
- (d) fostering the economic, social and environmental well-being of its’ community.

The Charter also states:

Under the authority of the Community Charter, the Mayor (of Richmond) establishes standing committees, for matters the Mayor considers would be better dealt with by Committee, and appoints committee members. The Mayor has established the Parks, Recreation and Cultural Services Committee.

## **5. City of Richmond Authority**

The City of Richmond ensures the municipal purpose for the Parks, Recreation and Cultural Services is fulfilled by establishing the Parks Recreation and Cultural Services Standing Committee. Every December, the Mayor appoints members of Council to the Parks Recreation and Cultural Services Committee.

The Committee member's function is to initiate, consider, review and make recommendations to Council and staff on matters related to Parks, Recreation, Culture, and community interests. This Standing Committee refers most matters, with recommendations, to Council for ratification. Staff takes direction from Council and put their resolutions into action.

## **6. City of Richmond Parks, Recreation and Cultural Services Division**

The Chief Administrative Officer is appointed by Council and provides for overall administration of the corporate body, its officers and employees to achieve Council goals. Under his direction the Parks, Recreation and Cultural Services Division is established.

The Parks Recreation and Cultural Services Division is dedicated to ensuring that the City vision of being the most appealing, liveable and well managed community in Canada, as it relates to parks, recreation and cultural programs, infrastructure and services, is realized.

Through the Standing Committee and Division, the City is responsible to provide leadership and ensure community needs are addressed, consistent with City and community resources.

**Excerpts from**  
**BILL 14 -- 2003 - COMMUNITY CHARTER**  
**related to Parks, Recreation and Cultural Services**

**Principles of municipal governance**

- (1) Municipalities and their councils are recognized as an order of government within their jurisdiction that
  - (a) is democratically elected, autonomous, responsible and accountable,
  - (b) is established and continued by the will of the residents of their communities, and
  - (c) provides for the municipal purposes of their communities.
  
- (2) In relation to subsection (1), the Provincial government recognizes that municipalities require
  - (a) adequate powers and discretion to address existing and future community needs,
  - (b) authority to determine the public interest of their communities, within a legislative framework that supports balance and certainty in relation to the differing interests of their communities,
  - (c) the ability to draw on financial and other resources that are adequate to support community needs,
  - (d) authority to determine the levels of municipal expenditures and taxation that are appropriate for their purposes, and
  - (e) authority to provide effective management and delivery of services in a manner that is responsive to community needs.

**Municipal purposes**

- (a) providing for good government of its community,
- (b) providing for services, laws and other matters for community benefit,
- (c) providing for stewardship of the public assets of its community, and
- (d) fostering the economic, social and environmental well-being of its community.

**Fundamental powers**

- (1) A Municipality has the capacity, rights, powers and privileges of a natural person of full capacity.
- (2) A municipality may provide any service that the council considers necessary or desirable, and may do this directly or through another public authority or another person or organization
- (3) A council may, by bylaw, regulate, prohibit and impose requirements in relation to the following:
  - a. municipal services;
  - b. public places;

**Standing committees of council**

- (1) The mayor must establish standing committees for matters the mayor considers would be better dealt with by committee and must appoint persons to those committees
- (2) At least half of the members of a standing committee must be council members.
- (3) Subject to subsection (2), persons who are not council members may be appointed to a standing committee





**CITY OF RICHMOND  
PARKS, RECREATION AND CULTURAL SERVICES**

**A DISCUSSION PAPER  
PREPARED FOR THE  
PARKS, RECREATION AND CULTURAL SERVICES  
COMMUNITY WORKING GROUP**

**A FRAMEWORK TO ENCOURAGE COMMUNITY  
INVOLVEMENT AND ESTABLISH / MAINTAIN  
EFFECTIVE RELATIONSHIPS**

**FEBRUARY 2004**



# COMMUNITY INVOLVEMENT AND EFFECTIVE RELATIONSHIPS

This discussion paper addresses the question:

**“How does the City encourage community involvement and establish / maintain effective relationships?”**

Key words are defined in Appendix 1.

## Issues

PRCS provides community involvement opportunities. There is a need to increase the variety of opportunities and increase the support for community involvement. Partnerships with non-profit organizations and direct program support by individuals are the primary mechanism for community involvement. There are limited resources allocated to support community involvement.

## **Background**

During the past decade, the role of government has been steadily changing as more emphasis is placed on:

- Setting overall direction through policy and planning;
- Engaging stakeholders and citizens; and
- Empowering stakeholders or partners to deliver programs and services.

Research suggests a positive link between high levels of civic participation and a community's overall quality of life. Active civic participation involves more than the consumption of offered programs and services.

In communities where citizens collaborate closely, they experience beneficial outcomes such as: increased educational achievement and childhood development; neighbourhoods tend to be safer and more productive; residents experience greater economic prosperity; and citizens have increased physical and mental health.

Many important outcomes may be derived from involving citizens and establishing sound volunteer support mechanisms. They:

- Align systems and resources to meet community needs and goals,
- Articulate expectations and increase accountability in the provision of programs and services,
- Balance the mandates of City and community,
- Connect neighbourhoods,
- Develop community leadership,
- Encourage multi-agency and multi-sectoral relationships,
- Encourage productive organizations for the provision of programs and services,
- Foster an empowered citizenry,
- Increase range of volunteer opportunities.
- Increase resourcefulness and creative means to meet community needs and goals,
- Promote sound decision-making.

# I. HOW DOES THE CITY ENCOURAGE COMMUNITY INVOLVEMENT?

## Methods

PRCS proposes three methods for community involvement, apart from the simple consumption of programs of services. These methods are linked and provide recommendations and evaluation for each other. These methods are:

- Planning
- Advising
- Direct Delivery

### **Planning (Think)**

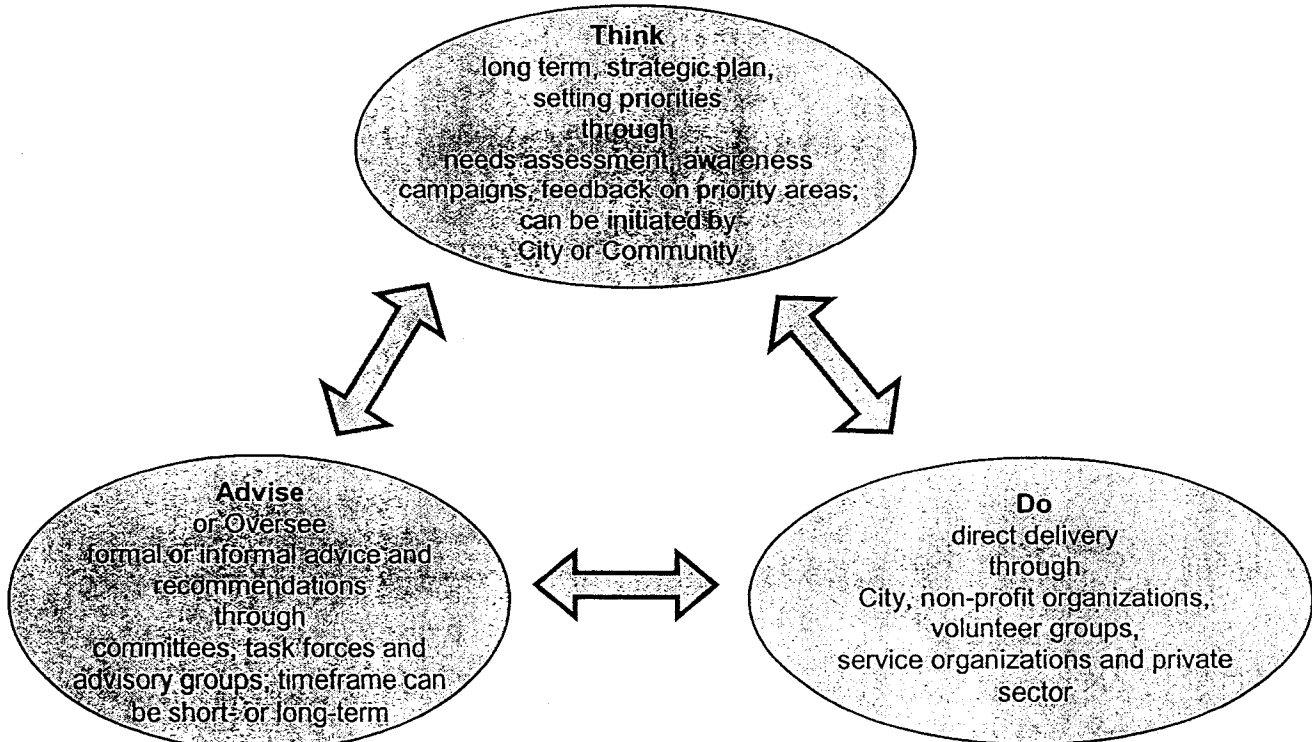
Needs are assessed and a long-term strategy is determined. PRCS takes the lead and there are a variety of opportunities for consumers to get involved such as participation in a needs assessment, contribution to strategic direction and providing feedback on priority areas.

### **Advising (Advise)**

Advice is given to PRCS which includes both formal and informal opportunities, for example formally appointed task forces or committees approved by Council with terms of reference, a mandate and a finite term, a project or as an advisory committee of Council. The other method is informal where feedback is solicited in the form of open houses, surveys or focus groups.

### **Direct Delivery (Do)**

This includes design, delivery and access to programs and services by a variety of providers, including individual volunteers, service organizations, non-profit organizations and PRCS.



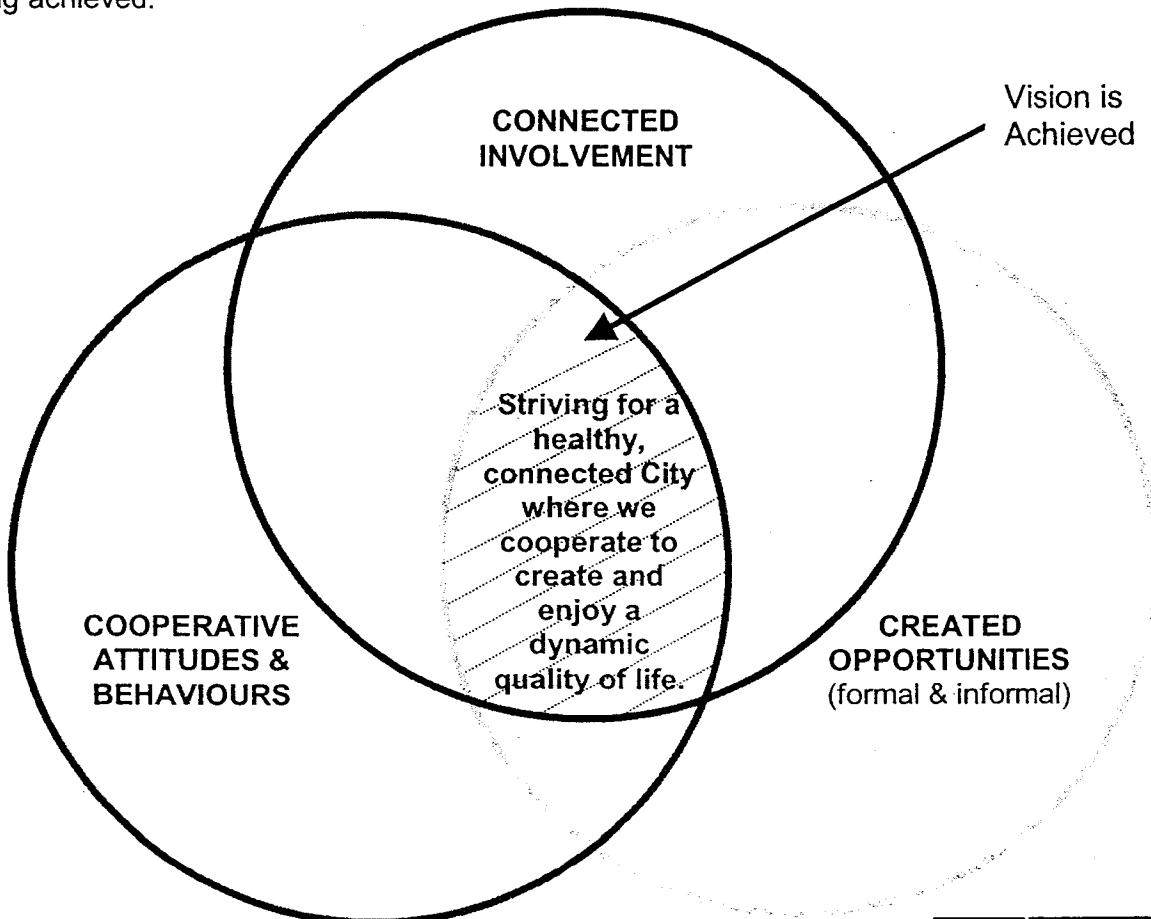
## Community Involvement Outcomes

Our vision states that we strive for a connected, healthy City, where we cooperate to create and enjoy a dynamic quality of life and our values reinforce this. The planning, advisory and direct delivery, community involvement model, aims to address outcomes which include:

- a community that enjoys being involved,
- a healthy and active community,
- easy involvement,
- no barriers to participation,
- opportunities to be involved in appropriate, interesting and valued activities.

The primary statement of community involvement is that every individual's contribution is valued. One of the main goals is to create a culture of community involvement. There are three main elements to achieving the outcomes: connected involvement, cooperative attitudes and behaviours and create opportunities.

Connected involvement allows easy involvement – few barriers to become involved and the ability for short term commitments. Cooperative attitudes and behaviours allow for enjoyable, valued activities so those wanting to be involved have positive experiences and enjoy being involved. Created opportunities represent both formal and informal experiences that contribute to a healthy and active community. They represent the wide range of experiences that allow for appropriate and interesting activities. Where all three areas overlap, the vision is closer to being achieved.



## II. HOW DOES THE CITY ESTABLISH AND MAINTAIN EFFECTIVE RELATIONSHIPS?

### **Purpose of Effective Relationships**

The purpose of establishing effective relationships is to create mechanisms that involve a range of community parties, including the City, to provide Quality of Life programs and services to consumers. Such relationships must:

- be flexible and adaptable to changing circumstances, such as changing demographics,
- be for the primary purpose of providing programs and services that support the community's vision and values, and
- provide clear lines of accountability, responsibility and authority that are consistent with the City of Richmond policies and practices

### **Types of Relationships**

There are seven types of relationships in the delivery of Quality of Life programs and services. These include:

<b>Type</b>	<b>Connection</b>	<b>Purpose</b>
Ad Hoc	Linked through specific purpose	Supplement and compliment existing service such as transit routes
Assisted	Linked through provision of in-kind or direct support	Support other organizations in the provision of service such as minor soccer
Contract	Linked through exchange of considerations	Achieve prescribed outcomes through other organizations such as NPO/ community assn.
Partnership	Linked through sharing risk/reward	Need others to achieve desired results such as P3s, construction of Watermania and RIC
Allied	Linked through synergy	Leverage other's resources for mutual benefit such as school district, health region, tourism
Mandated	Linked through legislation	Ensure provision such as libraries, environmental protection programs
Direct	No linkage with other parties	Offer services independently such as floral displays

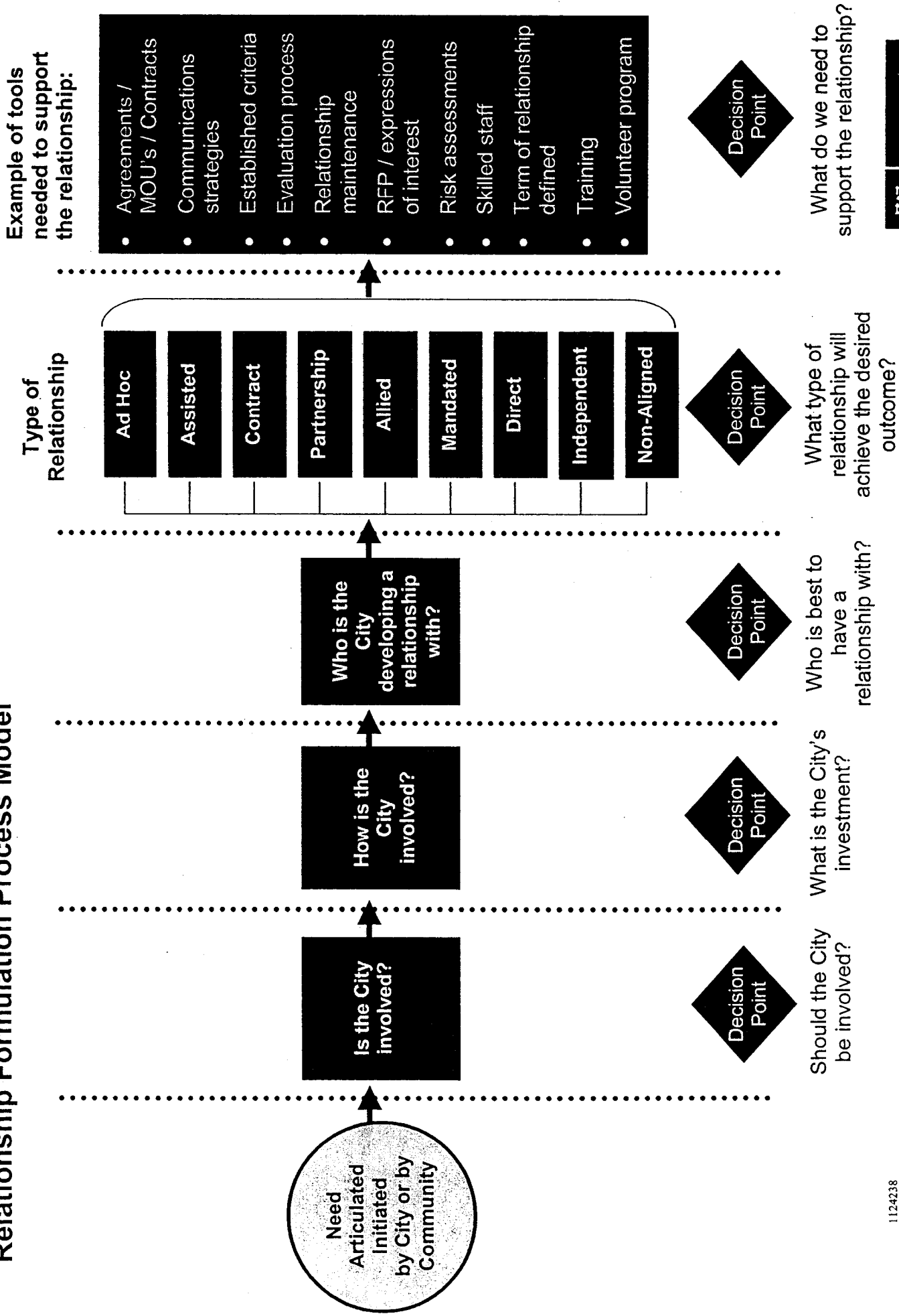
Independent	Linked only through common/shared interests	Increase awareness to minimize duplication such as private fitness club
Non-aligned	No linkage	Example private language school

Several types of linkages can be present between the City and other parties depending on the specific program or service that is to be offered to consumers. Such linkages can also be structured at several levels: the neighbourhood, the community, city-wide and regional.

### **Relationship Formation Process**

Relationships can be proactive of anticipated needs or reactive to identified opportunities, with the City being both an initiator and a respondent depending on the desired outcomes of the relationship formation process. This process is simplified in the diagram below.

# Relationship Formulation Process Model



## Appendix 1

### DEFINITIONS OF KEY WORDS

Active Living:	A way of life in which physical activity is valued and integrated into daily living.
Alliance:	A formal agreement establishing an association between groups to achieve a particular aim.
Capacity:	The sum of the assets and capabilities of a community that can be developed and applied through the community development process.
Community:	Refers to: <ul style="list-style-type: none"><li>• A group of individuals, families or organizations that share common values, attributes, interests or geographic boundaries.</li><li>• All the people living in a specific locality – a specific locality including its inhabitants.</li><li>• A body of people having religion, a profession, etc. in common – fellowship of interests, etc.</li><li>• Similarity – joint ownership or liability (community of goods).</li><li>• The public.</li><li>• A body of nations unified by common interests.</li></ul>
Community Assets:	The individuals, local associations and institutions which make up the resources and supports of a neighbourhood: <ul style="list-style-type: none"><li>• Gifts and skills of individuals, households and families.</li><li>• Citizens' associations, formal or informal.</li><li>• Public institutions.</li><li>• Private businesses.</li><li>• Non-profit organizations.</li></ul>
Community Development:	A dynamic process whereby citizens are encouraged to participate in enhancing quality of life for their communities.
Connected:	When one has established a rapport or relationship; to develop a bond or relation between.
Consumer:	People who are currently or potentially engaged in programs and

- Cooperate:** To work or act together toward a common end or purpose.
- Create:** To cause to exist; to bring into being; to produce through artistic or imaginative effort.
- Direct Services:** Services which are provided by the municipality wholly through City employees and/or volunteers. Services which are controlled, managed, operated by the City.
- Diversity:** Differences among people in age, gender, race, ethnicity, religion, sexual orientation, socio-economic background, and capabilities/disabilities; all the ways we differ.
- Dynamic:** Characterized by continuous change, activity or progress; an interactive system or process, especially one involving challenging forces.
- Enhanced Services:** Services which are beyond the standard service that would be provided by the City.
- Environmental Stewardship:** Includes the following components:
- “Environment” means the range of external conditions, physical and biological, in which people live. Environment is typically understood to mean air, water, land and associated natural resources, such as plants, animals, and energy, but it also includes built facilities and cultural heritage resources.
  - “Stewardship” means the act of managing, caring for, maintaining well-being, accepting responsibility, and being accountable.
  - “Environmental stewardship” means maintaining and improving the health of the environment for the benefit of present and future generations and for nature itself.
- Essential:** Refers to:
- Indispensable; basic and fundamental.
  - Absolutely, vitally necessary; of the greatest importance.
- Framework:** Refers to:
- A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality.



- Framework Agreement:** This includes the identification of process and negotiating guidelines based, in part, on the initial information provided from the first phase. This event empowers staff to either call for expressions of interest or proposals, continue with a single-source vendor or partner (if unsolicited proposal) or negotiate with a preferred partner (solicited proposal) under specific guidelines. The purpose of the "framework agreement" is to guarantee a decision, not necessarily a favourable decision.
- Governance:** The process by which stakeholders articulate their interests, their input is absorbed, decisions are taken and decision-makers are held accountable.
- Grow:** Encompasses the following:
- To gradually pass from one state to another.
  - To become larger, greater or bigger; expand or gain.
  - To develop and reach maturity.
  - To come into existence; to take on form or shape.
  - To come to have or undergo a change of (physical features and attributes).
- Health:** Refers to:
- A state of physical, mental and social well-being and not merely the absence of disease or infirmity (World Health Organization).
  - The ability to have and reach goals, meet personal needs and cope with everyday life (Ottawa Charter for Health Promotion).
- Legitimate Services:** Those services which fall within the mandate of municipal government, either by virtue of being legislated or falling within permissive legislation such as the Planning Act, the Municipal Act etc.
- Lifelong Health & Wellness:** Includes the following components:
- "Health" means a state of mental, physical and social well-being and not merely the absence of illness or disease.
  - "Wellness" means an approach to personal and community health that emphasizes individual and collective responsibility for well-being through the practice of health-promoting lifestyle behaviours. It is a process of moving toward optimal health.
  - "Lifelong" means lasting a lifetime, taking in all stages of life.

- Market:** Quantifiable demand with definable characteristics.
- Group of current and/or potential consumers.
  - Identifies (defines) consumer segments to target.
  - Made up of segments of consumers.
- Market Driven Approach:** An approach that:
- Starts with the consumer.
  - Responds to market requirements and anticipates changing market conditions.
  - Keeps the business focussed on well defined market segments.
  - Anticipates opportunities.
  - Emphasizes long-run consumer satisfaction.
  - Based on finding needs and filling them, rather than making products and selling them.
  - Seeks a package of benefits rather than just the products or services themselves.
  - Reveals what the business does for its chosen consumers.
- Needs:** Based on the community values, they are the essential things to ensure a good quality of life.
- Neighbourhood:** Refers to:
- A district, especially considered in reference to the character or circumstances of its inhabitants.
  - A small but relatively self-contained section of a larger urban area.
  - The people of a district; one's neighbours.
  - The nearby or surrounding area, the vicinity.
- Partnership:** A long-term structural arrangement between organisations to define roles or share duties over a limited range of their activities. The essence of a partnership is that, while it is not regarded as an immutable state of affairs, it is conceived to endure for an indefinite period.
- Partnership Services:** Services which are provided through an agreement with two or more parties, one of which is the City. Services are jointly controlled, managed and operated by the partners as per an agreement.

Sustainability	A method of tapping financial resources of the community today to fund needed/ desired services and programs, while protecting the ability of the community to afford to pay for the appropriate service in the future.
"The New":	New frameworks and ways of doing business for Parks, Recreation and Cultural Services. "The New" will ensure community needs are being met, outcomes are delivered, and programs and services are being offered.
Value Added:	<p>As a noun:</p> <ul style="list-style-type: none"> <li>• The amount by which the value of an article is increased at each stage of its production, exclusive of initial costs.</li> </ul> <p>As an adjective:</p> <ul style="list-style-type: none"> <li>• (Of goods, services, etc) Having features added to the basic line or model to justify an increase in price and thereby enhance the profit for the producer and retailer (of a company) offering specialized or extending services in a commercial area.</li> </ul>
Well-being:	<p>Refers to:</p> <ul style="list-style-type: none"> <li>• Happy, healthy and prosperous state or condition; moral or physical welfare.</li> <li>• It is an evolutionary process.</li> <li>• It is a specific, clearly defined "end state."</li> <li>• It is the human dimension to transformation.</li> </ul>

## **Appendix 2**

### **Issues Identified by December 18<sup>th</sup> PRCS General Manager Presentation of the Issues According to Discussion Paper**

#### **Discussion Paper 1: Community Needs and Customer Service**

- Inequity of resources applied across City
- Services not well coordinated
- Barriers to participation (\$, language, cultural, physical)
- Focus on amenities and facilities, not on community
- Staff resources not assigned to priority areas
- Staff reporting to multiple bosses (City, NPO, specialists)
- Inconsistent standards and processes
- Management information systems not uniformly used or accessible
- Training inequities (City, NPO)
- Complaint resolution complicated
- Duplication, inconsistent marketing and promotion
- Brand issues (is this the City or is this the NPO)
- IT systems often difficult to implement

#### **Discussion Paper 2: Partnerships**

- Staff reporting to multiple bosses (City, NPO, specialists)
- Minimal training, support, recognition of volunteers
- No volunteer database
- No volunteer coordination, no budget or resources
- Complaints re: lack of volunteer recognition and respect for volunteers
- Observed difficulty in board recruitment
- Inconsistent approach for public involvement, input and public information
- Unclear roles of partners and City
- Unclear accountability to City
- No contract management structure or system to monitor contracts and agreements
- Inconsistent approaches to working with groups
- Difficult to develop new partnerships
- Staff time to work with and manage partnerships
- Change requires negotiation with multiple organizations
- Staff resources not assigned to priority areas
- Inconsistent standards and processes

### **Discussion Paper 3: Sustainability**

#### Financial

- Increased costs with no corresponding revenues
- Inefficient use of resources
- More demand than resources, growth constant
- Inconsistent financial standards and practices
- NPO and City budgets are not prioritized or coordinated
- Duplicated budgeting and financial processes
- No contract management structure or system to monitor contracts and agreements
- Lack of flexibility to change priority areas and apply needed resources

#### Infrastructure

- Lack of resources for planning and policy development
- Risk management and liability unclear
- Third party liability, not an expectation of facility use
- Lack of flexibility to change priority areas and apply needed resources
- Budget restrictions (City policy)

#### Volunteers

- Minimal training, support, recognition of volunteers
- No volunteer database
- No volunteer coordination, budget or resources
- Complaints re: lack of volunteer recognition and respect for volunteers
- Observed difficulty in board recruitment
- Unclear roles of partners and City

#### Governance

- Lack of resources for planning and policy development
- Risk management and liability unclear
- Confusion over who has the senior authority, City or NPO
- No contract management structure or system to monitor contracts and agreements

### **Discussion Paper 4: Decision Making Process**

- Lack of resources for planning and policy development
- Lack of policies to guide decision-making
- Confusion between policy and practice

## **Appendix 3**

### **Examples of Criteria for Possible Affiliate Organization**

#### **Criteria**

1. The primary mandate or activity of the organization must have common outcomes with aims and objectives compatible to those of PRCS, for example, to provide equal opportunity and access for residents to participate in the recreation and/or cultural activity of their choice.
2. The organization should be a non-profit organization and operate under the authority of volunteer board or committee.
3. The organization must be operated in an open and democratic manner through the holding of annual membership meetings and elections of an executive/board from the membership to carry out the wishes of the general membership.
4. The organization's base of operation must be in the City.
5. The organization must have a minimum of 75% of the membership or registrants as residents/tax payers of Richmond.
6. Membership to the organization must be available to all residents/tax payers taking into consideration such factors as geographic location, skill level, age restrictions, and facility limitations.
7. The organization must not duplicate another affiliated organization, which is formed for the same purpose unless the existing group approves or is unable to meet the demand for the service.
8. The organization must be in good financial standing.
9. The organization must have policies for harassment, gender equity, accessibility, conflict resolution.

## Attachment 1

### Community Vision

**“Richmond! Striving for a connected, healthy city where we cooperate to create and enjoy a dynamic quality of life.”**

### Community Values

**Community Engagement:** We believe the community has a meaningful role in civic affairs. Through collaborative planning and learning, we share responsibility for achieving a common vision.

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**Healthy Lifestyles:** We encourage individuals to live an active, healthy lifestyle and together build healthy communities (social, physical, economic).

**Safety and Security:** We believe that people feel safe and secure through well-planned, strong, connected neighbourhoods and a sense of caring and belonging.

**Environment:** We are committed to: responsible stewardship of the natural environment, including protecting community amenities; stewardship of our cultural heritage; and maintaining the urban/rural balance and our island setting.

**Sustainability:** We believe that integrating the management of environmental, economic, social and cultural elements, ensures that all resources of the city are respected, preserved, enjoyed and utilized in a sustainable manner both for current and future generations.

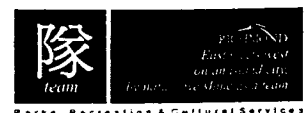


**CITY OF RICHMOND  
PARKS, RECREATION AND CULTURAL SERVICES**

**A DISCUSSION PAPER  
PREPARED FOR  
PARKS, RECREATION AND CULTURAL SERVICES  
COMMUNITY WORKING GROUP**

**A FRAMEWORK FOR SUSTAINABILITY**

**MARCH 2004**





## SUSTAINABILITY

This discussion paper addresses the question:

**“How does the City ensure financial, infrastructure, volunteer and governance sustainability?”**

Key words are defined in Appendix 1.

### Issues

The City needs to be purposeful to ensure its parks, recreation and cultural services are sustainable and accountable. The key is to develop and implement a system that will ensure PRCS is sustainable in the delivery of programs and services to consumers. Increasing costs and decreasing revenues are forcing PRCS to strive towards a sustainable model that will ensure an accessible system that meets consumer needs for future years.

### Background

Sustainability is of paramount importance in the community vision and values. While community sustainability is a complex and challenging discussion, the sustainability of Parks, Recreation and Cultural services is the focus of this paper. The challenge is to find ways to ensure parks, recreation and culture is available to all and develop a system that offers a balance of opportunities, available for future generations.

Community vision:

*Striving for a connected healthy city where we cooperate to create and enjoy a dynamic and sustainable quality of life.*

PRCS community values:

- Community engagement
- Diversity
- Healthy lifestyles
- Environment
- Volunteerism
- Choice
- Safety and security
- Sustainability

Sustainability has different meanings in different contexts. For the purposes of this discussion, it refers to “a method of tapping financial resources of the community today to fund needed/ desired services and programs, while protecting the ability of the community to afford to pay for the appropriate service in the future”.

This involves finding a balance between the competing interests of protecting the environment, encouraging economic viability and achieving social equity.

City Council recognizes the importance of PRCS and has adopted a very clear direction through the Guiding Principles. These key principles are what drive PRCS Services Delivery System:

- Ensures financial sustainability.
- Ensures that customer service is enhanced.
- Ensures the City’s ability to meet community needs.
- Provides a policy framework to guide decision-making.
- Values and encourages community involvement.
- Values effective partnerships.

In order for the system to work effectively, needs must be met, customer service enhanced, relationships must be effective and the entire system must be sustainable.

### Sustainability Framework for Richmond

The PRCS system can be grouped into 5 input categories:

- Financial (Table 1)
- Volunteer and non-profit organizations (Table 2)
- Human infrastructure (human resources) (Table 3)
- Physical infrastructure (Table 4)
- Planning, policies and decision-making (Table 5)

These five areas share a relationship to one another in meeting needs of consumers. It is important that the outcomes identified for each area complement the others to achieve balance and be sustainable. In turn, these need to be integrated **within** the twelve-step Process to Addressing Needs outlined in the first discussion paper, "Addressing Consumer Needs and Enhancing Customer Service."



The framework below demonstrates the five inputs, the outputs of a sustainable system and the desired outcomes. Each output must contribute to sustainability by being cost effective, efficient, and flexible and continually improving to make the best use of PRCS resources. Inputs must be aligned with the Guiding Principles and be continually evaluated. Outputs are the amenities, programs and services available to consumers. Outcomes are environmental, social and financial sustainability and a balanced and sustainable quality of life system. Inputs must be balanced and effective if the desired outcomes are to be achieved. The five attached tables outline examples of what needs to happen in order for inputs to be sustainable.

# PRCS Sustainability Framework

## INPUTS



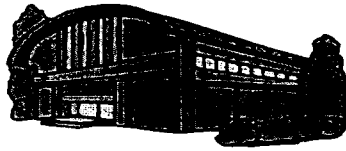
Financial Sustainability



Volunteer and Non Profit Organizations Sustainability



Human Resource Sustainability



Physical Infrastructure Sustainability



Planning, Policy and Decision-Making Sustainability

## OUTPUTS



## OUTCOMES

Environmental, Social and Financial Sustainability  
&  
Balanced and Sustainable Quality of Life System

### Three Questions for Sustainability

The City must operate within its means and available resources. This means that PRCS must make choices and decisions must be strategic in order to make the best use of limited resources.

Where there is a direct relationship with the City and/or where organizations have a direct role in operations or service provision, the type of support may be greater than where organizations are renters or are allocated specific park/facility space (eg. minor sport groups).

Each of the five input areas in the PRCS system were evaluated using three questions:

Where do we want to go?

What do we need to do?

What are the desired outcomes?

These questions form a three-step process, that provides focus to assess the sustainability of PRCS (outlined in Tables 1-5). When all areas are sustainable, then the quality of life system will be sustainable and balanced.



**TABLE 1 - FINANCIAL SUSTAINABILITY**

WHERE DO WE WANT TO GO?	WHAT DO WE NEED TO DO?	DESIRED OUTCOMES
<p>City has responsibility to effectively manage public resources to maximize public benefit.</p> <p>Financial resources are allocated to areas of greatest need.</p> <p>Financially healthy community organizations, bound by agreements, are accountable to the City.</p> <p>Operational advantages are gained where possible (e.g. partnerships, economies of scale, use of technology).</p> <p>PRCS has the ability to maximize revenue opportunities.</p> <p>The financial system provides funding to sustain the City's infrastructure.</p> <p>There is sufficient flexibility to shift resources to emerging needs.</p>	<p>Agreements will clearly lay out accountability, establish terms of the relationship and ensure outcomes and outputs are continually monitored and evaluated.</p> <p>Financial frameworks to support governance sustainability and ensure effective use of community assets.</p> <p>Adopt a business plan approach.</p> <p>Cost containment.</p> <p>Choose between union &amp; non-union environment where practical.</p> <p>City to take responsibility for financial management of its facilities and resources.</p> <p>Clearly define financial reporting and consistent policies (accountability structure).</p> <p>Coordinate services so policies and strategies identify what we do and the best way to deliver programs and services.</p> <ul style="list-style-type: none"> <li>Understand that our preference is for someone else to provide service where it makes sense.</li> <li>Look at alternate service delivery where practical &amp; possible.</li> </ul> <p>Cost recovery including recovering operating or administration costs.</p> <p>Establish and implement a pricing policy.</p> <p>Evaluate from citywide and a larger geographical perspective.</p> <p>Leverage opportunities (grants and outside funding) and new revenue sources (sponsors and corporate partners).</p> <p>Shift resources to areas of greatest need.</p> <p>Provide incentive for community involvement.</p> <p>Take advantage of market conditions and opportunities with balance between accessibility and the necessity to generate revenue.</p>	<p>Ensure efficient and effective use of public resources.</p> <p>Clarity of roles.</p> <p>Community in a relationship with the City to provide services.</p> <p>Meet long term financial strategy put forward by City Council by reallocation and cost containment.</p> <p>Effective relationships, which provide for the needs of the community, are evaluated regularly on an agreed-upon basis.</p> <p>Effective accountability tools in place.</p> <p>Accurate data to analyze both participation &amp; cost/benefit.</p> <p>Facilities and infrastructure are well maintained.</p> <p>Organizations have control over their own resources and are accountable.</p> <p>Clear evaluation criteria.</p> <p>Business plans are in place and part of the contract.</p> <p>Standardized costing and fees.</p> <p>Capital equipment and inventory.</p> <p>Flexibility to adapt to change, sustain future growth, new facilities.</p> <p>A method to measure "soft services":</p> <ul style="list-style-type: none"> <li>i.e. one can quantitatively measure police catching youth in crime, but it is more difficult to measure good outcomes of outreach workers.</li> </ul> <p>Develop "unit rates" – standardized costs and fees across City.</p>



**TABLE 2 - VOLUNTEER and NON-PROFIT ORGANIZATIONS SUSTAINABILITY**

WHERE DO WE WANT TO GO?	WHAT DO WE NEED TO DO?	DESIRED OUTCOMES
<p>A strong volunteer base and healthy, effective NPOs that reflect community needs.</p> <p>City works with many NPOs (existing and others) where there is a common purpose / agreed-to outcomes.</p> <p>City works with the community and gets input where appropriate.</p> <p>Clear roles, responsibilities, and accountability (City and NPOs).</p> <p>The City is responsible for providing leadership and ensures community needs are addressed, consistent with City and community resources.</p> <ul style="list-style-type: none"> <li>• Need to define type of leadership, for example, in the case of special events.</li> </ul> <p>Staff effectively support volunteers and NPO's.</p> <p>More people involved in more ways.</p>	<p>City support to enable strong volunteer system and NPOs:</p> <ul style="list-style-type: none"> <li>• Training, orientation, etc.</li> <li>• Help with board recruitment and development</li> <li>• Clear responsibility &amp; accountability</li> <li>• Assistance to define organizational and staff structure</li> </ul> <p>Approved business plans to be developed, particularly for citywide services.</p> <p>Establish a framework that clearly outlines responsibility and accountability and establishes the terms of relationships between the City and NPO or volunteer groups.</p> <p>NPOs monitor and evaluate their own performance and report to the City on deliverables and results.</p> <p>PRCS has the ability to seek out appropriate relationships in each situation and develop relationships with a wide range of organizations.</p> <p>Decision making criteria / guidelines to be established:</p> <ul style="list-style-type: none"> <li>• Need to be flexible because they could set precedent and may become protocol.</li> <li>• Provide the ability to make timely decisions in order to meet needs of a changing community.</li> </ul> <p>Guidelines and criteria for entering into relationships and provisions for ending / terminating relationships need to be developed. City should have the ability to say no when necessary.</p> <p>PRCS must coordinate efforts and become an agent for volunteers to match interests with work that needs to be completed in facilities &amp; parks maintenance and construction (create meaningful opportunities).</p>	<p>Effective and sustainable organizations involved in service delivery.</p> <p>Relationships are positive and of mutual benefit.</p> <p>Clear understanding that the City is responsible for taxpayer resources.</p> <p>Consistent policies &amp; plans in place.</p> <p>Clear, consistent and agreed-to outcomes between the City and any NPOs it partners with.</p> <p>Clearly defined reporting relationships and accountability for deliverables where City resources are invested.</p> <p>Organizations have the information they require to make informed decisions within their area of responsibility.</p> <p>City resources in place to support volunteers and NPOs, and not to replace them.</p> <p>Enjoyable volunteer experiences keep people volunteering.</p> <p>Organizations have appropriate plans, policies and strategies in place to be sustainable.</p> <p>Volunteer standards are in place.</p> <p>Ensure organizations (City and NPO) have shared values.</p> <p>City benefits from volunteer organizations, leadership and contributions.</p>



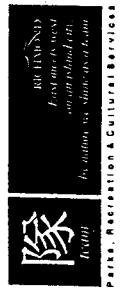
**TABLE 3 - HUMAN RESOURCES INFRASTRUCTURE SUSTAINABILITY (STAFF AND VOLUNTEERS)**

WHERE DO WE WANT TO GO?	WHAT DO WE NEED TO DO?	DESIRED OUTCOMES
<p>Well-trained volunteers and staff with clear understanding of roles and responsibilities.</p> <p>Access to appropriate training &amp; development opportunities.</p> <p>Clear lines of authority / reporting for all staff.</p> <p>Each organization (City and NPO) is responsible:</p> <ul style="list-style-type: none"> <li>• To ensure their Human Resources Policies are in place that meet applicable legislation (Employment Standards Act, Union).</li> <li>• To manage their own Human Resources (e.g. minimum standard must meet Employment Standards).</li> <li>• To manage their own volunteers and employees</li> </ul>	<p>Ensure that all staff and volunteers are equipped with the skills, knowledge and support to provide excellent service.</p> <p>The system should address:</p> <ul style="list-style-type: none"> <li>• Recruitment &amp; training practices</li> <li>• Established standards for staff qualifications</li> <li>• Organizational structure and staff structure</li> <li>• Monitor &amp; evaluate performance</li> <li>• Succession planning</li> </ul> <p>PRCS to ensure Volunteer Management policies are in place (e.g. criminal record checks).</p> <p>Coordinate effort between PRCS and NPOs.</p> <p>Ensure a variety of methods to get work done (i.e. not every employee should necessarily become City staff).</p> <p>Terms of service and standards will be determined by PRCS. NPO's will determine how the staff is hired / administered.</p> <p>Utilize technology effectively for volunteer and staff management (e.g. data base of volunteers, staff, tracking qualifications)</p>	<p>Well-trained, knowledgeable staff (clear standards such as RRSP – Respectful, Responsive, Safety conscious, Professional).</p> <p>Well-trained, knowledgeable volunteers supported by consistent Human Resources.</p> <p>Consistent HR policies and practices.</p> <p>Responsibilities are not onerous:</p> <ul style="list-style-type: none"> <li>• Clarity, inclusiveness, and doability.</li> <li>• Staff / volunteers know who to report to and what to do.</li> </ul> <p>All required standards are met or exceeded.</p> <p>A motivated, healthy and effective workforce.</p> <p>City and NPO have defined the terms of their role/relationship.</p>



**TABLE 4 - PHYSICAL INFRASTRUCTURE SUSTAINABILITY**

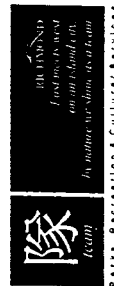
WHERE DO WE WANT TO GO?	WHAT DO WE NEED TO DO?	DESIRED OUTCOMES
<p>Effective facility and park infrastructure replacement plan.</p> <p>Budget levels meet desired standards for asset management.</p> <p>Park planning guidelines apply to the entire inventory - a holistic approach.</p> <p>Facilities planning guidelines developed to increase flexibility of use to respond to need.</p> <p>Preserve waterfront areas to ensure environmental protection and balanced public access with a variety of uses.</p> <p>Preserve natural areas and historical landmarks for their ecological, recreational and educational value.</p> <p>Coordinated facility upgrade / retrofit plan.</p> <p>Identify strategic partnerships in protecting park resources and providing appropriate visitor services.</p> <p>Financial land management program in place.</p> <p>Annual review of facilities and parks.</p> <p>Facility development based on consumer needs</p>	<p>Infrastructure replacement programs with options for pricing and cost recovery.</p> <p>Facility guidelines developed and approved by Council.</p> <p>Dedicate land reserve and facility strategy to meet City Centre needs.</p> <p>Plan and prioritize facility upgrades/retrofits based on overall community needs, establish priorities, and develop effective relationship (P3's) where appropriate.</p> <p>Capital &amp; operating plan (budget containment / review). Operating budget impact statements clearly define new park and infrastructure maintenance requirements and appropriate levels of service.</p> <p>Develop open space strategy that supports directions from the Official Community Plan and in response to community need.</p> <p>Expand the Front Porch program.</p> <p>Funding strategies developed and a comprehensive review of parks standards must occur to develop a 'new' type of standard for urban parks and open space.</p> <p>Continue to acquire properties along the waterfront, and adopt an approach which integrates open space planning with upland development and community use.</p> <p>Implement park classification standards for openness, safety, and Crime Prevention Through Environmental Design.</p> <p>Develop clear inventory programs</p> <p>Establish future linkages as per the trails strategy plan.</p> <p>Maintenance practices put in place to meet demand for sustaining inventory and accurate inventory of existing infrastructure.</p> <p>Continue to work in partnership with engineering, transportation, the development community and others to secure linkages and strategic properties.</p> <p>Determine how much land is needed and develop a strategy.</p>	<p>A phased infrastructure replacement program in place with funding strategy and priority needs identified.</p> <p>Effective management of city assets regarding the maintenance, use and maximization of revenue potential.</p> <p>Existing and new park, facility and open space assets have resource management plans in place to protect and preserve and maintain the assets.</p> <p>Increased use by residents of sports/leisure facilities and parks. Future park and facility needs are able to meet the growing need of consumers.</p> <p>The park is considered holistically (in its full ecological and cultural contexts) as a unit of the park system and as part of a surrounding region (includes all facilities, i.e. pools and arenas also).</p> <p>Re-enforcement of Richmond's Island City by Nature heritage. Create an island wide trail. Establish selected portions of the water as a recreational corridor.</p> <p>Heritage is preserved.</p> <p>Community pride is increased.</p> <p>Richmond has an integrated network of parks, facilities, natural areas, open spaces and trails.</p> <p>Facility upgrades/retrofits/new facilities completed based on community needs with operational cost impacts considered.</p> <p>Operational budget must be increased concomitantly with new facility/park/infrastructure.</p> <p>Flexible access to City-owned facilities so more groups can access.</p> <p>Use of waterfront is balanced.</p>





**TABLE 5 - PLANNING, POLICIES and DECISION-MAKING (DEFINING WHO MAKES WHAT DECISIONS)**

WHERE DO WE WANT TO GO?	WHAT DO WE NEED TO DO?	DESIRED OUTCOMES
<p>Research and development to ensure the ability to have information for decision-making:</p> <ul style="list-style-type: none"> <li>• Trends</li> <li>• Community needs</li> <li>• Best practices</li> <li>• Ongoing performance improvement</li> </ul> <p>Sound policies and guidelines that provide rationale and standards for overall levels of service. (Consistency where required)</p> <p>Standards for specific programs &amp; services.</p> <p>Leverage City and community resources.</p> <p>Explore alternate service delivery options.</p> <p>Long and short term planning.</p> <p>Strategies developed for a range of areas including public involvement and service areas.</p>	<p>Vision, values &amp; principles established and used in planning.</p> <p>Resources dedicated to planning, research and development (including best practices and process improvement).</p> <p>Processes and resources to develop:</p> <ul style="list-style-type: none"> <li>• Policies such as Accessibility, Funding and Charges, Equity, Sponsorships, Safety, Rentals / Use, Affiliation</li> <li>• Program standards</li> <li>• Long &amp; short term plans / goals</li> <li>• Marketing plan</li> <li>• Events support and development</li> </ul> <p>Public consultation policies to validate that we're doing the right thing the right way.</p> <ul style="list-style-type: none"> <li>• Ongoing community needs assessments</li> <li>• Ongoing program and service evaluations</li> <li>• Ensure the correct tools are being used for public consultation.</li> </ul> <p>Advisory committees with terms of reference and clear instructions.</p> <p>PRCS committee of Council to provide direction.</p> <p>Ability to stop doing things that don't make sense</p> <ul style="list-style-type: none"> <li>• Develop strategies / process to stop providing services that are low priority.</li> </ul> <p>Community organizations have strategic and sustainability plans that are compatible with City plans and visions.</p> <p>Decisions made by NPOs are considerate of City priorities.</p>	<p>Effective public consultation / input on an ongoing basis using the correct tools.</p> <p>Informed consumers.</p> <p>Priorities identified.</p> <p>Policies &amp; plans in place to guide decision-making.</p> <ul style="list-style-type: none"> <li>• Ongoing and future planning tools</li> <li>• Long range plans/strategic plans in place</li> </ul> <p>Approved business plans, particularly for city-wide services.</p> <p>Evaluation process in place.</p> <p>Meeting community needs.</p>



## Appendix 1

### DEFINITIONS OF KEY WORDS

Active Living:	A way of life in which physical activity is valued and integrated into daily living.
Alliance:	A formal agreement establishing an association between groups to achieve a particular aim.
Capacity:	The sum of the assets and capabilities of a community that can be developed and applied through the community development process.
Community:	Refers to: <ul style="list-style-type: none"><li>• A group of individuals, families or organizations that share common values, attributes, interests or geographic boundaries.</li><li>• All the people living in a specific locality – a specific locality including its inhabitants.</li><li>• A body of people having religion, a profession, etc. in common – fellowship of interests, etc.</li><li>• Similarity – joint ownership or liability (community of goods).</li><li>• The public.</li><li>• A body of nations unified by common interests.</li></ul>
Community Assets:	The individuals, local associations and institutions which make up the resources and supports of a neighbourhood: <ul style="list-style-type: none"><li>• Gifts and skills of individuals, households and families.</li><li>• Citizens' associations, formal or informal.</li><li>• Public institutions.</li><li>• Private businesses.</li><li>• Non-profit organizations.</li></ul>
Community Development:	A dynamic process whereby citizens are encouraged to participate in enhancing quality of life for their communities.
Connected:	When one has established a rapport or relationship; to develop a bond or relation between.
Consumer:	People who are currently or potentially engaged in programs and services such as parks, trails, special events, heritage. It has been chosen carefully to be able to describe the broadest range of potential individuals.
Contracted Services:	Services contracted out to another provider in which the City agrees to pay a fee for service but has no involvement in the management or operation of the service beyond monitoring to ensure the service meets City standards,
Cooperate:	To work or act together toward a common end or purpose.

**Create:** To cause to exist; to bring into being; to produce through artistic or imaginative effort.

**Direct Services:** Services which are provided by the municipality wholly through City employees and/or volunteers. Services which are controlled, managed, operated by the City.

**Diversity:** Differences among people in age, gender, race, ethnicity, religion, sexual orientation, socio-economic background, and capabilities/disabilities; all the ways we differ.

**Dynamic:** Characterized by continuous change, activity or progress; an interactive system or process, especially one involving challenging forces.

**Economic Sustainability:** Includes elements of organizational and financial sustainability.

**Enhanced Services:** Services which are beyond the standard service that would be provided by the City.

**Environmental Stewardship:** Includes the following components:

- “Environment” means the range of external conditions, physical and biological, in which people live. Environment is typically understood to mean air, water, land and associated natural resources, such as plants, animals, and energy, but it also includes built facilities and cultural heritage resources.
- “Stewardship” means the act of managing, caring for, maintaining well-being, accepting responsibility, and being accountable.
- “Environmental stewardship” means maintaining and improving the health of the environment for the benefit of present and future generations and for nature itself.

**Environmental Sustainability:** Includes responsiveness to water conservation, energy efficiency and waste minimisation, and ecological footprinting

**Essential:** Refers to:

- Indispensable; basic and fundamental.
- Absolutely, vitally necessary; of the greatest importance.

**Framework:** Refers to:

- A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality.
- A simplified description of a complex entity or process.
- A structure for supporting or enclosing something else, especially a skeletal support used as the basis for something being constructed.

Framework Agreement:	This includes the identification of process and negotiating guidelines based, in part, on the initial information provided from the first phase. This event empowers staff to either call for expressions of interest or proposals, continue with a single-source vendor or partner (if unsolicited proposal) or negotiate with a preferred partner (solicited proposal) under specific guidelines. The purpose of the "framework agreement" is to guarantee a decision, not necessarily a favourable decision.
Governance:	The process by which stakeholders articulate their interests, their input is absorbed, decisions are taken and decision-makers are held accountable.
Grow:	Encompasses the following: <ul style="list-style-type: none"> <li>• To gradually pass from one state to another.</li> <li>• To become larger, greater or bigger; expand or gain.</li> <li>• To develop and reach maturity.</li> <li>• To come into existence; to take on form or shape.</li> <li>• To come to have or undergo a change of (physical features and attributes).</li> </ul>
Health:	Refers to: <ul style="list-style-type: none"> <li>• A state of physical, mental and social well-being and not merely the absence of disease or infirmity (World Health Organization).</li> <li>• The ability to have and reach goals, meet personal needs and cope with everyday life (Ottawa Charter for Health Promotion).</li> </ul>
Legitimate Services:	Those services which fall within the mandate of municipal government, either by virtue of being legislated or falling within permissive legislation such as the Planning Act, the Municipal Act etc.
Lifelong Health & Wellness:	Includes the following components: <ul style="list-style-type: none"> <li>• "Health" means a state of mental, physical and social well-being and not merely the absence of illness or disease.</li> <li>• "Wellness" means an approach to personal and community health that emphasizes individual and collective responsibility for well-being through the practice of health-promoting lifestyle behaviours. It is a process of moving toward optimal health.</li> <li>• "Lifelong" means lasting a lifetime, taking in all stages of life.</li> </ul>
Live:	To conduct one's life in a particular manner; to pursue a positive, satisfying existence; to be alive; to exist.
Mandate:	The part of the mission that is externally set up (e.g. by legislation, Council approved direction, and funding or partnering conditions).

<b>Market:</b>	<p>Quantifiable demand with definable characteristics.</p> <ul style="list-style-type: none"> <li>• Group of current and/or potential consumers.</li> <li>• Identifies (defines) consumer segments to target.</li> <li>• Made up of segments of consumers.</li> </ul>
<b>Market Driven Approach:</b>	<p>An approach that:</p> <ul style="list-style-type: none"> <li>• Starts with the consumer.</li> <li>• Responds to market requirements and anticipates changing market conditions.</li> <li>• Keeps the business focussed on well defined market segments.</li> <li>• Anticipates opportunities.</li> <li>• Emphasizes long-run consumer satisfaction.</li> <li>• Based on finding needs and filling them, rather than making products and selling them.</li> <li>• Seeks a package of benefits rather than just the products or services themselves.</li> <li>• Reveals what the business does for its chosen consumers.</li> </ul>
<b>Needs:</b>	<p>Based on the community values, they are the essential things to ensure a good quality of life.</p>
<b>Neighbourhood:</b>	<p>Refers to:</p> <ul style="list-style-type: none"> <li>• A district, especially considered in reference to the character or circumstances of its inhabitants.</li> <li>• A small but relatively self-contained section of a larger urban area.</li> <li>• The people of a district; one's neighbours.</li> <li>• The nearby or surrounding area, the vicinity.</li> </ul>
<b>Partnership:</b>	<p>A long-term structural arrangement between organisations to define roles or share duties over a limited range of their activities. The essence of a partnership is that, while it is not regarded as an immutable state of affairs, it is conceived to endure for an indefinite period.</p>
<b>Partnership Services:</b>	<p>Services which are provided through an agreement with two or more parties, one of which is the City. Services are jointly controlled, managed and operated by the partners as per an agreement.</p>
<b>Quality of Life:</b>	<p>Refers to:</p> <ul style="list-style-type: none"> <li>• The health and well-being of individuals.</li> <li>• Not a destination, it is how we live each day.</li> <li>• Happens when we align ourselves with our values.</li> </ul>
<b>Social Sustainability:</b>	<p>Includes contribution to social capital development ie. volunteer management and contribution to social cohesion.</p>

- Strategic Alliance:** A partnership which involves the City and one or more additional partners, from the community, not for profit sector, or the private or commercial sector; which enables the City and its partners to achieve strategic objectives through the sharing of resources.
- Sustainability:** A method of tapping financial resources of the community today to fund needed/ desired services and programs, while protecting the ability of the community to afford to pay for the appropriate service in the future.
- “The New”:** New frameworks and ways of doing business for Parks, Recreation and Cultural Services. “The New” will ensure community needs are being met, outcomes are delivered, and programs and services are being offered.
- Value Added:** As a noun:
- The amount by which the value of an article is increased at each stage of its production, exclusive of initial costs.
- As an adjective:
- (Of goods, services, etc) Having features added to the basic line or model to justify an increase in price and thereby enhance the profit for the producer and retailer (of a company) offering specialized or extending services in a commercial area.
- Well-being:** Refers to:
- Happy, healthy and prosperous state or condition; moral or physical welfare.
  - It is an evolutionary process.
  - It is a specific, clearly defined “end state.”
  - It is the human dimension to transformation.

Presentation to the  
Community Working  
Group  
May, 2003



Recreation & Cultural Services –  
*Our Contribution to an Attractive and Livable  
Richmond*





# Fitness/Wellness

Total Budget - \$79,728

## Services:

- Corporate Wellness Program
- Community Fitness / Wellness Programs
- Liaison and consulting with Associations



# Special Needs

Total Budget - \$123,788

## Services Provided:

- Coordination of Fee Subsidy Program & Access Card Program
- Liaison with community groups to ensure accessibility for people with disabilities, economically disadvantaged & ethnically diverse populations
- Consultation / Staff training

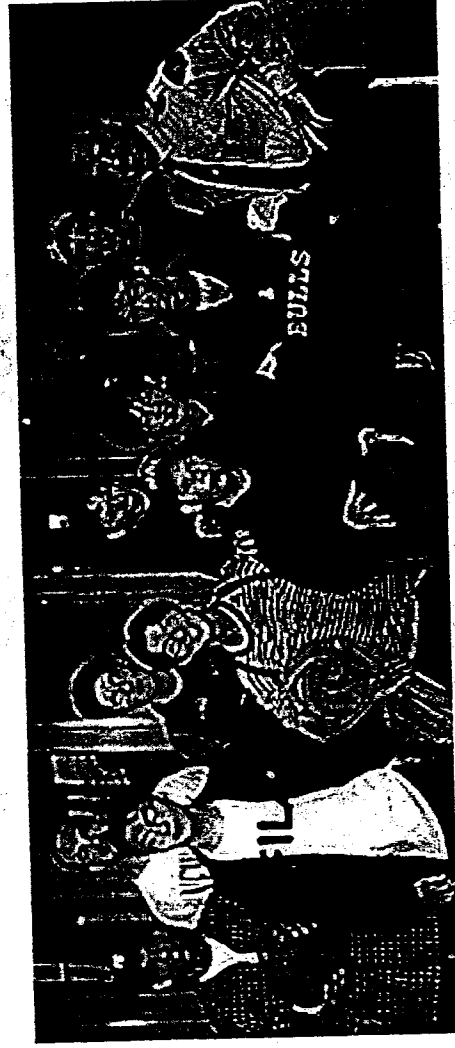


# Youth Services

Total Budget -  
\$177,290

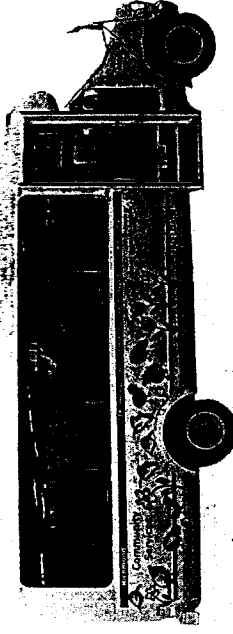
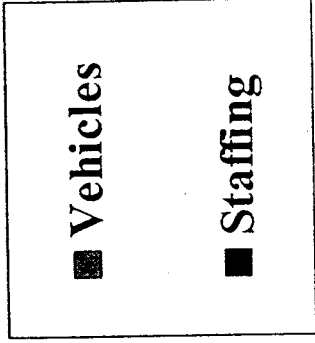
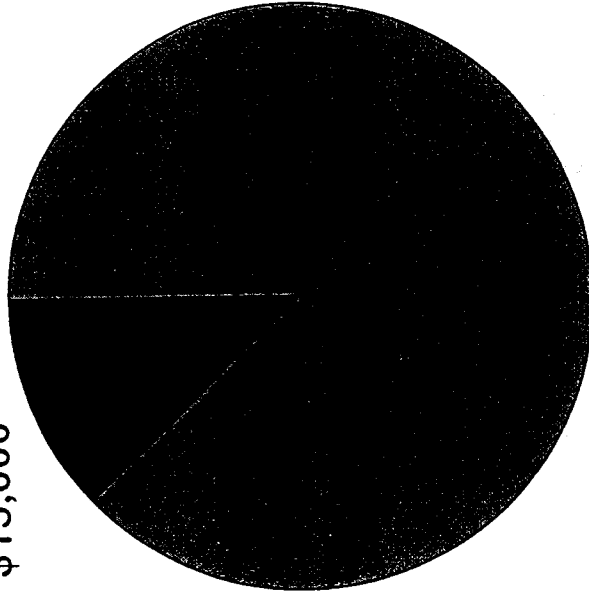
Services:

- Youth Leadership
- Youth Week
- Grants to  
Community  
Assoc's.
- Consultation / Staff  
Training



# Community Leisure Transportation

\$15,000



Total Budget \$127,000

No Revenue

5 vehicles 14-22 Passengers + 5 vehicles Part time use (owned by Community Associations)

# Seniors Partnership

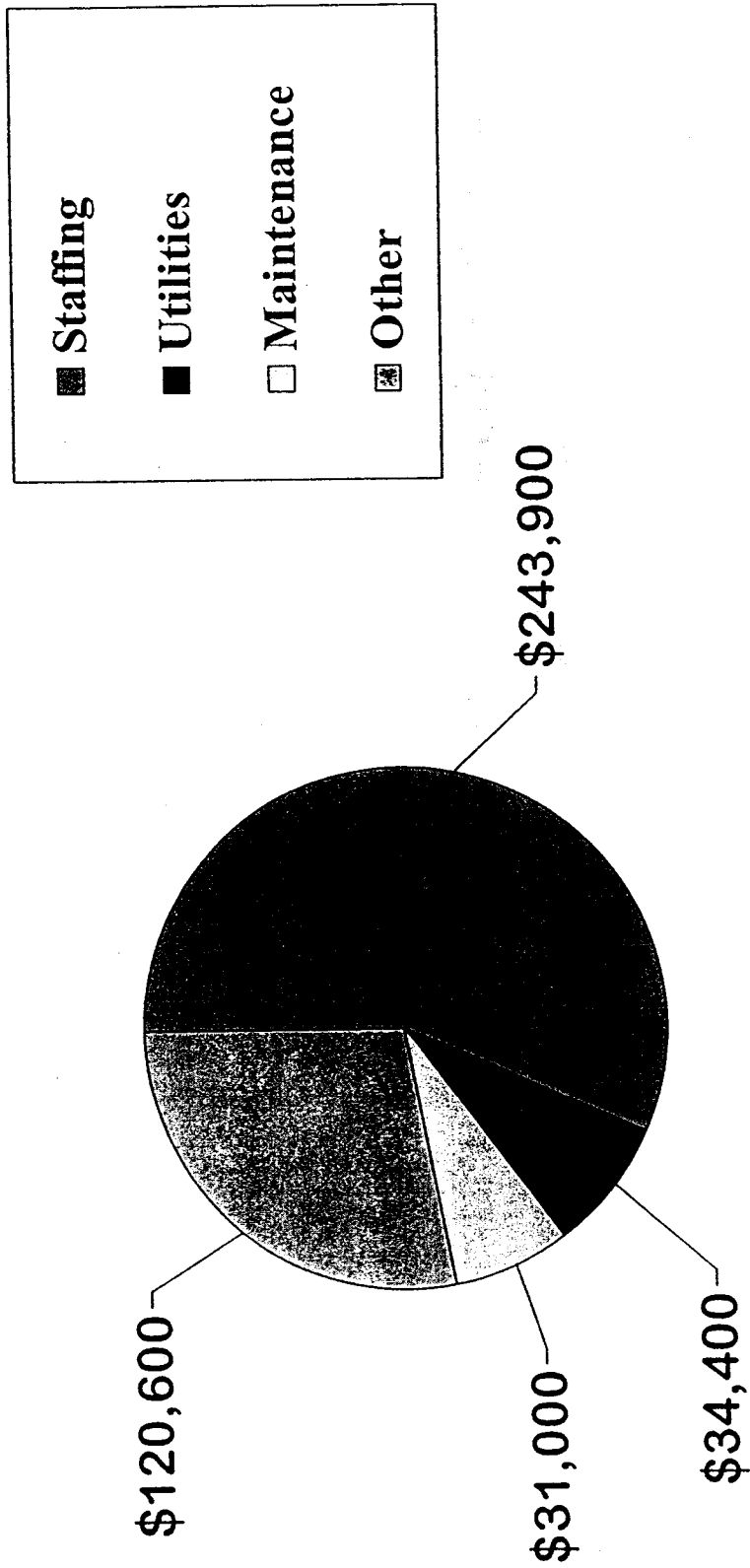
(2001 Actual)

City Expense	City revenue	City Net	Assoc Expense	Assoc Revenue	Assoc Net
\$ 524,801.00		\$ 524,801.00	\$ 420,777.00	\$ 439,298.00	\$ (18,521.00)

# Seniors Services Issues

- Continuing growth in the seniors population both in overall numbers and as a percentage of the population
- Lack of city-wide coordination of Seniors Programming

# Seniors Services Operating Budget



Total (Net) Operating Budget \$429,900  
Revenue - None to City

# Seniors Services Programs/Services

- Drop In
  - Clubs (Bridge, Woodworking)
  - Wellness (Fitness)
- Registered
  - Programs
  - Out Trips
- Rentals
  - Use of rooms by Groups





# Community Centre Issues

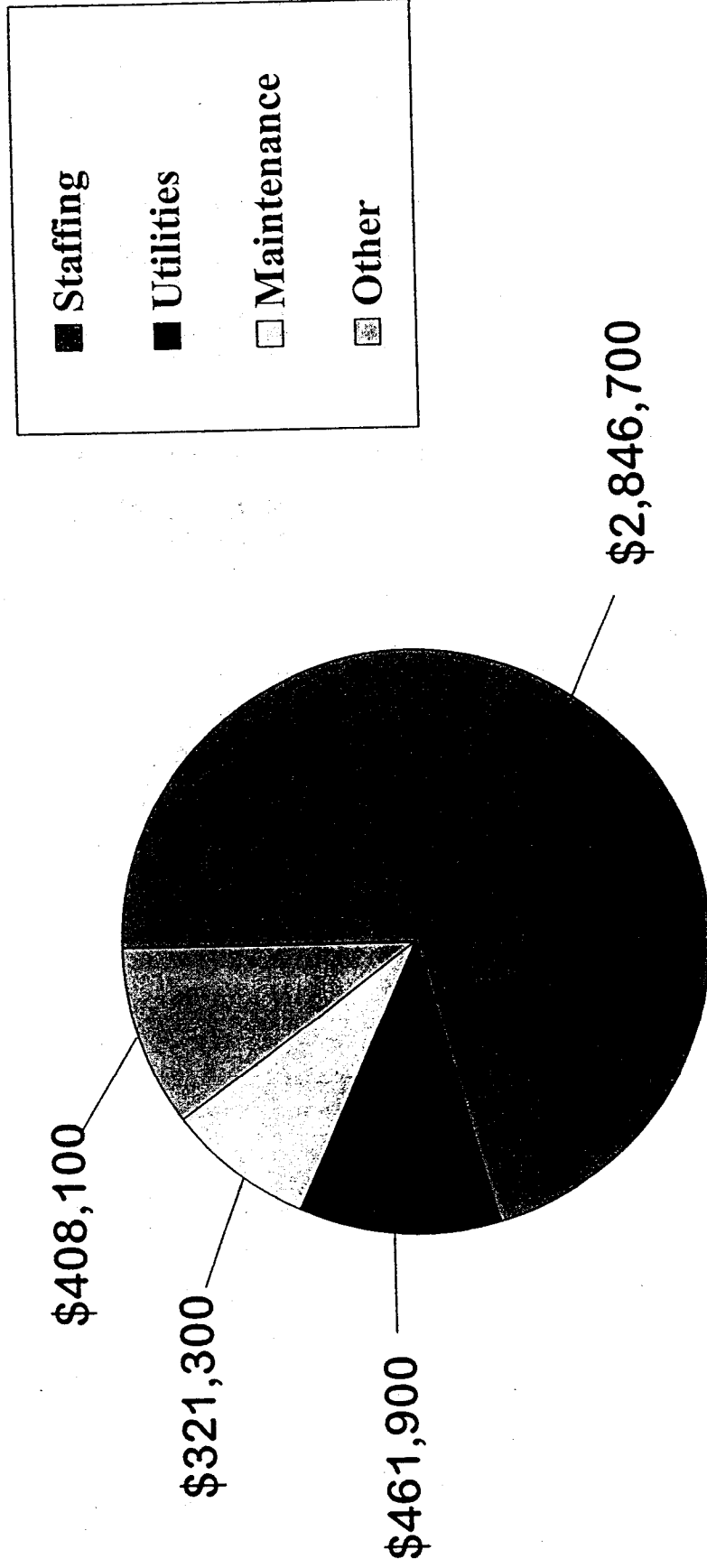
- No revenue to offset increasing expenses
- Increasing maintenance costs as facilities age
- Need to create a balance between locally based and city-wide services
- Lack of effective city-wide decision-making
- Inefficiency in use of our combined resources

# Community Centre Partnerships

(2001 Actual)

Community Centres						
	City Expense	City Revenue	City Net	Assoc Expense	Assoc Revenue	Assoc Net
East Richmond	\$ 606,800.00	\$ -	\$ 606,800.00	\$ 273,773.00	\$ 335,457.00	\$ (61,684.00)
City Centre	\$ 231,851.00	\$ -	\$ 231,850.00	\$ 180,269.00	\$ 184,412.00	\$ (4,143.00)
Hamilton	\$ 101,759.00	\$ -	\$ 101,759.00	\$ 137,629.00	\$ 148,843.00	\$ (11,213.00)
Sea Island	\$ 58,673.00	\$ -	\$ 58,673.00	\$ 70,262.00	\$ 73,521.00	\$ (3,259.00)
South Arm	\$ 795,424.00	\$ -	\$ 795,424.00	\$ 1,101,557.00	\$ 1,205,054.00	\$ (102,497.00)
Steveston	\$ 859,915.00	\$ -	\$ 859,915.00	\$ 682,552.00	\$ 735,484.00	\$ (52,932.00)
Thompson	\$ 618,057.00	\$ -	\$ 618,057.00	\$ 559,168.00	\$ 697,219.00	\$ (138,051.00)
West Richmond	\$ 449,565.00	\$ -	\$ 449,565.00	\$ 810,348.00	\$ 830,598.00	\$ (20,250.00)
			Surplus 2001			\$ (394,029.00)

# Community Centres Operating Budget



**Total (Net) Operating Budget \$4,038,000**  
**Revenue - only area of revenue is the Pitch and Putt Golf Course \$140,000 - Net \$20,000**

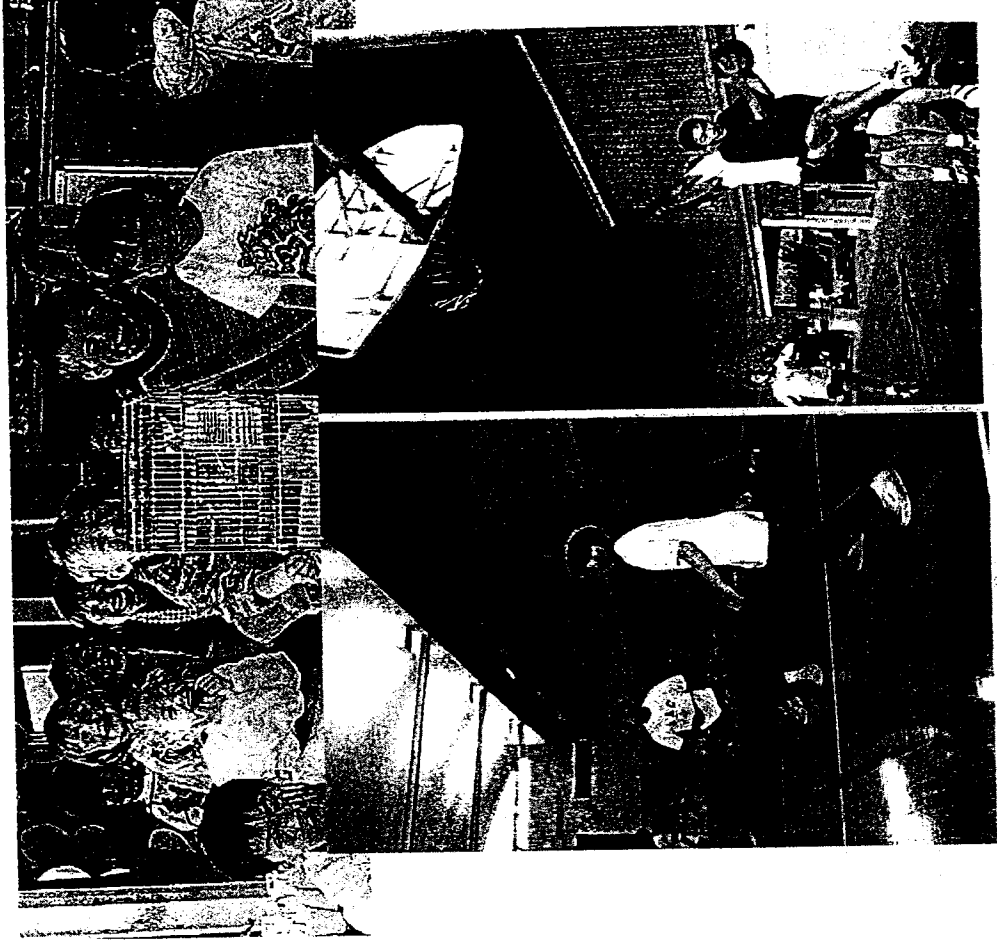
# Community Centres

(City Net Budget)

Sea Island	\$78,574
West Richmond	\$462,841
Hamilton	\$121,375
City Centre	\$239,603
Steveston	\$887,497
Thompson	\$646,740
South Arm	\$862,320
Cambie	\$739,056
	\$4,038,006

# Community Centres Programs/Services

- Drop In and Registered
  - Fitness/Wellness
  - Sports
  - Play
  - Preschools
  - Childcare
  - All Ages
- Rentals
- Special Events



# Area Operations / Community Centres

- Sea Island Community Centre
- West Richmond (Pitch & Putt)
- Hamilton
- City Centre
- Steveston
- Thompson
- South Arm
- Cambie



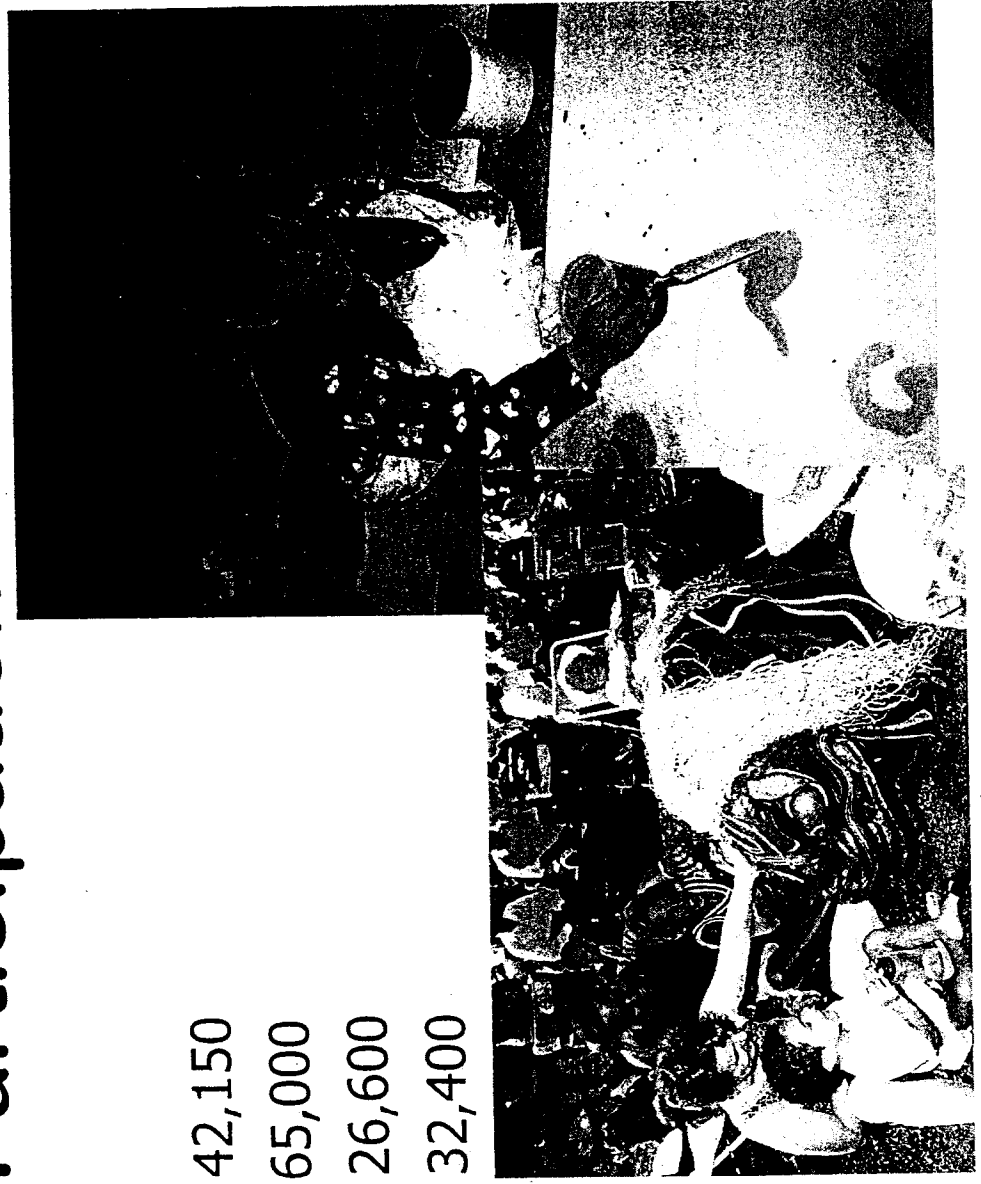
# Cultural & Heritage Services

## Issues

- Operating grants from other agencies for Museum and Art Gallery – declining
- Security in the Art Gallery
- Sponsorships for Art Gallery – more difficult and time consuming to get
- Loss of provincial support for heritage
- National Heritage Conservation Guidelines
- Needs Assessment:
  - Higher priority & resources need to be placed on the arts
  - Protect heritage assets

# Cultural & Heritage Services Programs & Services Participation

Programs	42,150
Drop in visits	165,000
Special events	26,600
Bookings	32,400





# Cultural & Heritage Services

## Programs & Services

- Steveston Museum
  - Maintenance and utilities
  - Liaison with Society
- Tram
  - Preparation of feasibility study
  - Liaison with Society
- Scotch Pond
  - Liaison with Co-Operative

# Cultural & Heritage Services

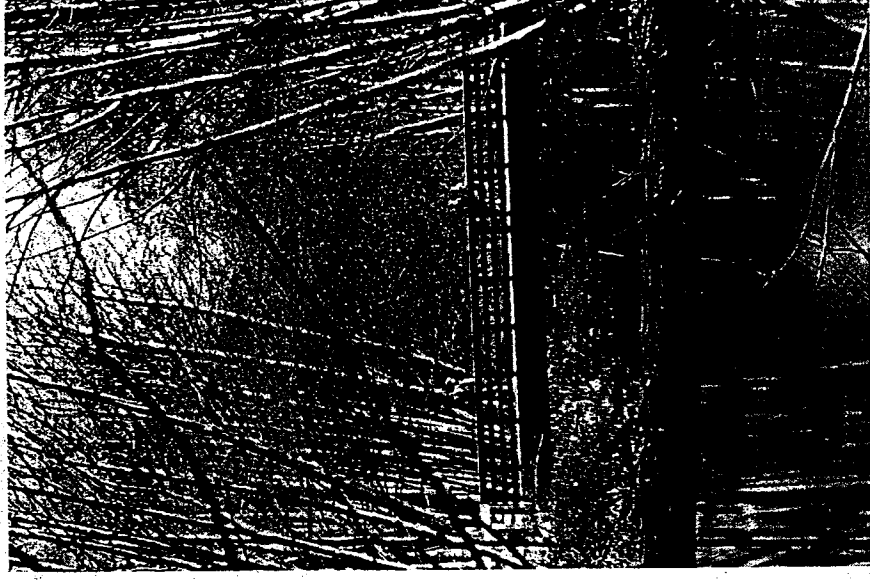
## Programs & Services

- Heritage Services
- Britannia
    - Boat restoration
    - Restoration of buildings
    - Exhibits
    - Public programming & special events
    - Liaison with Advisory Board & Society
  - London Farm
    - Maintenance & utilities
    - Liaison with Society



# Cultural & Heritage Services

## Programs & Services



### Nature Park

- Programs and special events
- Nature House exhibits – development and maintenance
- Maintenance of park and park trails
- Care of animals
- Liaison with Society

# Cultural & Heritage Services

## Programs & Services

### Museum

- Up to 10 exhibits in Museum
- 3 exhibits in City Hall
- Manages the City's collection
- Public programs
- Liaison with Board

### Cultural Centre

- All administration, utility and maintenance costs for all areas of cultural centre including archives
- Customer service



# Cultural & Heritage Services

## Programs & Services

### Art Gallery

- 10 shows in Gallery
- Openings & Special Events
- 10 exhibitions between Gateway Theatre & City Hall
- Art from City's collection in City Hall & maintenance of permanent collection
- Liaison with Association

### Arts Centre

- Public Programs
- Coordination of use in specialized studios and programs in studio

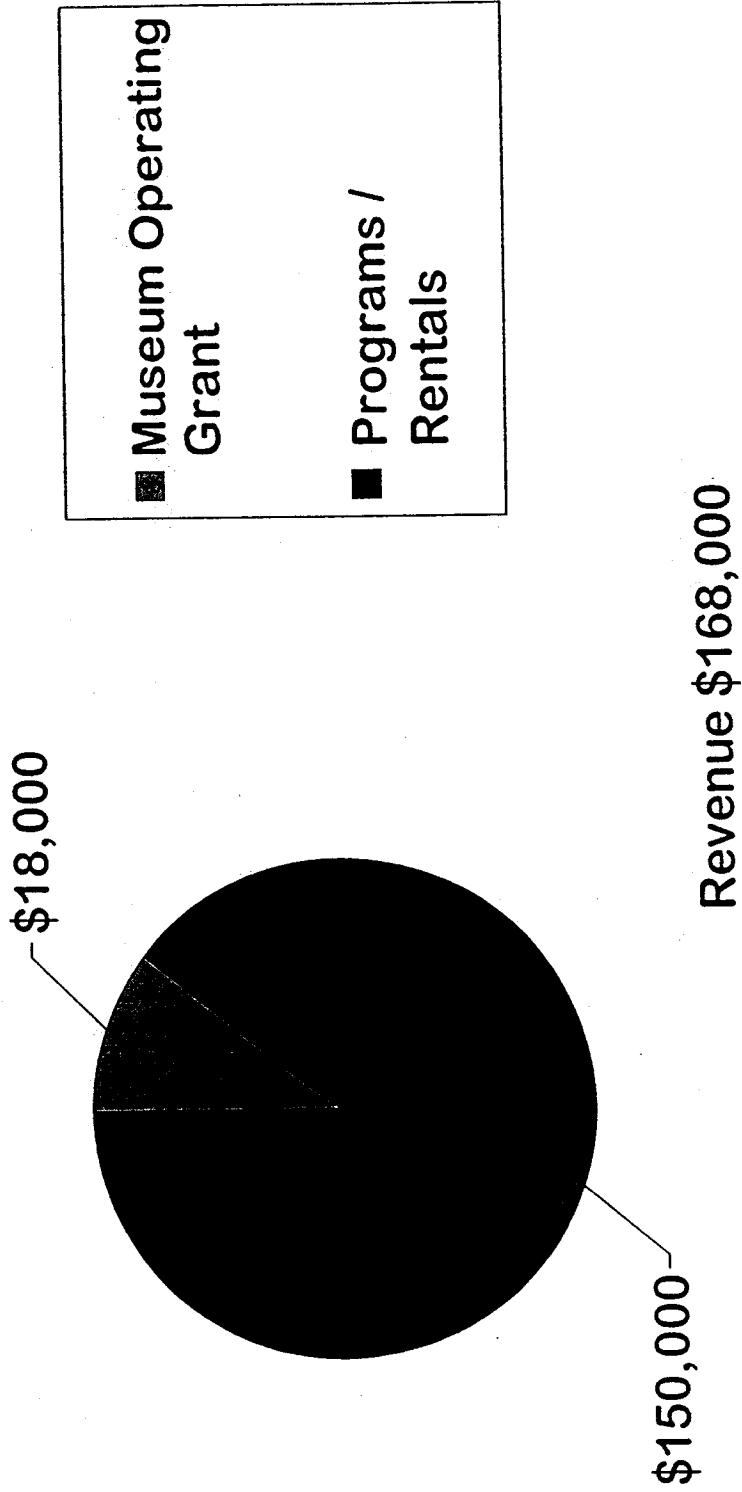


# Culture & Heritage Partnerships

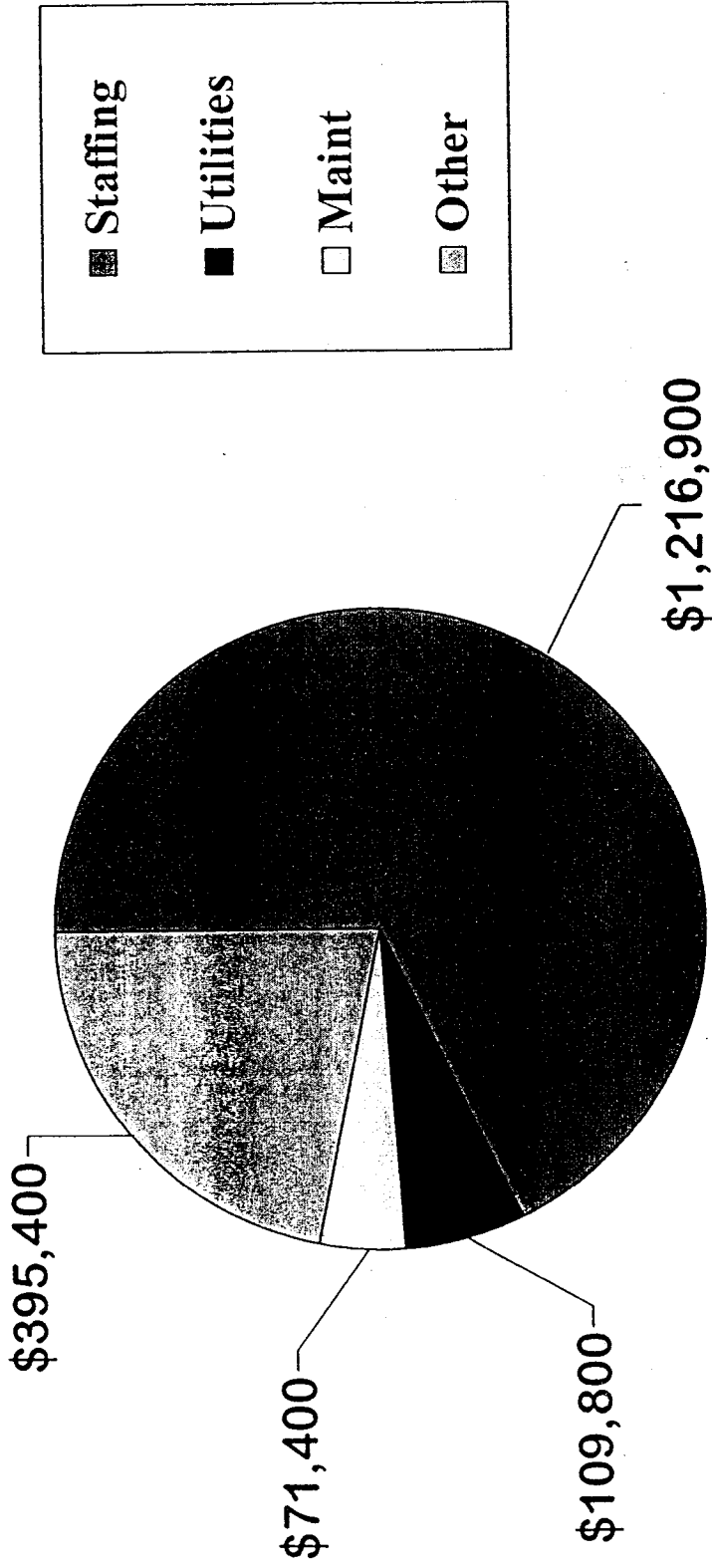
(2001 Actual)

	City Expense	City Revenue	City Net	Assoc Expense	Assoc Revenue	Assoc Net
Special Heritage	\$ 133,650.00	\$ -	\$ 133,650.00	\$ 84,717.00	\$ (75,180.00)	\$ 9,536.00
Steveston Museum	\$ 4,253.00	\$ -	\$ 4,253.00	\$ 10,630.00	\$ (11,852.00)	\$ (1,222.00)
London Farm	\$ 17,188.00	\$ -	\$ 17,188.00	\$ 100,355.00	\$ (111,133.00)	\$ (10,780.00)
Nature Park	\$ 182,628.00	\$ -	\$ 182,628.00	\$ 77,302.00	\$ (107,900.00)	\$ (30,598.00)
Richmond Arts Centre	\$ 69,737.00	\$ (45,028.00)	\$ 24,709.00			
Community Arts Council	\$ 221,679.00	\$ -	\$ 221,679.00	\$ 200,825.00	\$ (209,754.00)	\$ (8,929.00)
Richmond Art Gallery	\$ 157,540.00	\$ (19,907.00)	\$ 137,633.00	\$ 151,838.00	\$ (158,708.00)	\$ (6,670.00)
Richmond Museum	\$ 490,596.00	\$ (15,742.00)	\$ 474,854.00	\$ 6,798.00	\$ (6,125.00)	\$ 673.00
Cultural Centre Admin						
				Surplus		\$ (47,990.00)

# Cultural & Heritage Services Operating Budget - Revenue



# Cultural & Heritage Services Operating Budget - Expenses



**Expenses \$1,793,500**



# Cultural & Heritage

(Net Budget)

Art Gallery	\$192,396
Museum	\$167,953
Nature Park	\$257,017
Heritage Sites	\$301,392
Arts Centre	\$96,513
Cultural Centre	\$646,613
	\$1,661,884

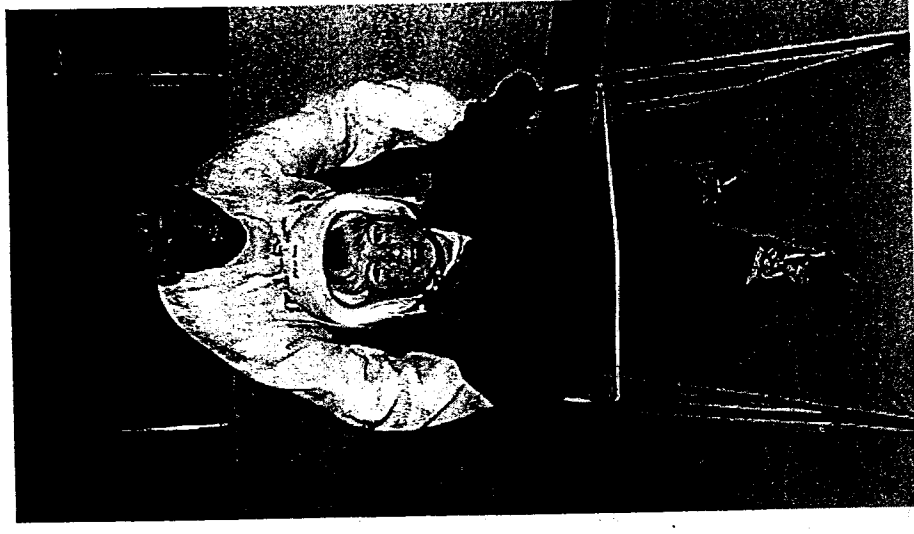
# Cultural & Heritage Services

- Heritage Services
  - Britannia
  - Steveston Museum
  - London Farm
  - Tram
- Cultural Centre
  - Art Gallery
  - Art Centre
  - Museum
- Nature Park



# Arena Services Programs/Services

- Public Drop In Programs
  - Skating
  - Hockey
  - Roller Hockey
  - Special Events
- Lessons
  - Skating
  - Beginner Hockey
- Rentals
  - Minor Sports
  - Adult Sports
  - Special Events



# Arena Services

## Facilities

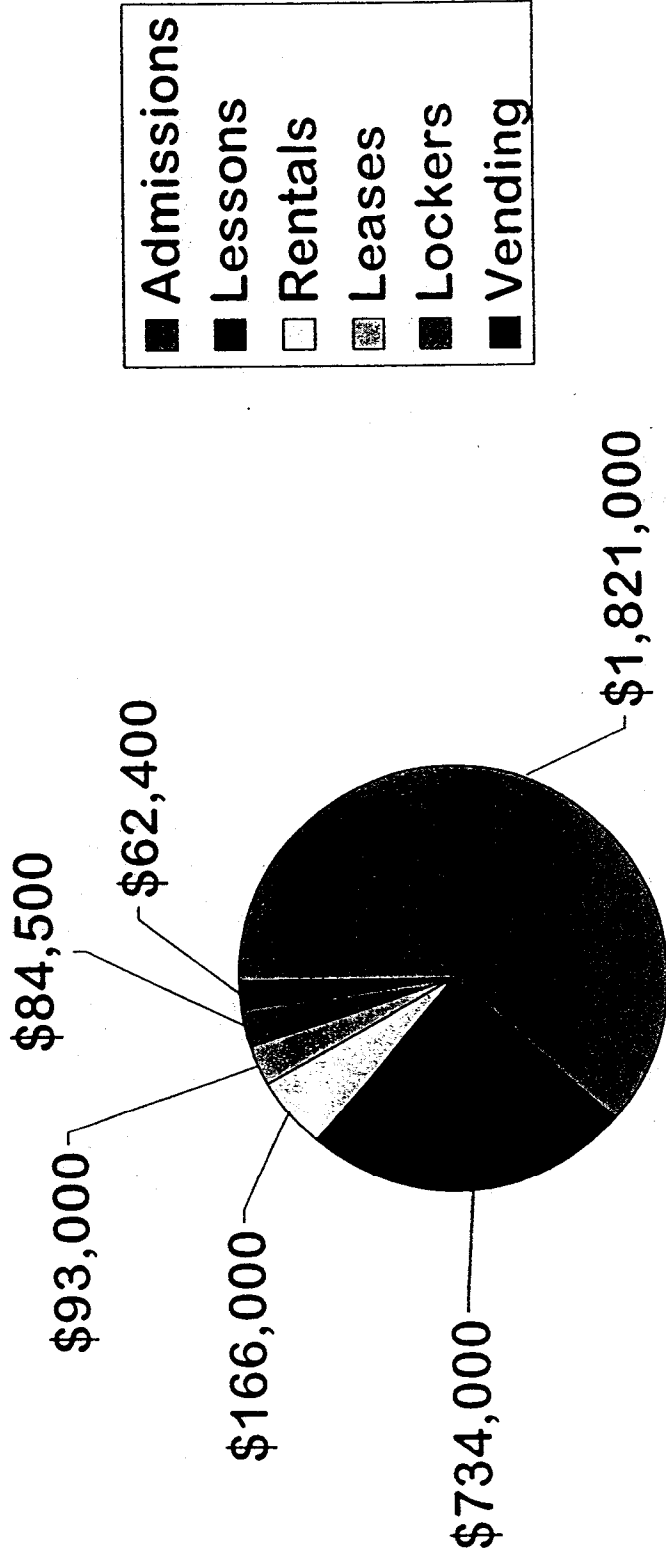
- Richmond Ice Centre
  - 6 Rinks
- Minoru Arenas
  - 2 Rinks



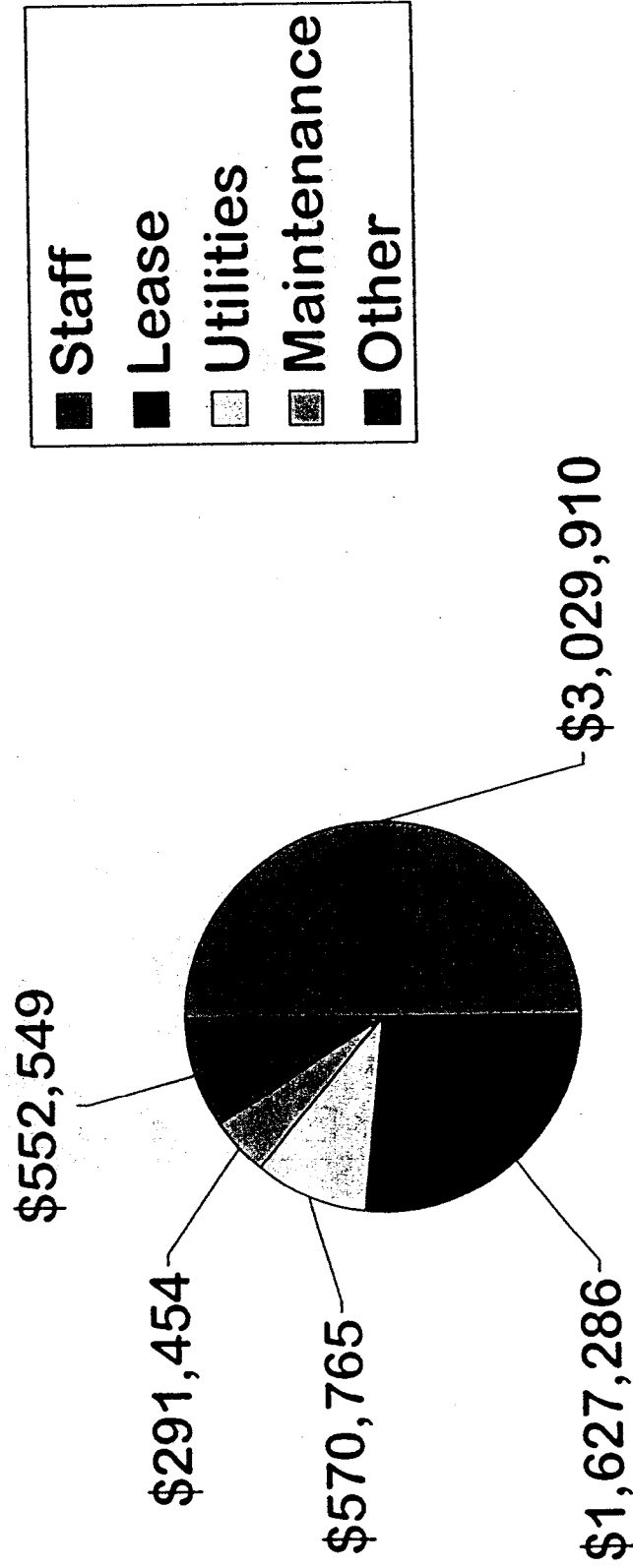
# Aquatic Services - Issues

- Increased competition from new facilities
- Declining use by competitive sport user groups
- Declining use by School District
- Admission fees are highest in the Region
- Increasing maintenance costs as facilities age

# Aquatic Services Revenue Breakdown



# Aquatic Services – Expenses Breakdown



# Aquatic Services

(Net Budget)

Watermania	\$2,343,579
Minoru Aquatic Centre	\$596,490
Outdoor Pools	\$170,995
	\$3,111,064



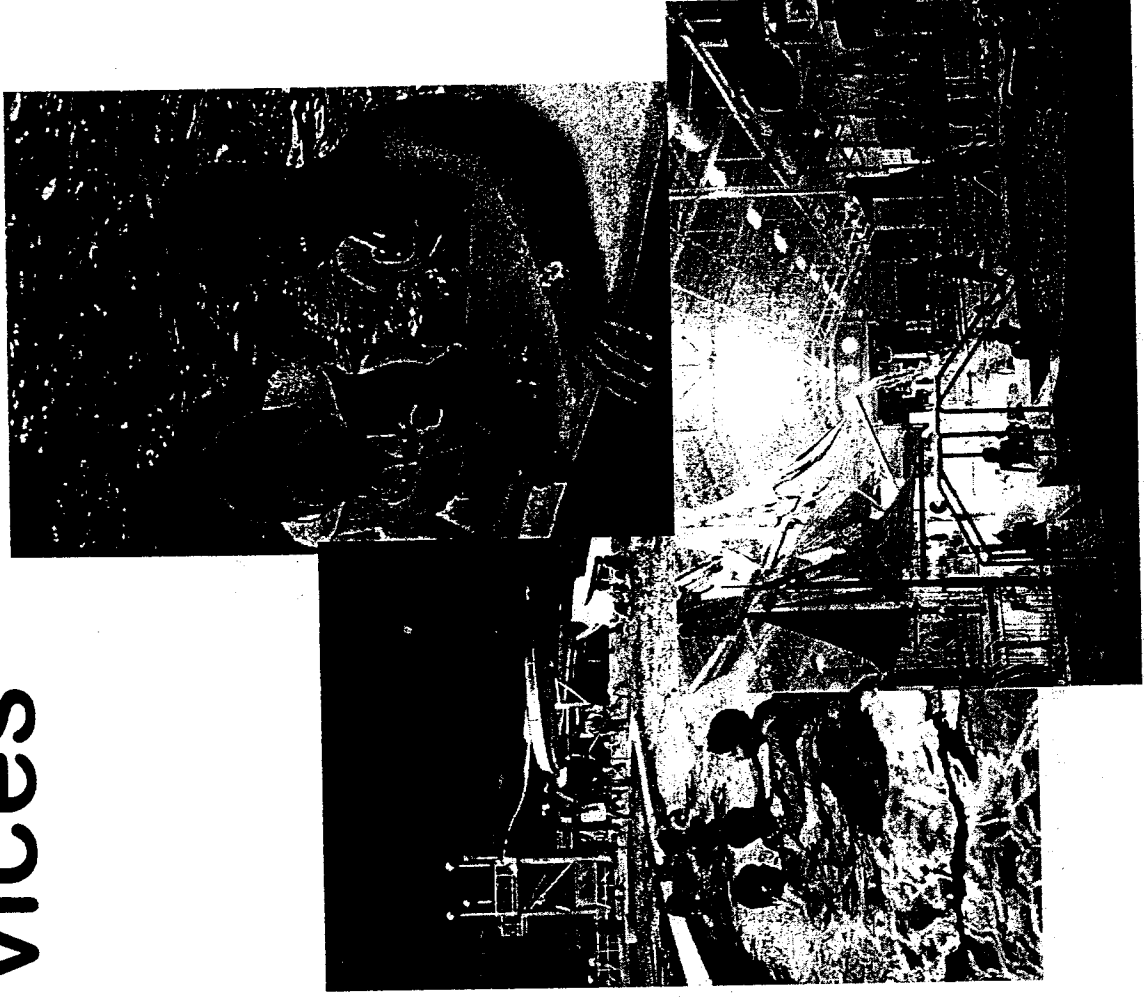
# Aquatic Services

## Facilities

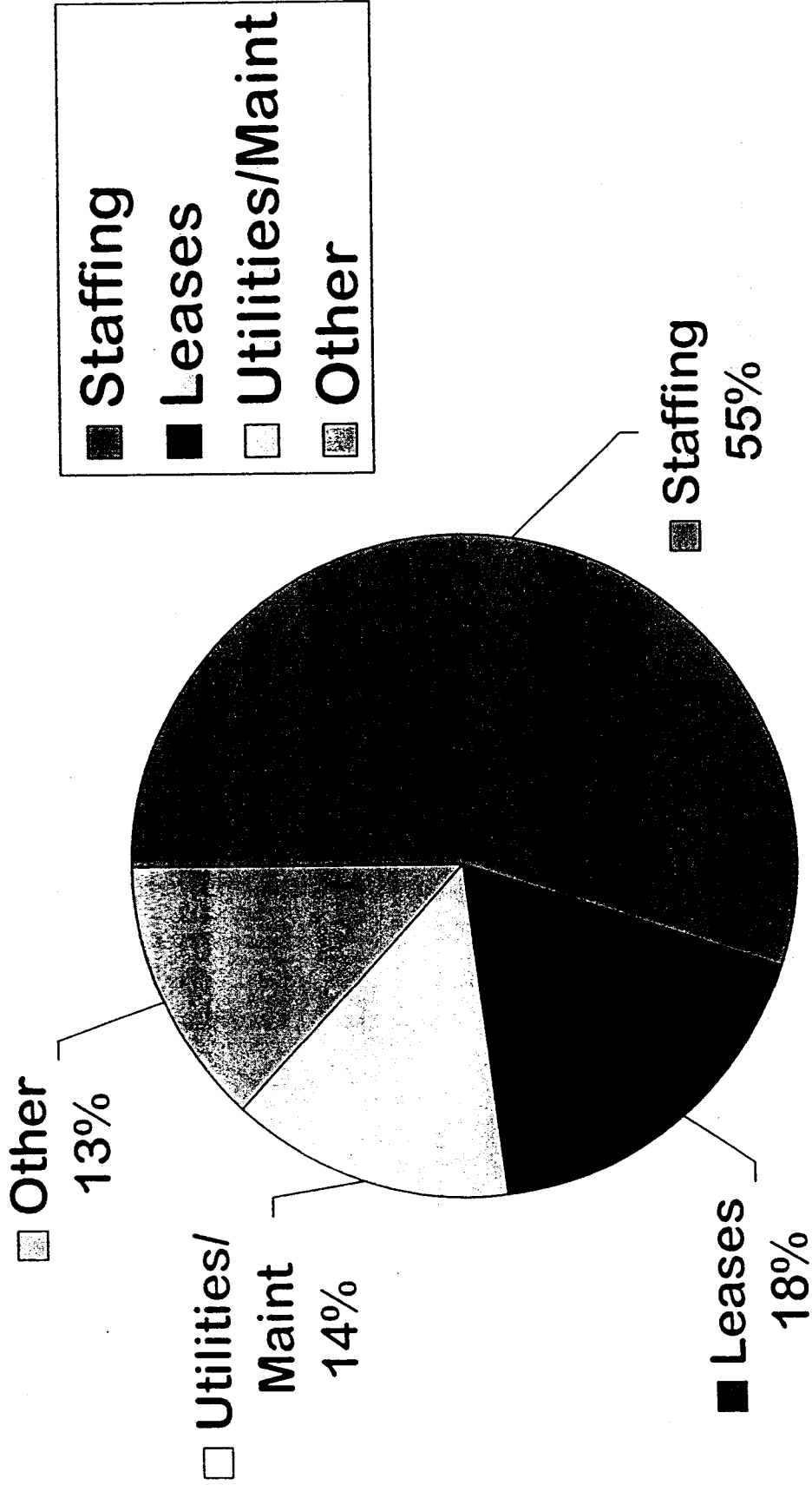
- Watermania
- Minoru
- Outdoor Pools
  - Steveston Outdoor Pool
  - South Arm Outdoor Pool

## Programs / Services:

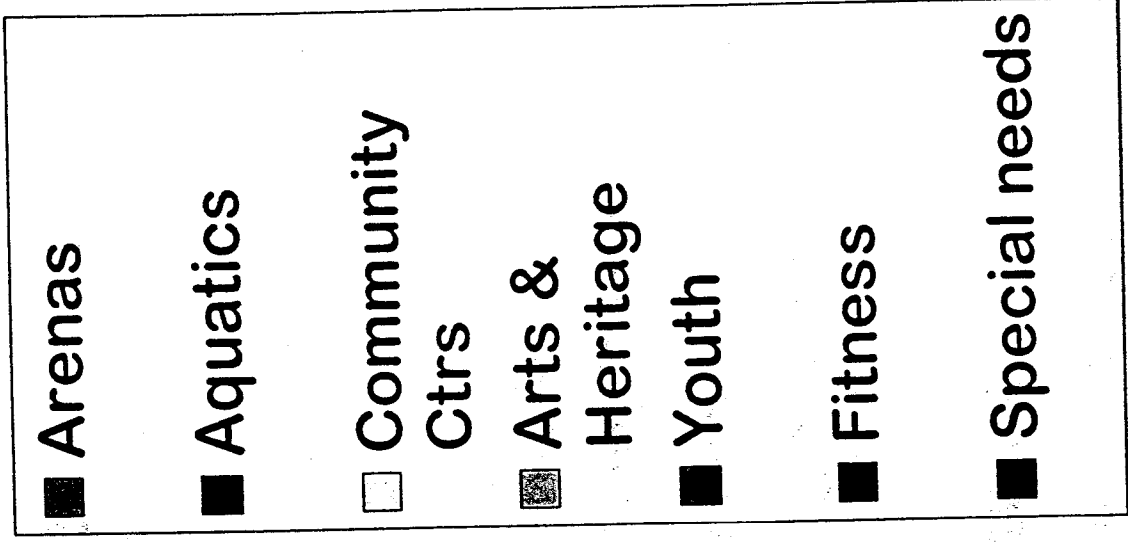
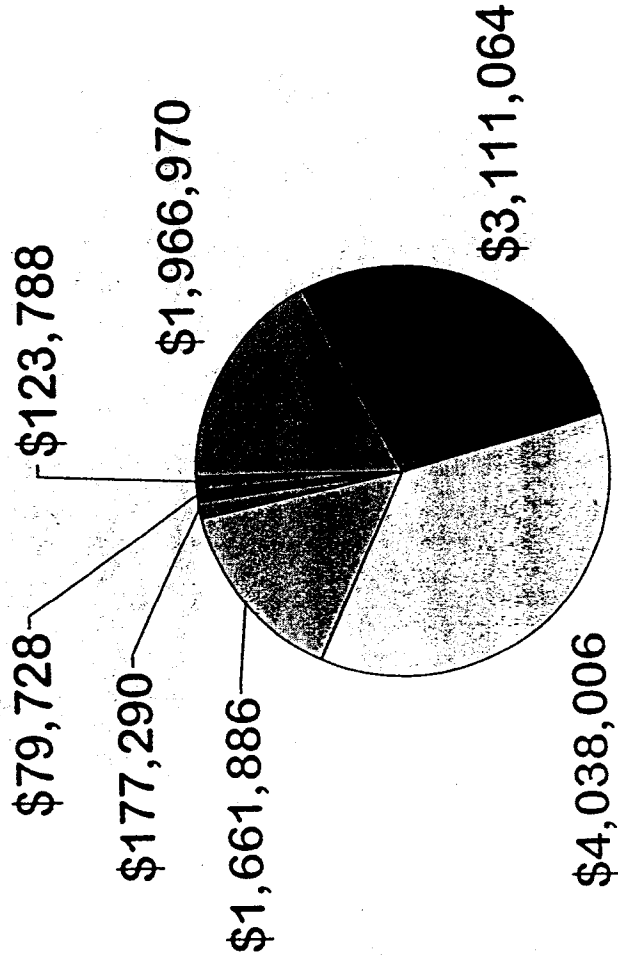
- Public Swim Programs
- Swim Lesson Programs
- Competitive Aquatic Sports
- Fitness Programs



# Recreation & Cultural Services Breakdown of Expenses



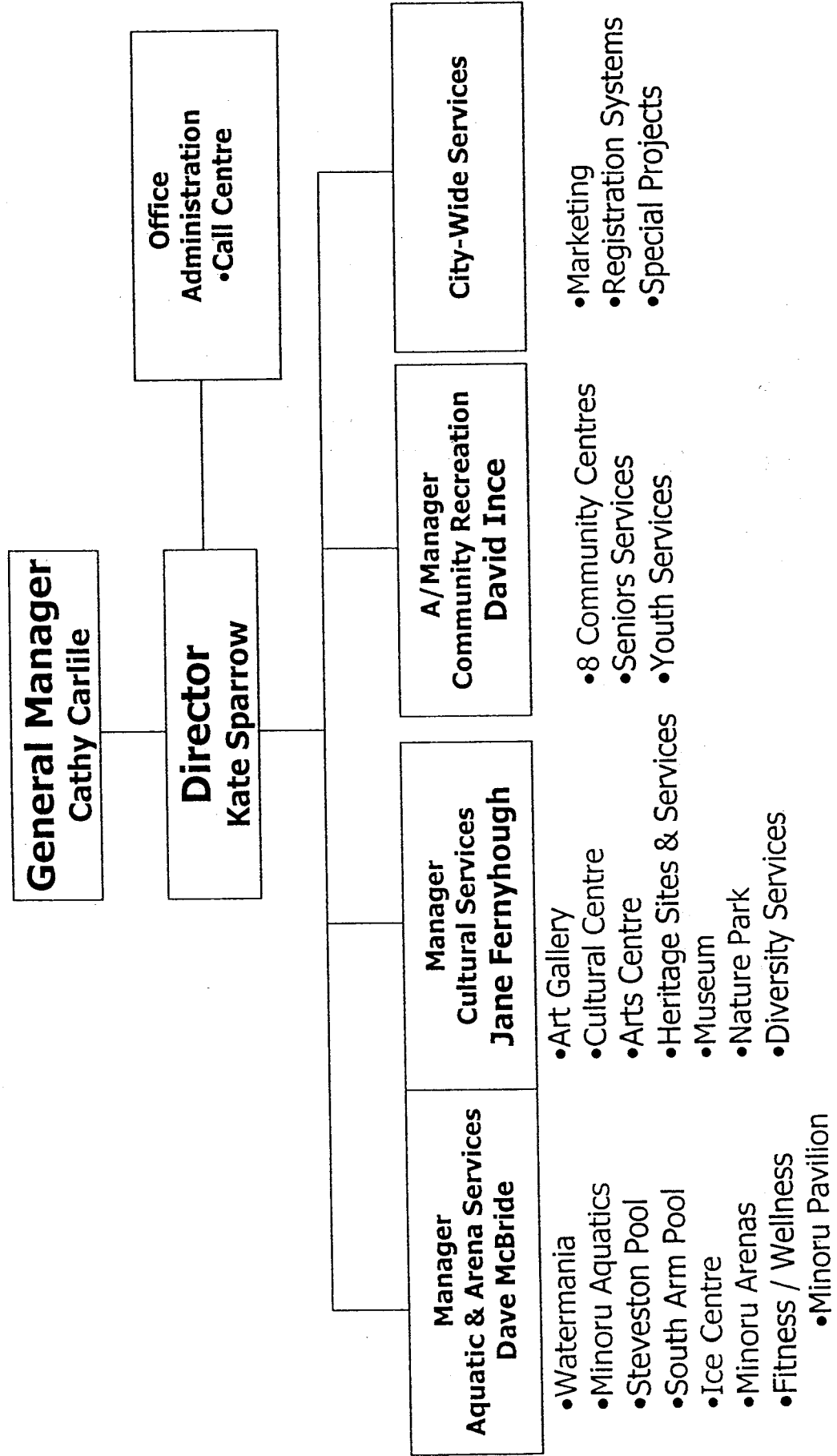
# Recreation & Cultural Services



# Recreation & Cultural Services Budget Breakdown

	Net Budget
<b>Arenas</b>	<b>\$1,966,970</b>
<b>Aquatics</b>	<b>\$3,111,064</b>
<b>Culture &amp; Heritage</b>	<b>\$1,661,884</b>
<b>Community Centres</b>	<b>\$4,038,006</b>
<b>Seniors</b>	<b>\$429,901</b>
<b>Community Leisure Transp.</b>	<b>\$126,935</b>
<b>Youth</b>	<b>\$177,290</b>
<b>Special Needs</b>	<b>\$123,788</b>
<b>Fitness/Wellness</b>	<b>\$79,728</b>
	<b>\$11,715,566</b>

# Our Structure



# Participation Statistics

(2001 estimate)

Drop-In Programs & Exhibitions 1,996,000

Registered Programs 750,700

Special Events 360,000

**Total Participation 3,106,700 +**

# Partnership with Associations

## City Provides :

- Facility infrastructure
- Annual Operational Funding for:
  - Facility Operation & Maintenance costs
  - Core Staffing (coordination of all programs & services, admin support, janitorial, customer service staff, board & committee liaison, staff supervision (city & assoc staff) budget development & managing, policy research & development for assoc's, staff training, develop grant proposals
  - Registration System (Bookit) & IT support

## Association Provides:

- Volunteers –set direction & policy for programs & services (ie fees & charges, operational schedules, etc.); set association budgets, grants & fundraising, support programs and events
- Program Staffing (specialist programmers, program leaders, volunteers)
- Program supplies & equipment

# Working in Partnership with Associations / Boards

- Richmond Arenas Association
  - Community Associations (8)
  - Britannia Heritage Shipyard
  - Richmond Museum
  - Steveston Historical Society
  - London Heritage Farm
  - Steveston Interurban Restoration Society
  - Nature Park
  - Scotch Pond Co-operative
  - Community Arts Council
  - Richmond Art Gallery
  - Minoru Seniors
  - Richmond Fitness Association
- Advisory Boards:
- Aquatics Services Board
  - Britannia Heritage Shipyard Advisory Board



# Types of Opportunities / Services

- Registered Programs
- Drop-In Opportunities/Programs
- Special Events
- Work with NFP Groups
- Services (youth, fitness, special needs)
- Volunteers

**RICHMOND**  
Island City by Nature



# Recreation & Cultural Services

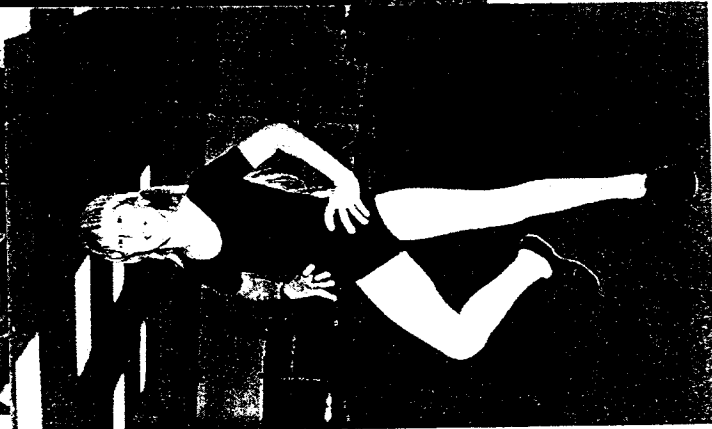
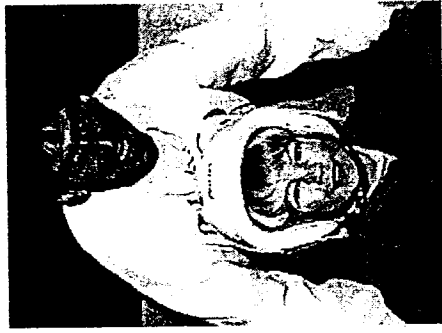
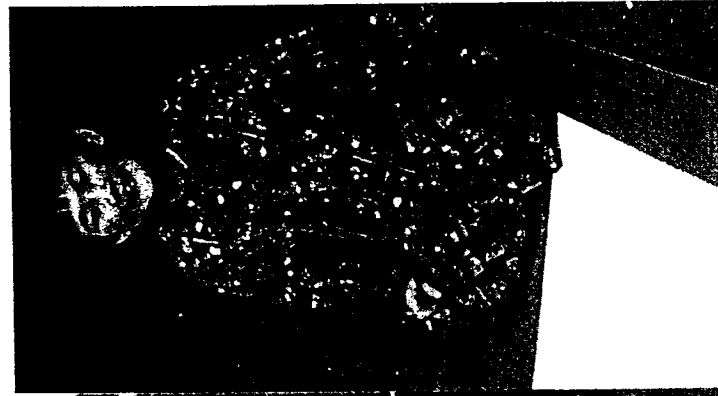
## *what we do*

- Aquatics Services
- Arenas Services
- Culture & Heritage Services
- Community Centres
- City-Wide Services
  - Seniors
  - Youth
  - Special Needs
  - Fitness/Wellness
- Support to Community Groups
- Customer Service
  - Registration (Bookit)
- Promotions
  - Recreation & Cultural Guide

# Benefits Based approach to Recreation Service Delivery

*Endorsed by Council August 24, 1998*

- Recreation and physical activity are essential to personal **health**
- Recreation is a **key to balanced human development**
- Recreation & parks are essential to **quality of life**
- Recreation **reduces self-destructive and anti-social behaviour**
- Recreation and parks build **strong families & healthy communities**
- **Pay now or pay more later!** Recreation reduces health care, social service and police/justice costs
- Recreation and parks are significant economic generators in the community
- Parks, open spaces and natural areas are essential to ecological survival

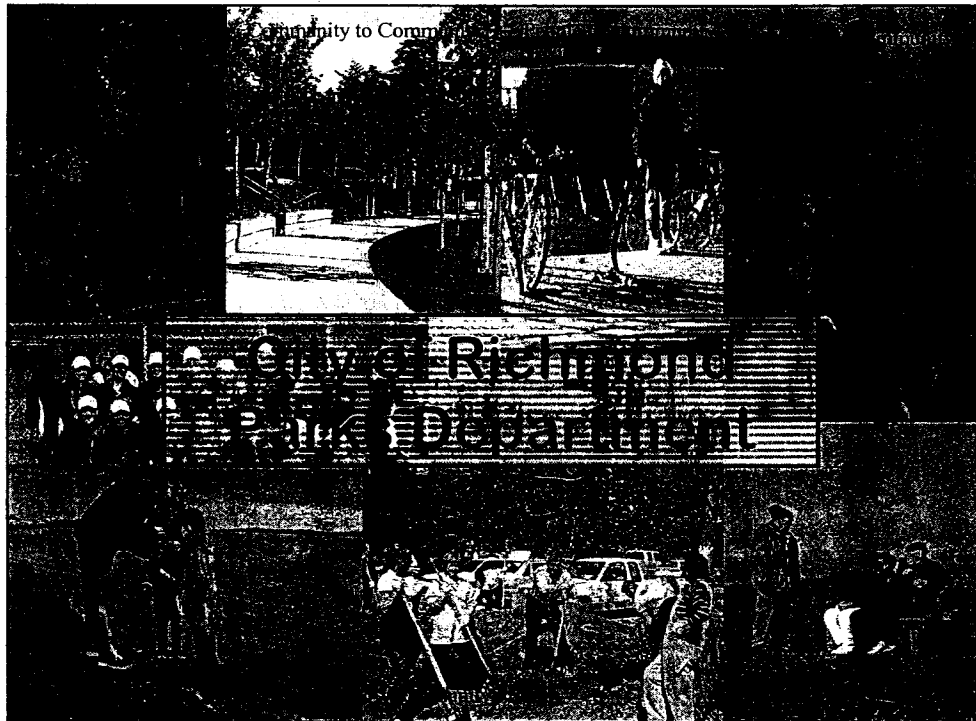


## Recreation & Cultural Services –

*Our Contribution to an Attractive and Livable  
Richmond*

Presentation to the  
Community Working  
Group  
May, 2003





## Vision, Mission, Goals

### Our Vision

*Richmond ... to be the most appealing, livable, and well-managed community in Canada.*

### Our Mission

- *To plan, program, design, construct, create and maintain the City's green infrastructure and diverse public open space system that will result in an attractive, sustainable, vibrant and well-managed park-like City.*
- *To promote and encourage healthy lifestyles through participation in recreation and cultural activities.*
- *To ensure a broad range of recreation, sport, art and cultural opportunities that meet community needs.*
- *To ensure that opportunities are accessible to all citizens of Richmond.*
- *To plan, develop and effectively manage recreation and cultural assets.*
- *To be stewards of the environment.*
- *To foster pride and a sense of belonging through community involvement and participation in all aspects of the leisure delivery system.*

1007788

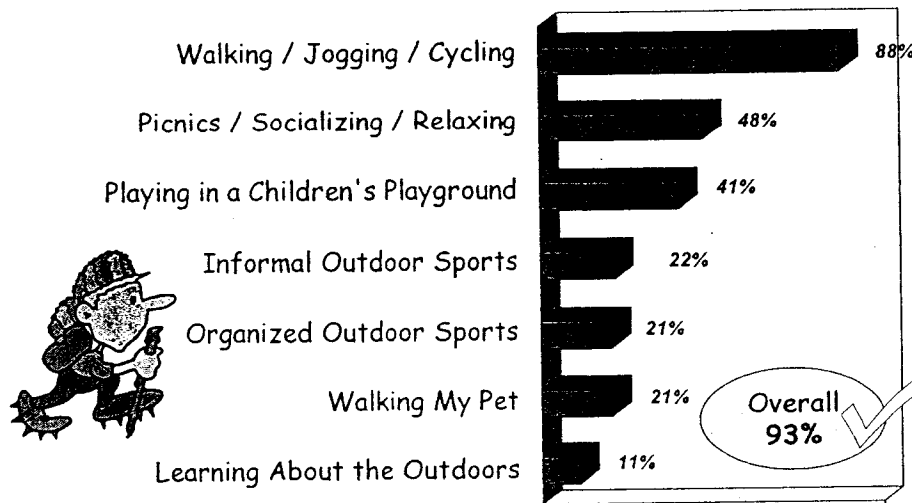
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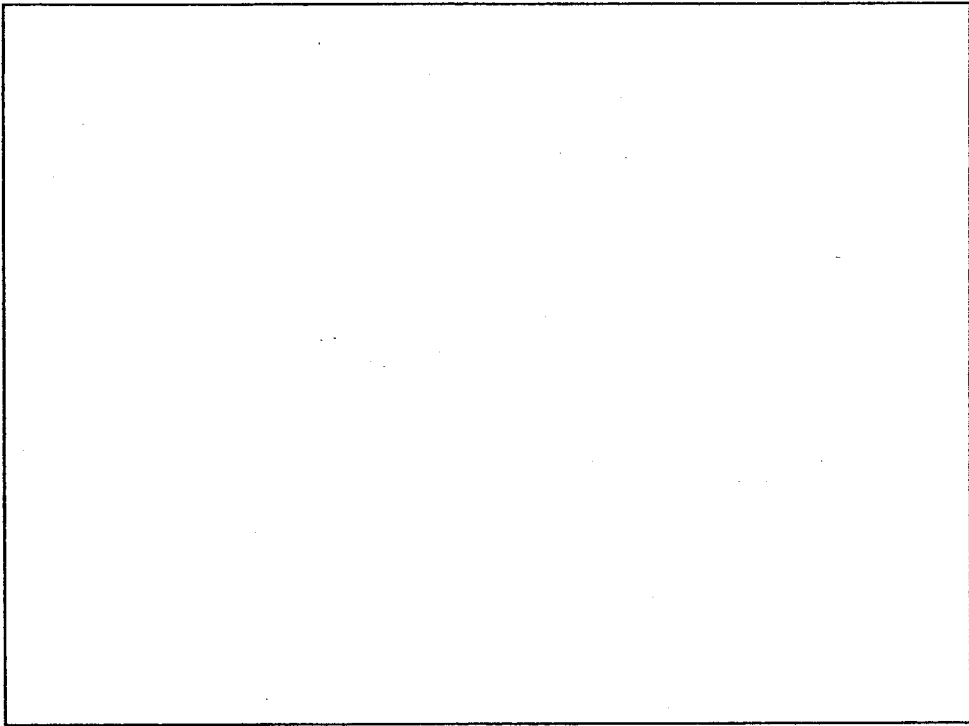
## Our Goals

To accomplish our Mission, we promote and provide the Richmond community with opportunities to experience the endless benefits of recreation and culture by:

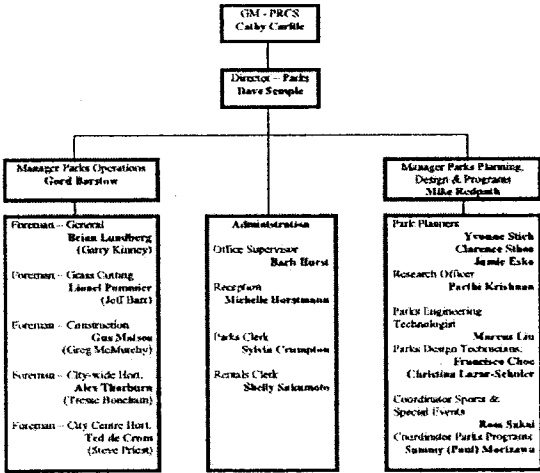
- *working with the community in innovative ways and partnerships,*
- *demonstrating and promoting environmental stewardship,*
- *fostering civic pride and awareness of Richmond's diverse Island City open spaces, streetscapes, waterfronts and neighbourhood legacies,*
- *ensuring that the city's leisure resources are well-managed,*
- *understanding and responding to the needs of the community,*
- *providing leadership and facilitating community involvement,*
- *encouraging co-ordination and co-operation amongst all public, private and not-for-profit agencies, and*
- *providing direct services when needed.*

## Use of Outdoor Facilities?





# Parks Department Staffing

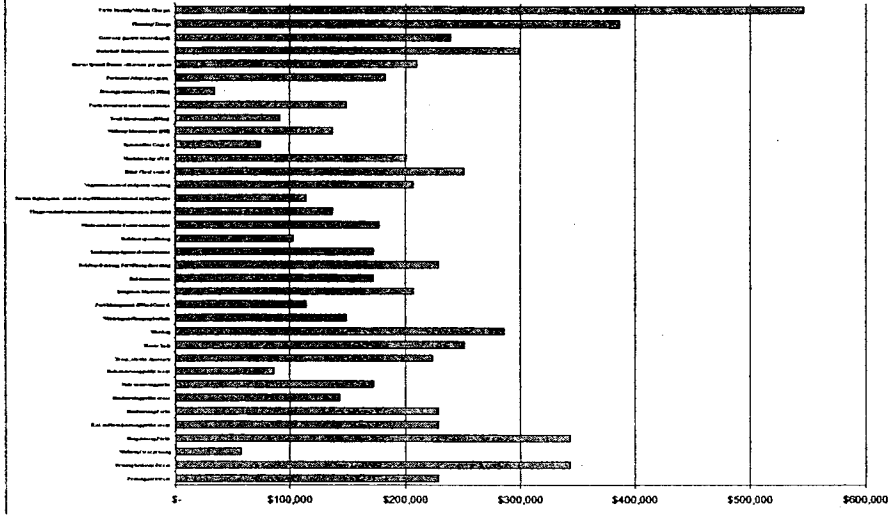


+ 47 RFT CUPE 394 Operations Staff  
 +25 FTE Part time staff

• 13 Park Caretakers  
 •Building Service Worker  
 •Seasonal Part-time staff



### Parks Department Operational Budget Functional Programs



### Parks Programs, Planning & Design (Net Budget)

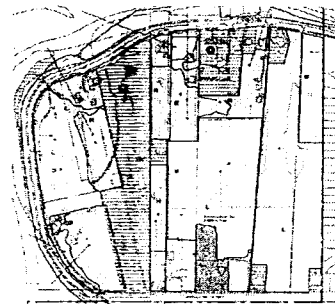
Contracts (sports town/chapel)	\$ 239,820
Custodial/Building maintenance	\$ 300,349
Partners/AdoptA program,	\$ 181,700
Planning/Design	\$ 387,473
Sports/Special Events - 65 events per annum	\$ 209,442
	\$ 1,318,783

# Parks Programs Planning & Design



## Programs / Services:

- Major/Minor Urban Design and Park Planning
- CAD Park Design Drawings
- Park and Open Space Amenity Construction Project Management
- Community Facility Rentals
- Park Programs
- Park Capital Program (Park DCC's)
- Development Application Review
- Policy Development
- Community Special Event Support
- Data and Research + GIS
- Outdoor Sports Facility Allocation
- Customer Service



## Formal Agreements:

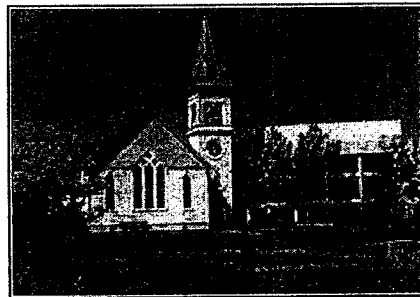
- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>•Western Indoor Tennis Centre</li> <li>•Richmond Gymnastics Association</li> <li>•Richmond Rod and Gun Club</li> <li>•Garry Point Concession Pajo's</li> <li>•Garry Point Concession Timothy's</li> <li>•Richmond Tennis Club</li> <li>•Richmond Yacht Club</li> <li>•Blair Community Garden</li> <li>•Richmond Boy Scouts</li> <li>•Garry Point Park Caretaker</li> <li>•Brighthouse Park Caretaker</li> <li>•Blundell Park Caretaker</li> <li>•Debeck House Caretaker</li> <li>•McDonald Beach Caretaker</li> <li>•McNair Park Caretaker</li> <li>•Minoru Park Caretaker</li> <li>•Park House Caretaker</li> <li>•Woodward's Landing</li> <li>•Kinsmen Pavilion (Nature Park)</li> <li>•Progressive Construction (Terra Nova Banners)</li> </ul> | <p style="text-align: center;">OPERATION AND<br/>CULTURAL SERVICES</p> <ul style="list-style-type: none"> <li>•London Park Caretaker</li> <li>•Pitch &amp; Putt (Hugh Boyd)</li> <li>•Scotch Pond</li> <li>•Steveston Park</li> <li>•McLennan Park Caretaker</li> <li>•Palmer Garden City Park Caretaker</li> <li>•London Steveston Park</li> <li>•Chappelle Enterprises (Minoru Chapel)</li> <li>•Terra Nova Day-care</li> <li>•Riverside Day-care (Dover)</li> <li>•Cook Road Day-care</li> <li>•Andrews Road Day-care (South Cove)</li> <li>•Richmond Animal Hospital</li> <li>•Richmond Boys Fastball RBFO</li> <li>•Richmond Community Garden</li> <li>•Richmond Dog Fanciers</li> <li>•Richmond Senior Men's Fastball</li> <li>•Telos Engineering Limited (Banners)</li> <li>•Imperial Parking McDonald Beach Boat Launch</li> <li>•SPCA (Grounds Maintenance)</li> </ul> |
|---|---|

Contracts total \$239,820

## Annual Revenues:

\$400,000 in Annual Revenues

- Chapel Rentals
- Room Rentals
- McDonald Beach Boat Launch - average 3500 launches/year
- Pitch and Putt Golf Course
- Banner Sales
- Memorial Bench Sales
- Street Banner Sponsorship
- Overhead Recovery Services
- Lease/Rental Revenue
- Picnic Tables
- Tree Sales
- Movie Shoots
- Dog Bag Dispenser Sponsors



## Custodial/Building Maintenance:

\$300,349

- 40 buildings in Parks
- 1.5 FTE Building Service Workers
- 13 Park Caretakers
- Trail Washrooms
- Fieldhouses
- Minoru Pavilion
- Heat/Light/Maintenance
- Demand Maintenance



## Parks Programs: \$181,700

- 1 RFT Parks Coordinator
- Community Street Banner Program \$80,000 = 966 Banners
- Partnership Program Support
  
- Added service level value, increased community pride & stewardship
- Adopt-A-Programs
- Community Gardening Program
- Banner Sales/Sponsorship
- Dogs off leash program
- Annual Landscape and Garden Contest
- Volunteer Graffiti Removal Program
- Number of Volunteers 3322
- Number of Volunteer Person Hours 28607 + Valued at \$217,000
- Total Sponsorship Revenue \$133,485 (Nov 99 to Dec 01)

Total Value Added exceeds \$300,000 per annum



## Parks Planning & Design \$387,483 - 5 RFT

- Coordination of park, trail and public open space design & planning processes and significant community consultation
- Project management implementation processes- from concept to detailed design
- On-site decision making with developers and other City Departments for construction and developer contributions
- Implement major multi-year and minor single-year capital projects
- Implementation of Park & Trail Open Space Strategies/Plans for area plans, neighborhood sites and new development areas

## Parks Planning & Design

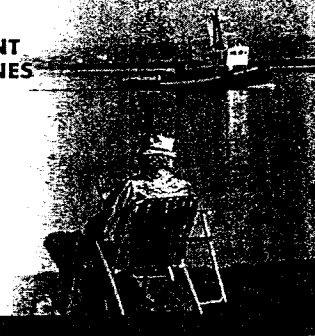
- On going design / planning support and input for other departments.
  - Rezoning Applications
  - Development applications
  - City wide strategies
  - Public Works boulevard and medians

### TRAILS WATERFRONT AMENITY GUIDELINES

For Discussion Purposes

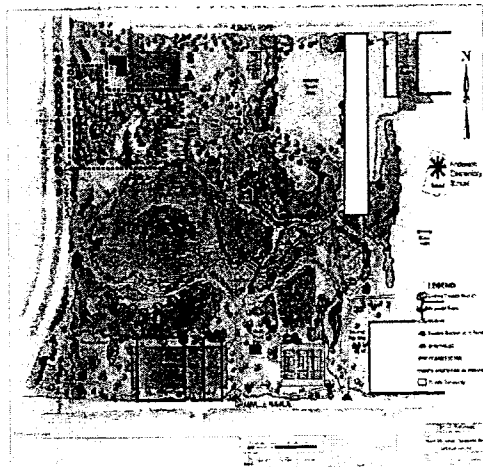
Prepared by:  
City of Richmond Parks Department  
April 2009

Travis Lands Park Amenity Zone



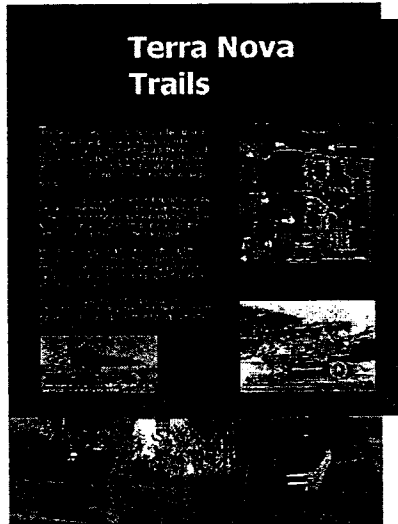
## Parks Planning & Design

- Determination of 5 year capital program for Parks to ensure balanced development and infrastructure replacement
- Preparation and review of tree planting plans for the City's urban forest
- Playground planning and installations (54)
- Preparation of quotations and tender documents
- Maintenance of detailed plans, GIS and other inventories

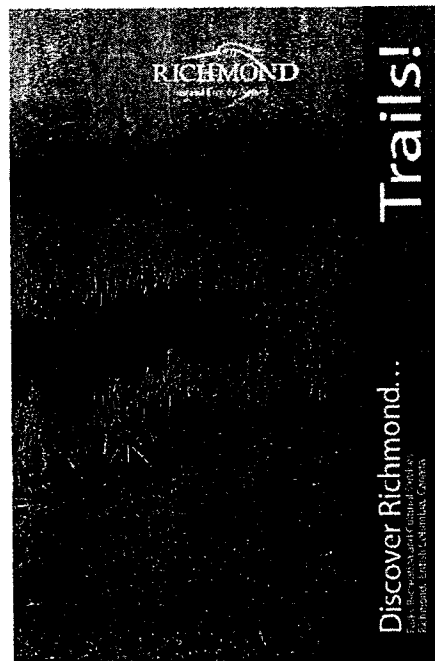


## Parks Planning & Design

- Creation of construction drawings for park crews
- photo management and production
- AutoCAD design services- base plans, survey data, GIS
- Sportsfield and amenity design
- Preparation of display boards for public meetings and Council
- Liaison with external agencies: GVRD Parks, Other Municipalities, Environment Canada, YVR, FREMP, DFO, BCSLA, Harbour Authorities



- Graphic Design and Web Publishing for promotional materials including brochures, presentations and display boards



## Sports, Facility Booking & Special Events Services \$209,442

1 RFT Sports & Special Events Coordinator  
1 RFT Booking/Rentals Clerk  
65 Special Events  
And 88 community Sport user group support



## Sports Services



- **Fall Winter Season:**

The field sport playing season that runs from September to May annually. This season includes the following sports: Soccer, Football, Rugby, Field-Lacrosse, Field-Hockey.

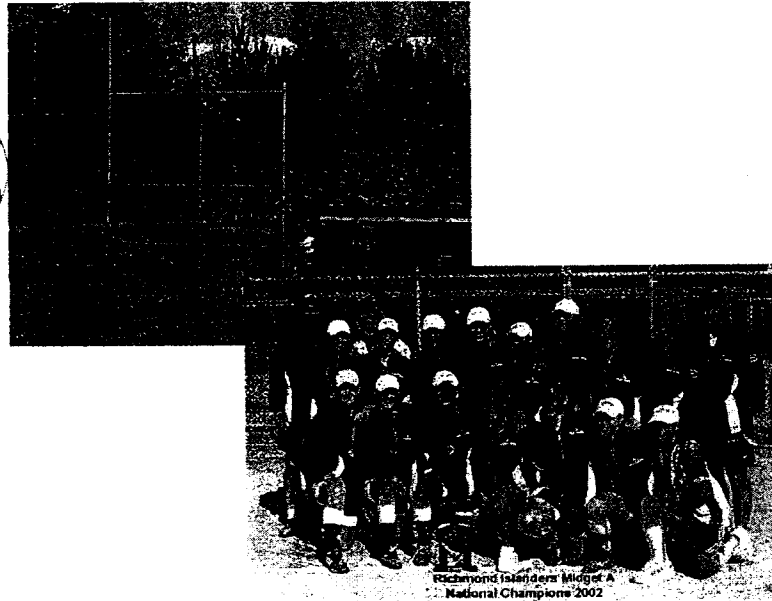
- **Spring Summer Season:**

The fields sport playing season that runs between April to September annually. This season includes the following sports: Baseball, Softball, Field-Hockey, Summer Soccer, Cricket and Track and Field.



- Over 8000 users in organised sport activities/league play
- "Sweat Equity" on behalf of Sports Groups--Significant Added Value to the Community provided

## Sports Services



## Sports & Special Events

65 Major Special Events Supported

- Parades & Run's
- Sports Events
- Remembrance day Service
- Halloween Fireworks
- Steveston Salmon Festival
- Flatlands Run Steveston Ice Breaker Run
- Labour day Weekend Run
- Remembrance Day



## Sporting Events

### Sporting Events :

- Provincial Softball Tournaments
- Provincial Baseball Tournaments
- Provincial Soccer tournaments
- Minor Football Opening Day
- School District Provincial Championships
- Thanksgiving Youth Soccer Tournament
- Thanksgiving Girls Soccer Tournament
- Mini Youth Soccer Opening Day Jamboree
- Mini Girls Soccer Opening Day Jamboree
- End of the Year Youth Soccer Richmond Cup Jamboree
- Richmond tennis Club Open
- Richmond Athletics' Dogwood Open Gymnastics Competition .
- Steveston Judo Club Tournament



- Steveston Kendo Club Tournament
- Sports Awards
- Softball Tournaments
- Baseball tournaments
- Dolphin Park Basketball Tournament
- Mad Games Basketball Tournament
- Nations Cup Soccer Tournament
- Kajaks Track Meets
- S.D. 38 Track Meets
- Special Olympics Track Meet
- Wheelchair Provincial Tennis Championships
- Richmond Curling Club Provincial Playdowns
- Field Hockey Jamboree
- Field Hockey provincial Championships
- Golden Oldies Cricket Tournament
- Provincial Cricket Championships

## Issues

- Demand for community consultation often exceeds availability of staff resources
- Revenue generation
- Capacity of sports fields for fall/winter season limited due to demand and inclement weather- We have quantity, we lack quality
- Park DCC capital in decline due to slow development cycle
- Dated policies
- Ageing infrastructure

## **Services to Parks**

- *We don't have enough money in the base level budget to provide the highest level of service in all areas.*
- *Prioritization by design - alignment with the Comprehensive Plan - City-wide, Community and Neighborhood Parks and Natural areas.*

## **Parks Operations**

### **Parks Maintenance Programs Parks General Program Maintenance**

<i>Type of Asset</i>	<i>Unit</i>	<i>Budget</i>	<i>Unit Cost</i>
City Wide Parks	132 acres	\$ 691,000	\$ 5,234 /acre
Community Parks	218 acres	\$ 689,600	\$ 3,163 /acre
Neighbourhood	103 acres	\$ 258,000	\$ 2,505 /acre
Neighbourhood School/Parks	484 acres	\$ 739,300	\$ 1,568 /acre
Tot Lots	4 acres	\$ 36,800	\$ 9,200 /acre
Natural Areas	397 acres	\$ 198,500	\$ 500 /acre

**Parks Operations**  
**Parks Maintenance Programs**  
**Individual Program Maintenance**

<i>Type of Asset</i>	<i>Unit</i>	<i>Budget</i>	<i>Unit Cost</i>
Nursery	3500 trees	\$ 49,800	\$ 14 / tree
Tables & Benches	200 each	\$ 39,500	\$197/renewal
Bench repair	150 each	\$ 14,900	\$ 99 / repair
Rental Property Maintenance		\$ 700	
Vacant Land Maint.		\$ 5,900	
General Park Maint.		\$ 122,500	
Vandalism		\$ 75,100	

**Parks Operations**  
**Parks Maintenance Programs**  
**Budget \$ 2,941,600**

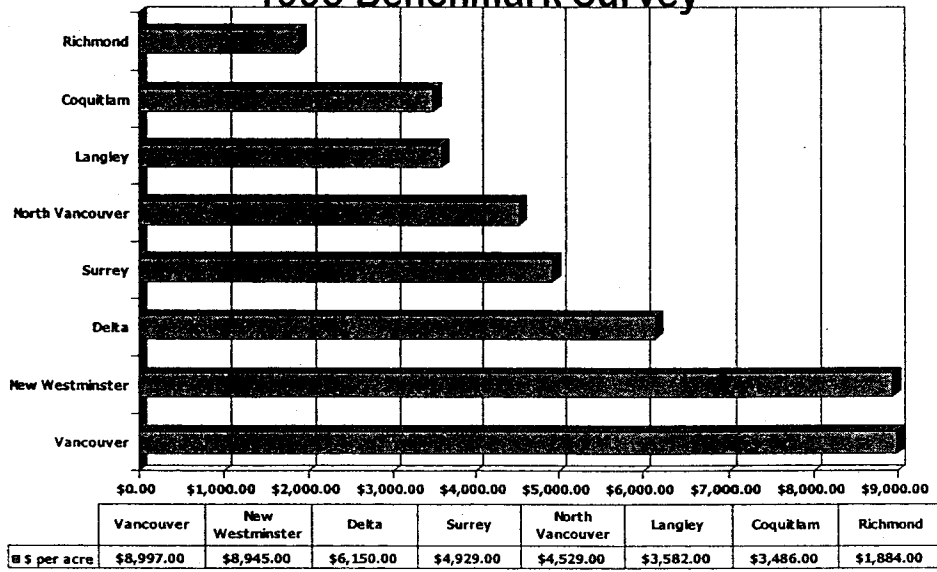
<i>Type of Asset</i>	<i>Unit</i>	<i>Budget</i>	<i>Unit Cost</i>
Park General Program Maintenance	1336 acres	\$ 2,663,200	\$ 1,970 / acre
Individual Program Maintenance		\$ 308,400	
<i>Total Parks Maintenance Cost</i>	1336 acres	\$ 2,941,600	\$ 2,202 / acre

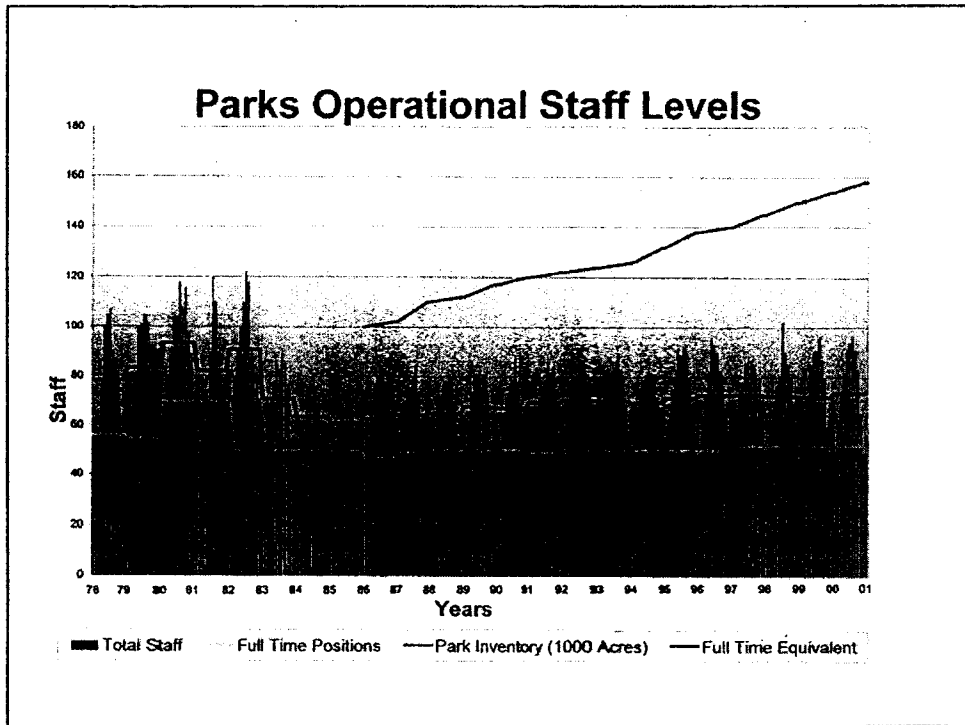
**Parks Operations  
Other Public Areas  
Budget \$ 1,756,100**

<i>Type of Asset</i>	<i>Unit</i>	<i>Budget</i>	<i>Unit Cost</i>
Building Grounds	25 sites	\$ 292,300	\$ 11,692 / site
Main Road Medians	25.7 kilometres	\$ 373,200	\$ 14,521 / km
Boulevards		\$ 683,400	\$ 20 / tree
Medians - Subdivisions	180 sites	\$ 63,400	\$ 352 / site
Walkways	200 sites	\$ 143,100	\$ 715 / site
Flail Areas	140 kilometres	\$ 200,700	\$ 1434 / km

**Developed Park Maintenance per Acre**

**1995 Benchmark Survey**





## *Key Efficiencies*

- *Right sizing of crews and scheduling*
- *Training and developing staff*
- *Using the right equipment & technology*
- *Lowering standards where possible*
- *Setting frequencies based on working days*
- *Routing by geographic area*
- *Designing for cost effective maintenance*
- *Combining school and park sites*
- *Working with volunteers & partnerships*



Ensuring Excellent Customer Service

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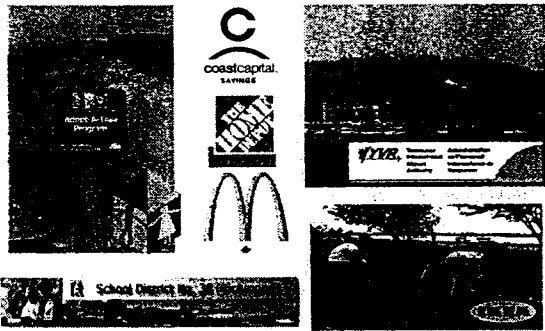
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Building Sustainable Relationships

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Creating a Festival Friendly City

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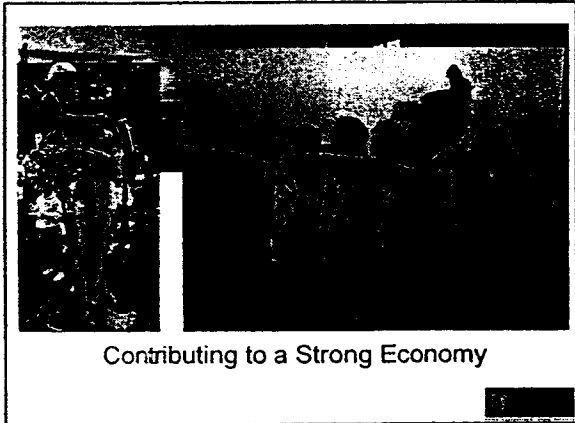
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Contributing to a Strong Economy



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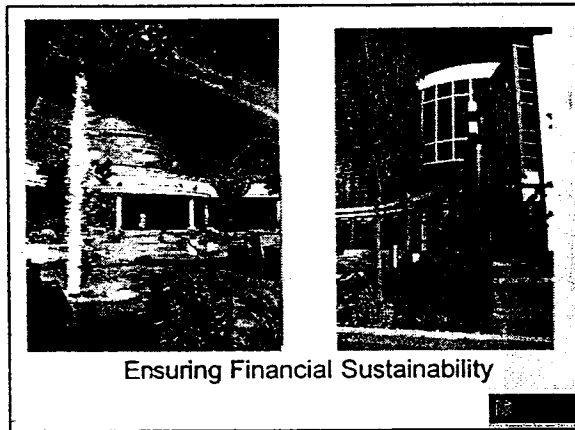
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Ensuring Financial Sustainability



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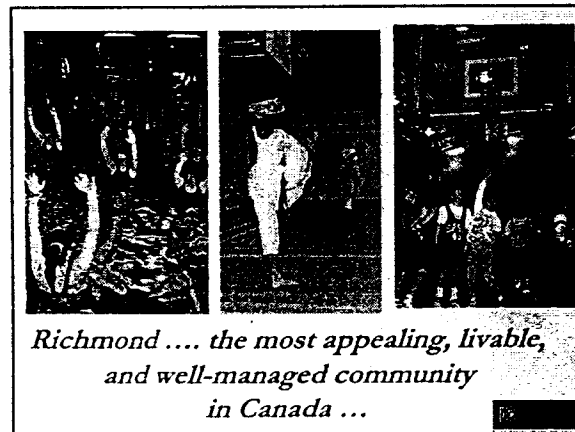
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*Richmond .... the most appealing, livable,  
and well-managed community  
in Canada ...*



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Presentation to the  
Community Working  
Group  
September 18, 2003

**Gateway Theatre**  
Simon Johnston



**Gateway Theatre  
Presentation to the Community Working Group  
Simon Johnston, Producer and General Manager  
September 18, 2004**

Thank you for the opportunity to join you this evening. I feel excited and privileged to participate in planning the quality of life that we all want for our community.

I would like to introduce Board Chair, Ron Climenhaga, and Board member Shannon Kwok.

We see the outcomes of the Master Plan as a living tool that will assist Gateway to forge closer connections with the community. As such it is vital to our strategic plans for the next 10 years.

Quote: "Only connect". "Only connect the prose and the passion and both shall be exalted and humanity will be seen at it's height – live in fragments no longer" E. M. Forster from *Howard's End*. Almost 20 years ago a group of Richmond residents connected the prose and the passion to create a theatre.

**Power Point Presentation**

20 years ago those pioneering residents had a vision for a theatre in this community that they felt would be a vital link between the residents and the performing arts. And 20 years later, phase one, of their goal has been completed.

Over the next 20 years we will build on our strengths and we will respond to a community that is radically different to what it was two decades ago. Join me now in a helicopter ride.

Let's fast forward to 2013. Let's look at Gateway. What are they up to?

Let's look at their Programming:

- There are two sections: A Theatre Section and a Music Section responding to the demand for quality, professional level performing arts that is expected of a great community.
- Both sections are fed by graduates from the Gateway Academy and from the Piano competition
- There is a theatre production from a Pacific Rim country – a Chinese opera? A Japanese Noh play?
- And we see that Gateway is packaging their sets, props and costumes ready to send another homegrown production to Singapore perhaps? Or to Hong Kong? Or Tokyo?
- The programming of both the Theatre Sections and the Music Section reflects the Richmond's. Why not a play in Chinese? In Erdu? In Dagalo?

Let's look at their Governance:

- Cultural diversity is visible on their board of directors, in the society's membership, in the volunteer corps and in the administration staff

Let's look at their Partnerships

- In Cultural Tourism, Gateway is now a destination and there are:
  - partnerships with hotels, restaurants

- partnerships with other local cultural destinations
- partnerships with tour group operators
- In Education, there is a cross curriculum content connection with the Richmond School District
- Local businesses use the Gateway for client/staff appreciation events
- With the City of Richmond, there is synergy between the wellness committee, The Arts Strategy, the Master Plan, local cultural groups and Gateway

Let's look at their Facilities development

- There is a new auditorium: 1,800 seats purpose built facility that is state of the art acoustically excellent concert hall/theatre
- There is a new Academy facility housing 1,000 students per year of all ages offering interest level to professional level training that has a cross cultural focus for actors, designers, writers, directors, stage management and technicians

#### Strategies that build towards this vision

- Increase our focus on
  - excellence in the performing arts by bringing the best cross cultural artists to our theatre making it unique in Canada
  - contributing to the quality of life in our community
  - participating in life long learning skills
  - building a professional theatre company that includes artists of diverse cultures
  - finding partners/sponsors for facilities development
- Program development that will
  - remain consistent with the community's diverse cultural growth
  - meet the demands for youth training in performance studies
- Equip our facility, staff and cultural partners to support cultural tourism. This requires development in:
  - Unique, professional level programs
  - Accessibility, parking, transportation
  - Hospitality services
  - Customer service
- Foster partnerships with community groups and businesses to support our goals
- Increased use of the Internet: Patrons should be able to book tickets, restaurant reservations, parking overnight packages and a tours of Richmond's Golden Village, or Art Gallery.

I have outlined what Gateway can do for the community. Now I would like to ask the you to. remember the excellent work performed over the last twenty years that built a theatre for our community. Partner with us. Include our vision and strategies in your plans. Together, our dreams will become reality.

Quote from Mishnah Hillel, a first century philosopher: "If not now, when? If not you, then who?"

Quote: "Only connect the prose and the passion and both shall be exalted and humanity will be seen at its height – live in fragments no longer"

Thank you.

Presentation to the  
Community Working  
Group  
September 18<sup>th</sup>, 2003

**CannonJohnston**



# Proposed Vision Statement

City of Richmond  
Recreation and Cultural Services  
Historic Market Project  
September 18, 2003

**CANNONJOHNSTON**  
ARCHITECTURE

**RICHMOND**

# City Vision Statement

*"To be the most appealing, liveable  
and well-managed community in  
Canada"*

 RICHMOND

# Master Plan Vision Statement Objectives

- To reflect community values and ambitions
- To be a benchmark that guides all decision-making
- To motivate groups and individuals to work together for shared interests
- To reflect City of Richmond Guiding Principles

# Richmond Key Words

- East and West
- Front Porch
- Island City
- Federation
- Connected
- Volunteers
- Relationships
- Well being
- Safety
- Beauty
- Choice
- Diversity
- Environment
- Sustainable
- Accessible and affordable
- Adaptive



# Shared Concepts

- **Shared Responsibility**  
*Illustrates the strong bond between individuals and public/government*
- **Connections**  
*Illustrates the importance of relationships*
- **Healthy**  
*Setting the desired goal*



# Proposed Vision Statement

*“Richmond! Connected, healthy communities...  
where neighbours cooperate to create  
a dynamic and sustainable quality of life.”*

RICHMOND

# Making Connections

• Past



Future

• East



West

• Young



Old

• Water



Land

• People



People

• Family



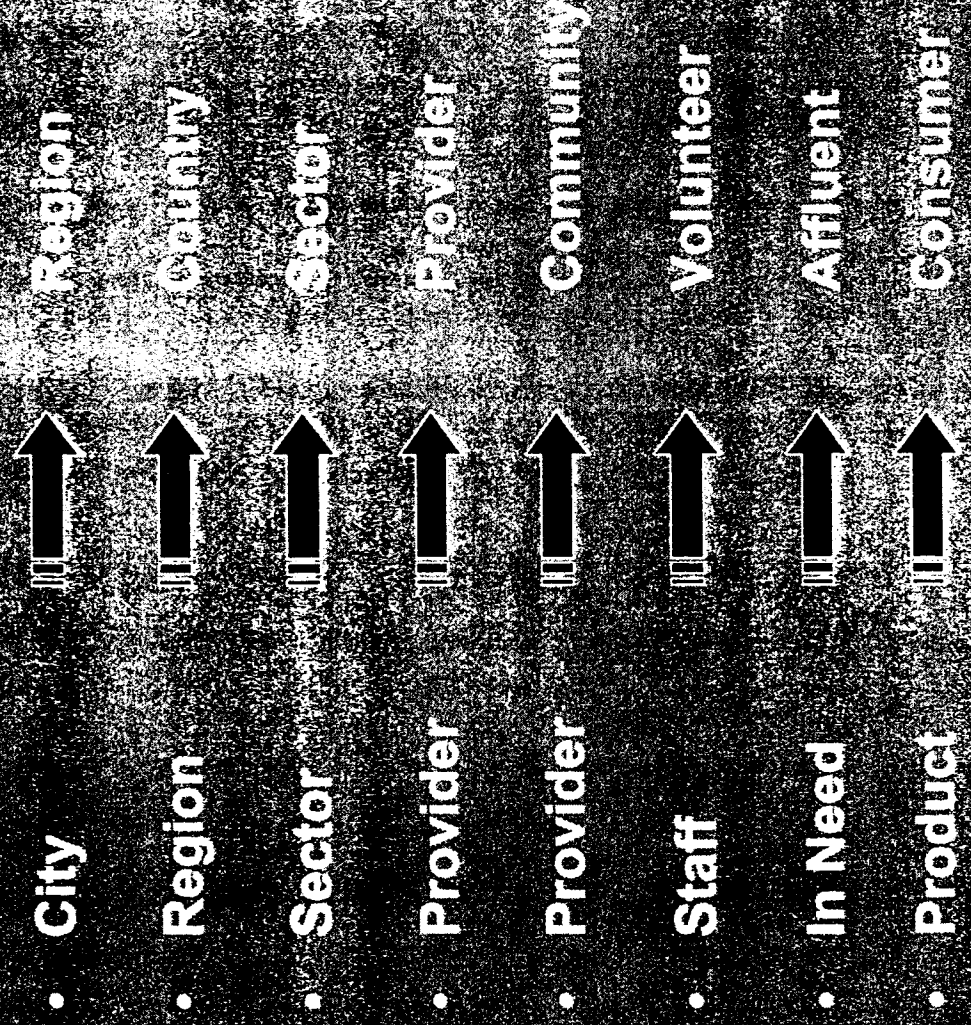
Family

• Community



Community

# Making Connections



## Vision Statement

*“Richmond! Connected, healthy communities...  
where neighbours cooperate to create  
a dynamic and sustainable quality of life.”*

  
RICHMOND

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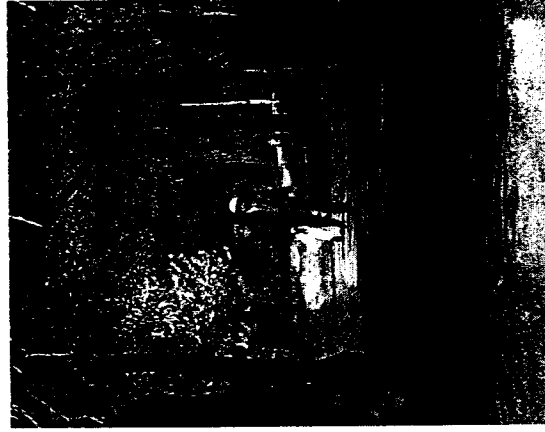
## **An Open House Welcome You Can Make a Difference**

**RICHMOND**

This open house is your opportunity to offer your insight and opinion to help guide quality of life services in Richmond.

Representatives from the City of Richmond, Gateway Theatre and the Richmond Public Library welcome you and invite your questions.

Please follow the self-guided display board tour (left to right). When you've finished, please take a few moments to complete your comment sheet and tell us what you think.



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**Parks, Recreation and Cultural Services Master Plan**

**CANNONJOHNSTON**  
ARCHITECTURE

## **Introducing Master Planning**

### ***A Dynamic 10 year Framework***

Richmond continues to grow and change, as new residents discover the benefits of living in our island City. They are drawn here by many factors, including our high quality indoor and outdoor amenities and a broad range of parks, recreation, and cultural programs and services.

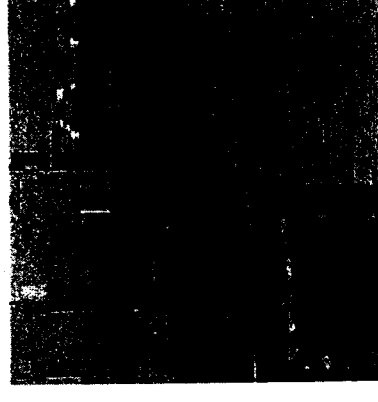
This master planning process will help to ensure that future quality of life services meet the needs of Richmond residents from now through to 2014. It is a comprehensive framework that provides the foundation for:

- Strategic and operational decision making
- Partnering and communications
- Resource allocations
- Performance measuring

This framework must be workable, dynamic and sustainable. It must be flexible and adaptable, yet clear and strong.

The City of Richmond Parks, Recreation and Cultural Services, the Richmond Public Library and Gateway Theatre are collaborating on this process.

  
RICHMOND



**Parks, Recreation and Cultural Services Master Plan**

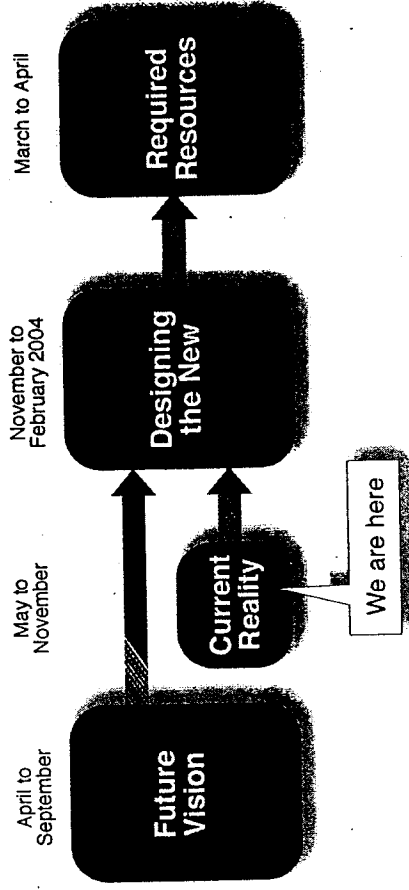
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## A Dynamic Process

### *Building on our Strengths*

There are four steps in Richmond's master planning process.

- Step 1 Creating the Future Vision  
Identifying where we want to be.
- Step 2 Confirming the Current Reality  
Understanding who we are now.
- Step 3 Designing the New  
Outlining what needs to happen; when and by whom.
- Step 4 Identifying the Resources  
Proposing what is needed to make it happen.



---

## **Shaped by the Community**


### **Reflecting our City**

You, your neighbours and others in the community play a key role in the master planning process.

Your thoughts and ideas will be incorporated with those received from other community sources, including:

- A Community Leaders' Workshop
- A Community Working Group (17 members appointed by Council)
- Stakeholder interviews and presentations
- Focus Groups
- Individual submissions

You can regularly check the City of Richmond's website to stay up-to-date on PRCS Master Plan activities.

**RICHMOND**





## **Defining Quality of Life Services**

### ***New Language for a New Way***

Today, more than ever, individuals, families and communities are placing increased emphasis and value on balanced, active life-styles. They want opportunities that help them maximize their free time and manage the pressures of daily living.

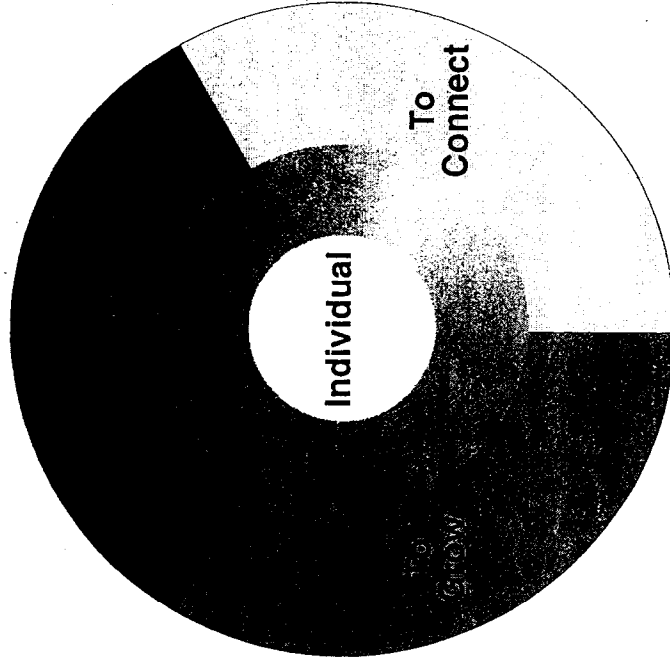
People are looking for the best possible quality of life.

Quality of life is the overall enjoyment of one's life. It is a healthy balance between work and family life, vocation and recreation and the accumulation of wealth and maintenance of good health.

Quality of life programs and services help individuals live full, active and healthy lives to the best of their abilities. The broad range of available opportunities may include:

- Sport
- Physical Activity
- Arts
- Recreation
- Learning
- Culture
- Health
- Socialization

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## Richmond is Growing

### The Changing Profile of Richmond Residents

Richmond is now larger in population, more ethnically diverse and older than ever! The following profiles are based on Statistics Canada's 2001 Census Data.

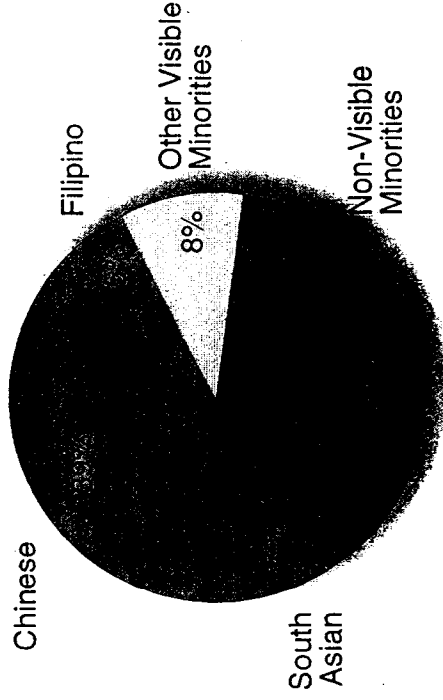
### Population

Richmond's population is forecasted to grow by another 28 percent



Richmond is now Canada's most ethnically diverse city. Nearly 60 percent of all Richmond residents are of Chinese or South Asian, Filipino or other visible ethnicity.

### Ethnicity



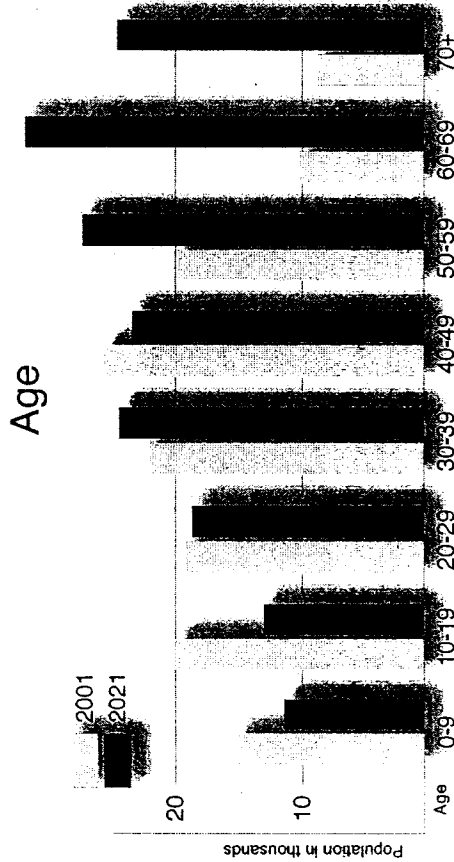
# Richmond is Growing

## The Changing Profile of Richmond Residents



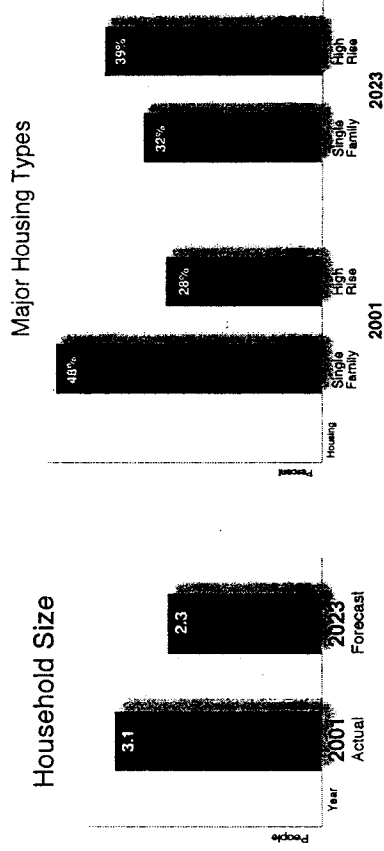
### Age

Richmond residents, reflecting the international baby boomer trend, are getting older.



### Households and Housing

Richmond families are getting smaller and more people are living in higher density housing (eg. more high-rises and condominiums).



## **Current Reality**

### **Understanding Today's Response**

Richmond residents highly value the City's parks, recreation and cultural services and facilities. They perceive the system as well developed for delivering quality services.

Programs and services are delivered at several levels.

At the community level, eight community associations, involving more than 2,000 volunteers, work with the City to provide opportunities at community centres and local schools. They serve more than 42,000 people in registered programs and almost 700,000 participants in drop-in activities and special events. There are a variety of choices for people of all ages.

At the city-wide level, the City works with a number of community organizations to provide thousands of opportunities in arenas, aquatics, outdoor sports, cultural and heritage services and special services (seniors, youth and fee subsidy).

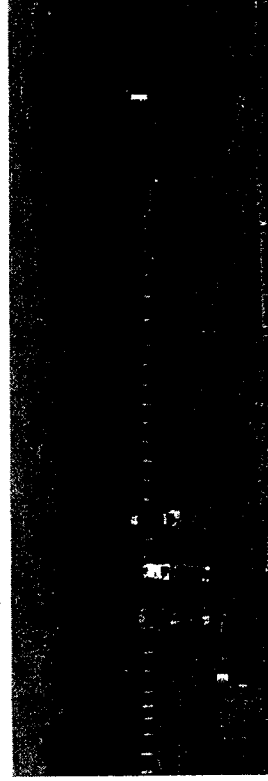


#### **Individuals Registered in Programs: 84,700**

Community Centres	41,000	(48%)
Arenas	3,800	(4%)
Aquatics	17,900	(21%)
Cultural and Heritage Services	4,000	(5%)
Outdoor Sports	9,900	(12%)
Special Services	8,100	(10%)

#### **Drop In Visits: 2,214,800**

Community Centres	670,000	(31%)
Arenas	484,000	(22%)
Aquatics	710,000	(32%)
Cultural and Heritage Services	240,000	(11%)
Special Services	80,000	(4%)



## **Current Reality**

### **Understanding Today's Response**

Richmond Public Library and Gateway Theatre provide services on a city-wide basis. The library's annual memberships represent more than 80% of the population. More than 2,200 courses are offered per year; two-thirds which are for children and youth.

Gateway Theatre offers a number of very successful programs including six productions a year, a Main Stage and New Play series, Gateway Academy (for youth) and an international piano competition. The strong volunteer program makes a major contribution to Gateway's success.

Given the aging population, the increasing population in the core and west sectors of the city and the diversity of the population, the PRCS Master Plan will explore how to respond to these new and changing markets.

RICHMOND



## **Common Theme**

### ***Shared Concepts***

Three key concepts that can anchor the PRCS Master Plan vision statement have emerged during activities to date:

- **Shared Responsibility**  
Illustrating the strong bond between individuals and their civic government.
- **Connection**  
Illustrating the importance of all types of relationships and the ability to interact physically and socially.
- **Healthy**  
Setting the desired goal.

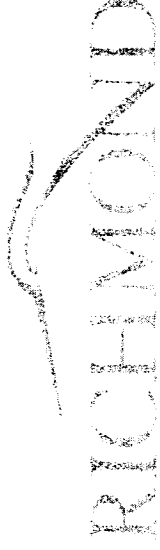


RICHMOND

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## **Vision Statement**

### ***For the Quality of Life Sector***



The proposed community vision statement is designed to:

- Reflect community values and ambitions.
- Serve as a benchmark that guides all decision-making.
- Motivate groups and individuals to work together for shared interests.
- Reflect City of Richmond Guiding Principles.

Based on a review and analysis of all contributions, the following is proposed as the Vision Statement for Richmond's quality of life sector.

***“Richmond! Striving for a connected, healthy city where we cooperate  
to create and enjoy a dynamic and sustainable quality of life.”***

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## **Next Steps**

### ***Shaping the New Direction***

The 10-year PRCs Master Plan will be presented to Richmond City Council for approval in June 2004. Between now and then project activities will focus on Steps 3 and 4.

#### **Step 3 Designing the New (November 2003 - February 2004)**

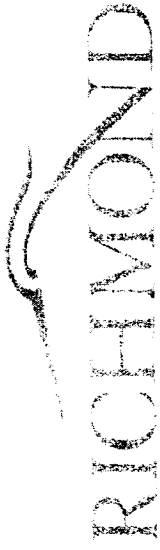
This step focuses on developing and assessing new models for Richmond's quality of life sector. Topics to be include are:

- The preferred mix of programs and services
- The roles and responsibilities of the City and its delivery partners and associates
- The optimum mix of recreation and cultural facilities
- The optimum mix of parks and green space
- A phased implementation plan

#### **Step 4 Identifying Required Resources (March 2004 - April 2004)**

This step focuses on identifying the financial and other resources required to support the PRCs Master Plan's implementation. Topics to be included are:

- Capital budget estimates
- Operating projections
- Funding strategies
- Partnering opportunities





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## **Thank You for Participating Tell Us What You Think**

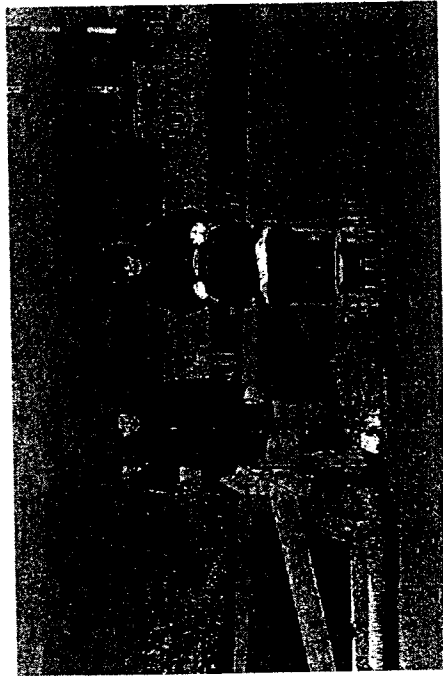
We would like to know what you think about the quality of life in Richmond and the types of programs and services needed in the future. Please take a moment to fill out your comment sheet.

Thank you for sharing your thoughts.

For more information, please contact:

Denise Tambellini-Abraham  
Parks, Recreation and Cultural Services

DTambellini-Abraham@city.richmond.bc.ca  
Phone: 604.276.4349



**Parks, Recreation and Cultural Services Master Plan**

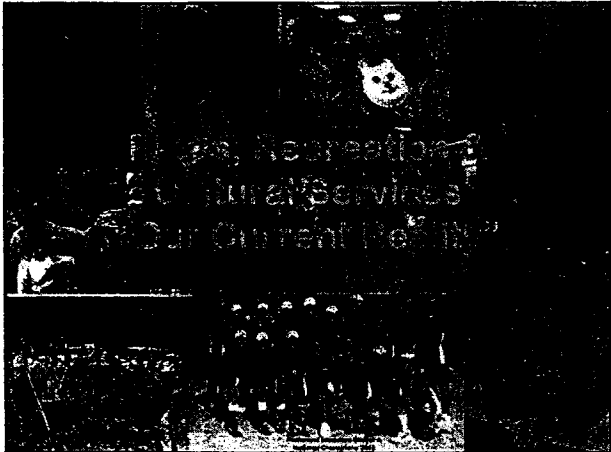
**CANNONJOHNSTON**  
ARCHITECTURE

Presentation to the  
Community Working  
Group

November 20, 2003

The Current Reality





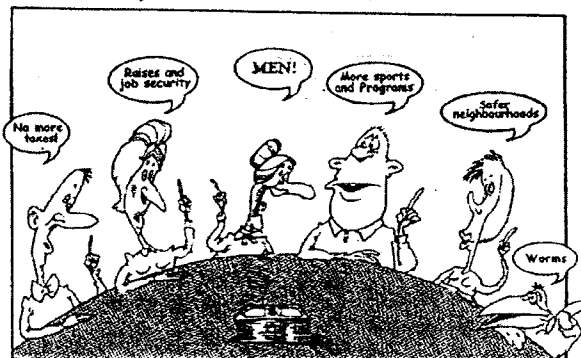
## Overview

- Corporate Context
- Parks
- Recreation & Cultural Services
- Challenges

## City of Richmond

*...Becoming "the most appealing livable and well managed community in Canada"*

### *The City's mission....*

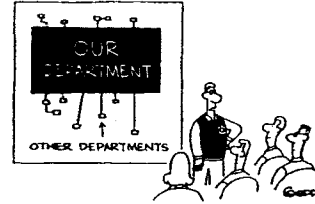




### The new model...

- Provides clarity and synergy around a shared vision and purpose - better overall results
- Helps to focus scarce resources on what's important

### The new model represents a shift from "Functional" to "Big Picture" Thinking

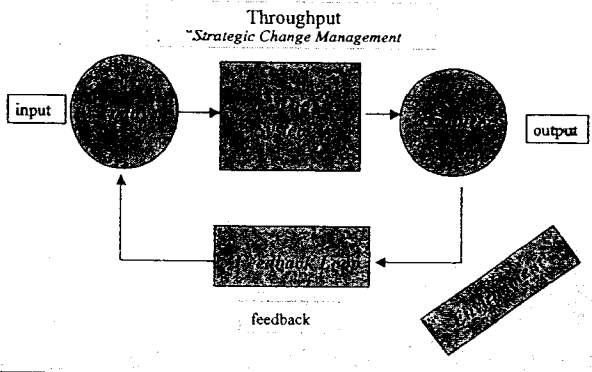


"Now, let's take a look at the big picture."

### Principles of new model...

- All organizations are systems.
- Systems are made up of a set of components that work together for the overall objective of the whole.
- How well organizations "work" the system -*connect the parts* - determines how good they are.

### Systems Thinking



*Ten years from now when people look at our City, what will they thank you for doing today...this week...this month?*

### The new model in action...

- We walk through the “system” on an annual basis – *plan, action, review, update*
- Always 2 cycles in motion at once; planning for the new year, while the current year is in high gear.
- Overhaul once every three years

### Overall Priorities

- Based on Council Term Goals and direction
- Articulated through the City’s Corporate Planning process
- All City Departments are required to align work programs with overall objectives and priorities
- The plan outlines the “what”; the individual departments determine, in consultation with their partners, the “how”.

### Corporate Plan 2003-2005 Core Strategies...

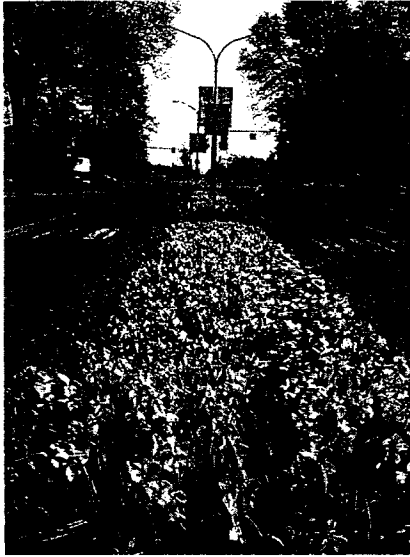
- Long Term Financial Management
- Economic Development
- Waterfront
- Community Mobility
- Community Safety
- Customer Service
- Sustainable Community

***So, what can the customer expect?***

- *Levels of service matrix between all types of areas and the activities that it takes to maintain each area as designed.*
- *The detailed Level of Service Charts are included for both Parks Maintenance and Other Public Area Maintenance.*
- *These are guidelines that must be flexible in order to stay within Budget. Some things might be deferred.*

***Some Specific Levels of Service:  
And what do they look like.***

## Floral Displays



### *Medians:*

- Intense horticulture - planning by Parks people - variety
- 3 shows per year - Spring, Summer, and Winter
- No hand watering
- Maximum show - annuals and bulbs
- Efficient design of beds
- Tight planting with large plant material
- Frequent weeding

## Floral Displays



### *Hanging Baskets:*

- 350 hanging baskets on streets -119 are hand watered every day 7 days a week - all fertilized once per week - dead heading as required
- 150 hanging baskets around civic buildings - drip irrigation or volunteer watering



## Floral Displays



### *Planters:*

- 97 street planters
  - hand watered
  - 3 shows per year
  - winter planting grown on in the nursery through summer
- 24 planters in building grounds - hand watered

## Floral Displays



*Parks and Buildings:  
40,000 bulbs  
and about the same number  
of annuals  
planted in  
primarily City  
Centre parks  
and buildings.*

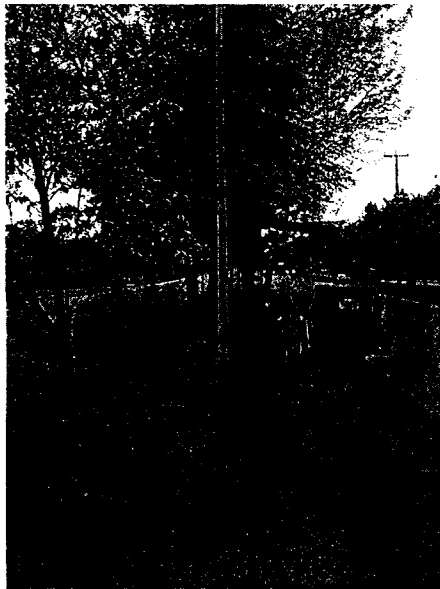
## Grass Cutting Program -

All grass cutting- \$900,000

Services provided under the Grass Cutting Program are the following:

- Gang mowing - 15 foot wide fine cut
- Hand mowing - line trimmers & walk behind
- Ride-on mowing - 5 foot wide medium cut
- Flail mowing - 4 foot wide rough cutter on a 14 foot articulating arm
- Brush Cutting - 6 foot wide rough cut

## Grass Cutting Program



- Building grounds and main road medians. Service Level in these areas 1 cut in 5-10 working days - clippings are removed if they are going to create a mess.

## Grass Cutting Program



- Service Level in this boulevard area is 1 cut in 15 working days...
- Scheduled geographically on a route with same service level areas - neighbourhood and school parks, walkways and subdivision medians

## Grass Cutting Program



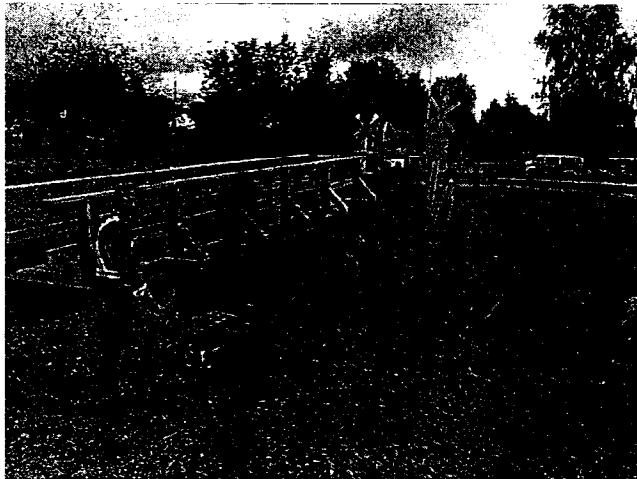
- Service Level in this area is 1 cut in 5 days
- Trim mowing - 1cut in 10 working days

## Grass Cutting Program



- Multi standards

## Grass Cutting Program



- 1-3 times per year
- Flail mowing
- Brush cutting
- Hand Brush cutting

## Shrub Border Maintenance

- Weeding, pruning, bark mulching and clean up once or twice per year.
- Redesign for efficiency
- Adopt-a-program candidates
- More frequent operations in higher profile areas



## Urban Forestry



- Program pruning
- Demand pruning
- Watering
- Pest control
- Damage to public and private property
- Planting and removals
- Leaf control

## Weak Points in the Maintenance Strategy



- Drainage
- Play Equipment
- Trees
- Safe Play Surfaces
- Walkways
- Natural Areas
- Irrigation
- Benches

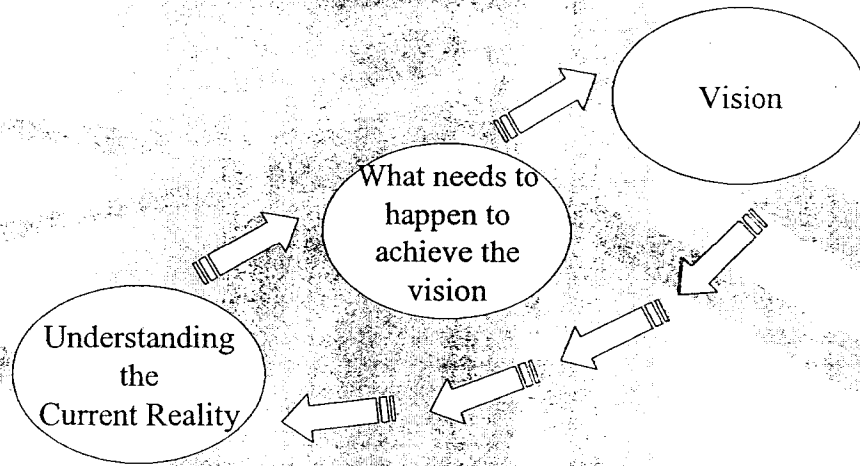
## In Conclusion

- The Parks Department is creating and maintaining a vibrant, well managed park-like city for the community.

Presentation to the  
Community Working  
Group  
June 19, 2003



# Where are we going???



# Creating a Future Vision

Presentation to the Community Working Group

Thoughts to Consider





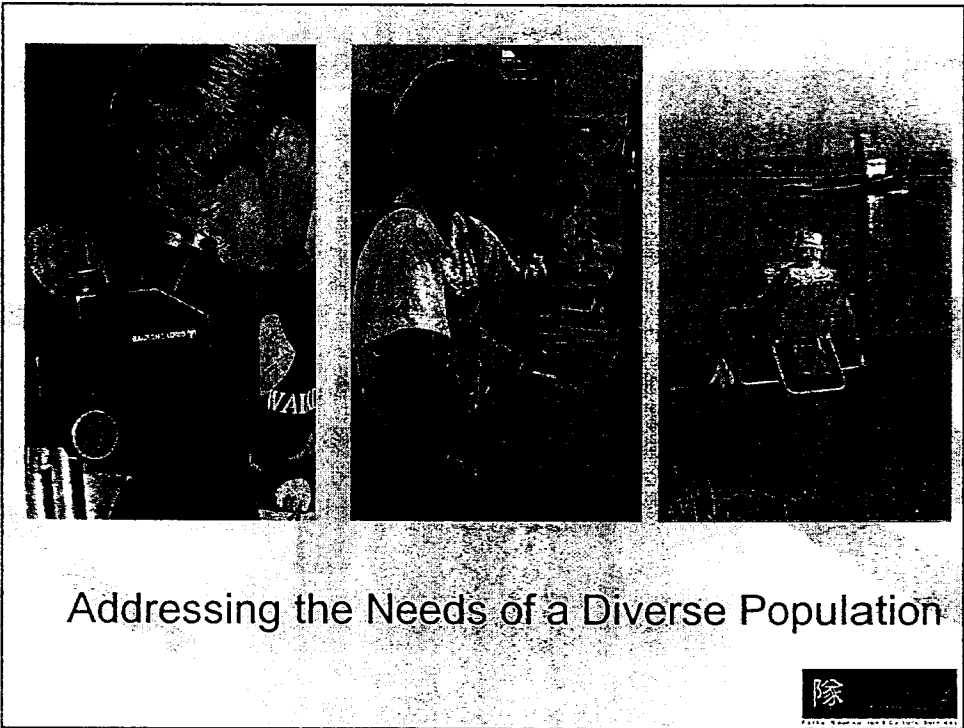
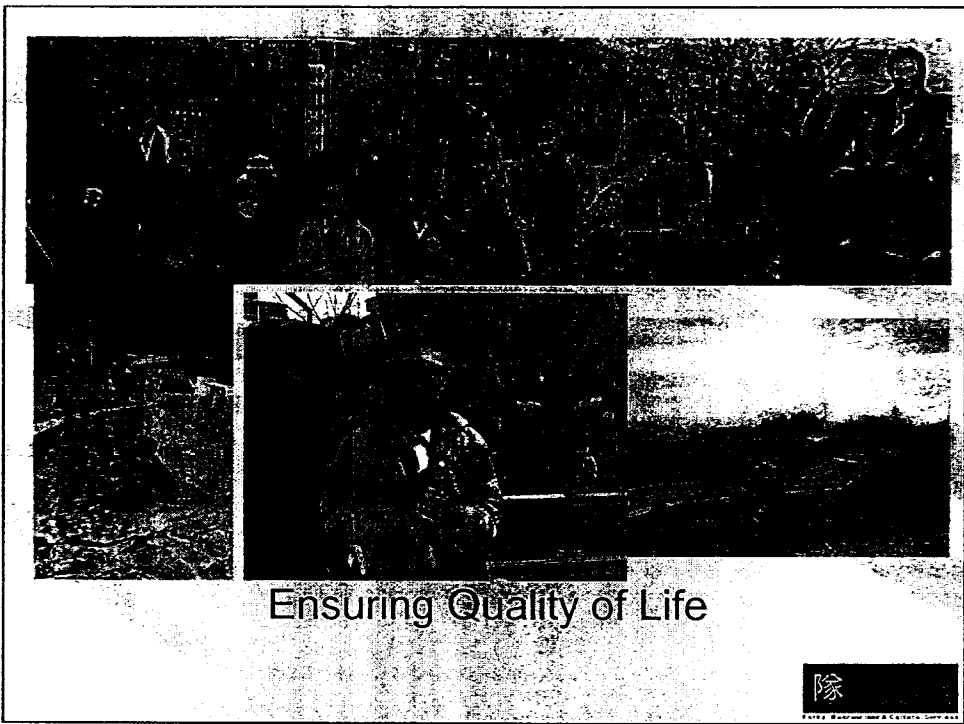
## Creating the Community Vision / Values

- Community Leaders Workshop
- Community Working Group
- Presentations by:
  - Parks, Recreation & Cultural Services
  - Library

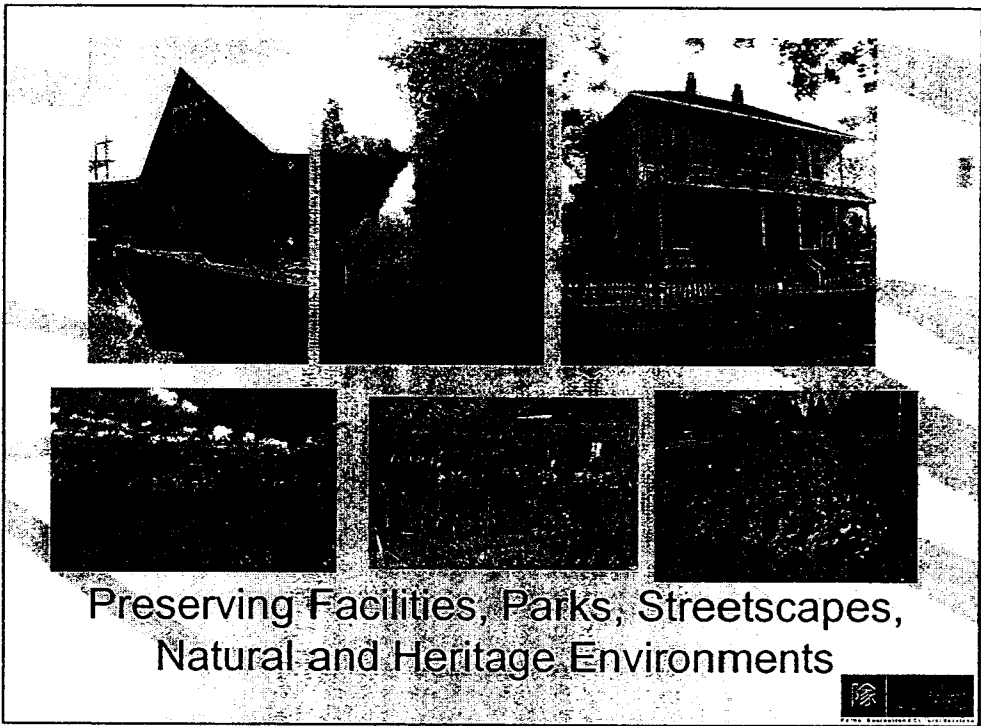


*Richmond .... the most appealing, livable,  
and well-managed community  
in Canada ...*





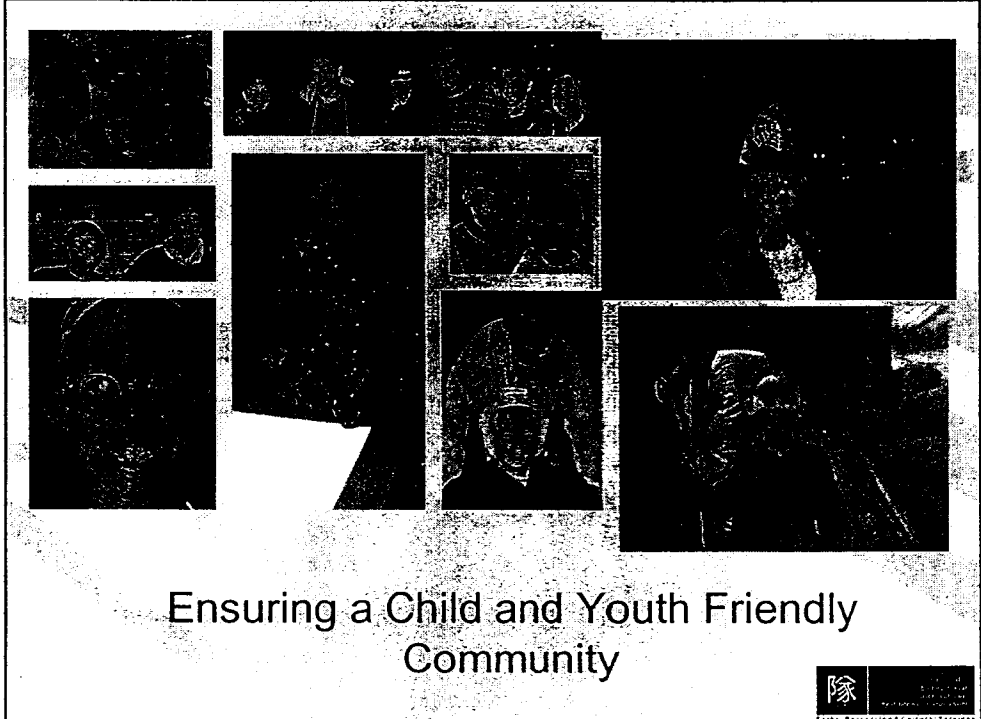
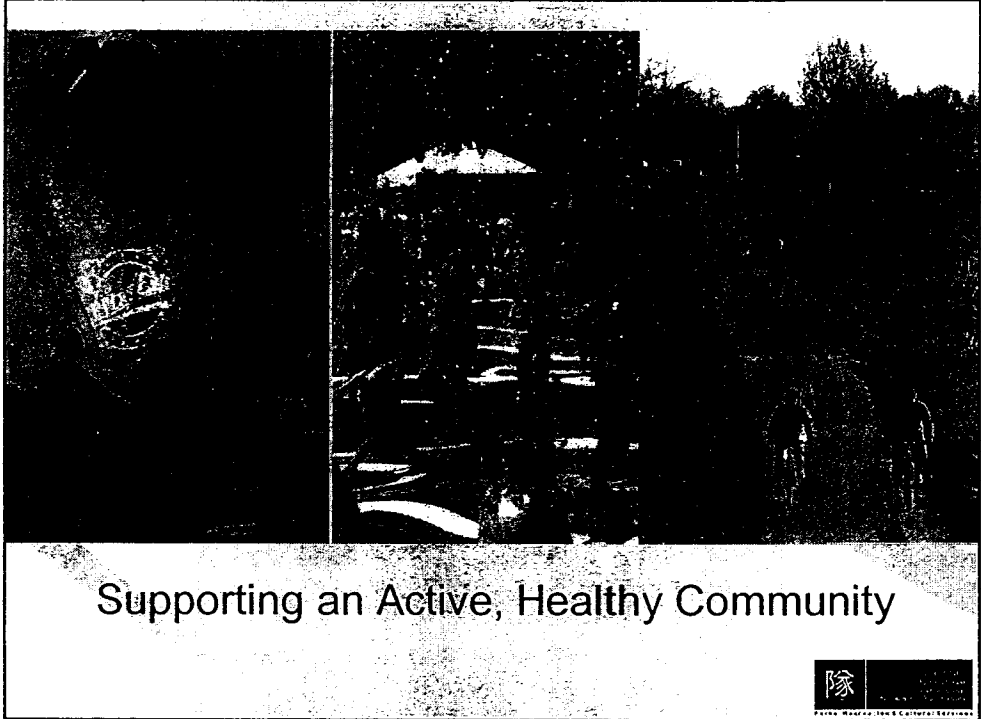


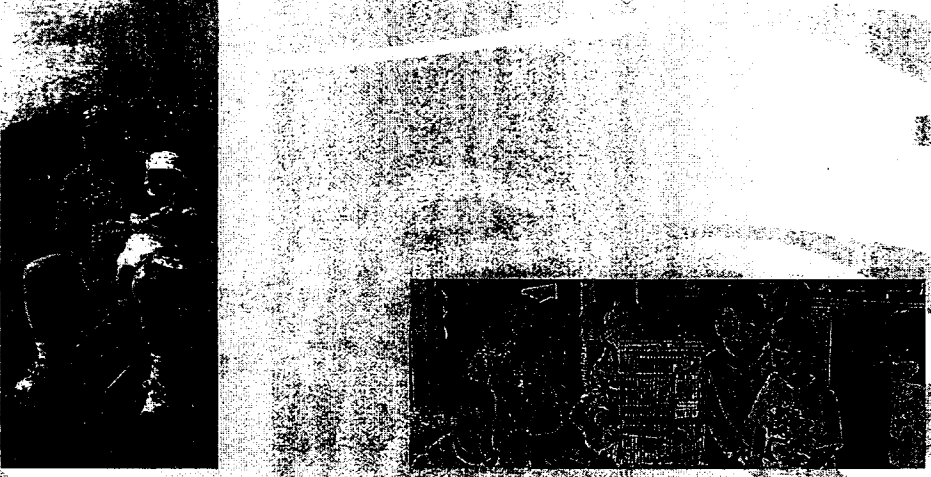


Preserving Facilities, Parks, Streetscapes,  
Natural and Heritage Environments

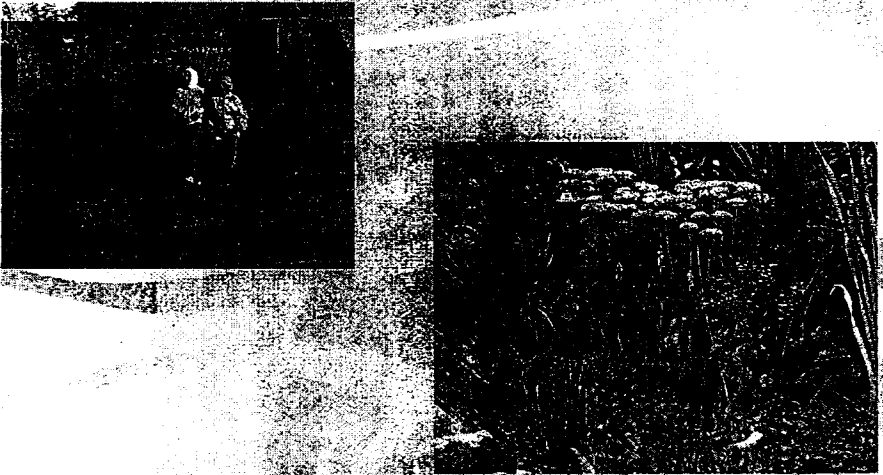
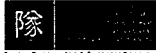


Creating Safe, Vibrant and Connected  
Neighbourhoods




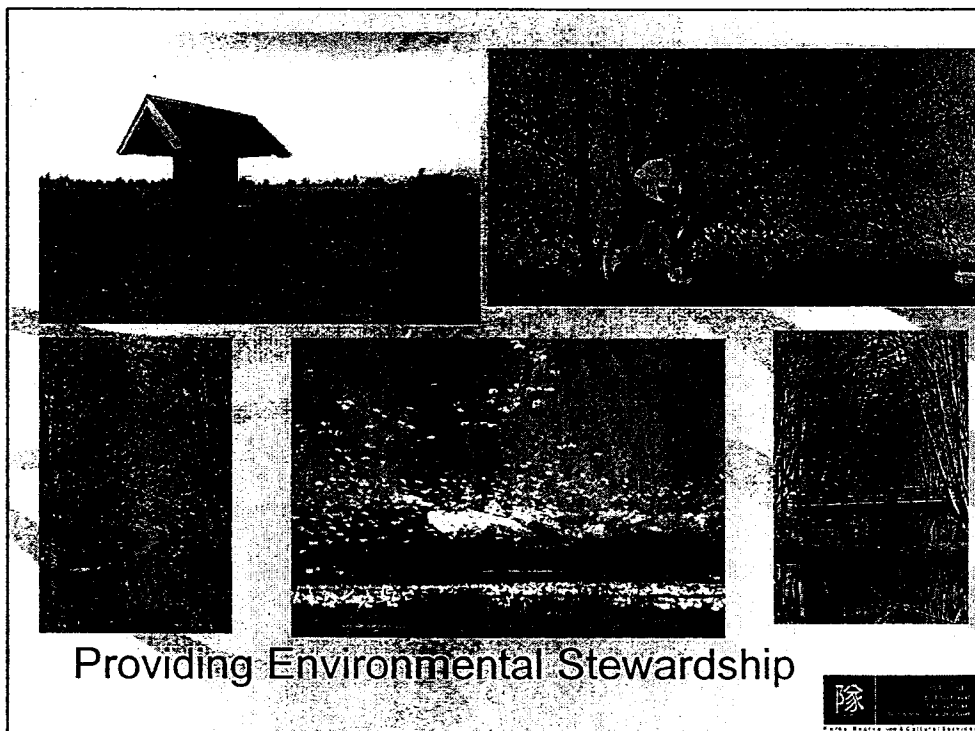
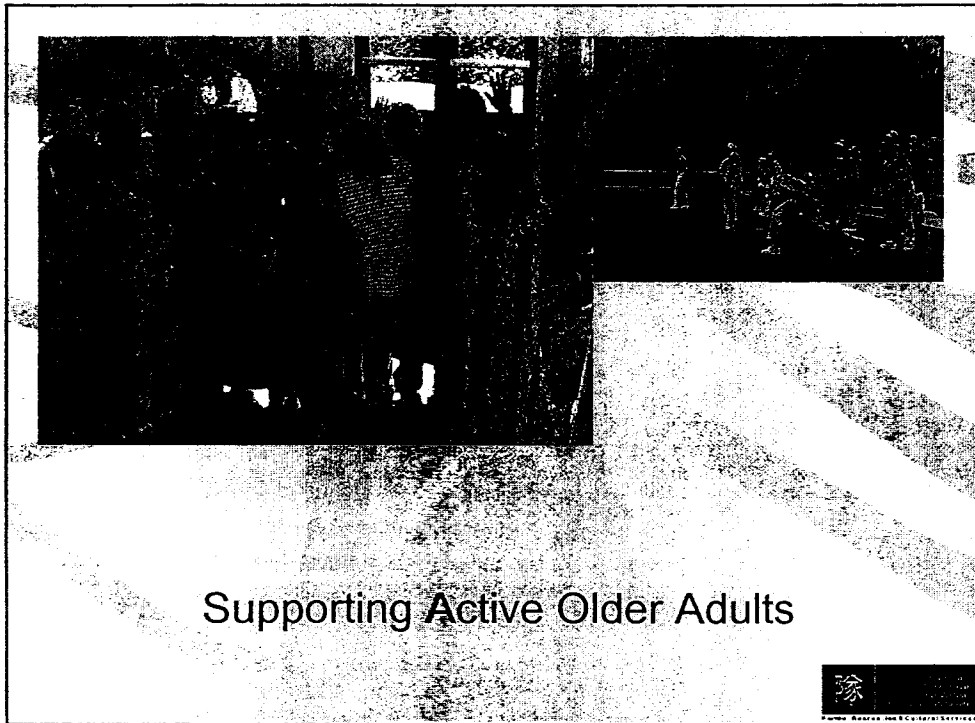


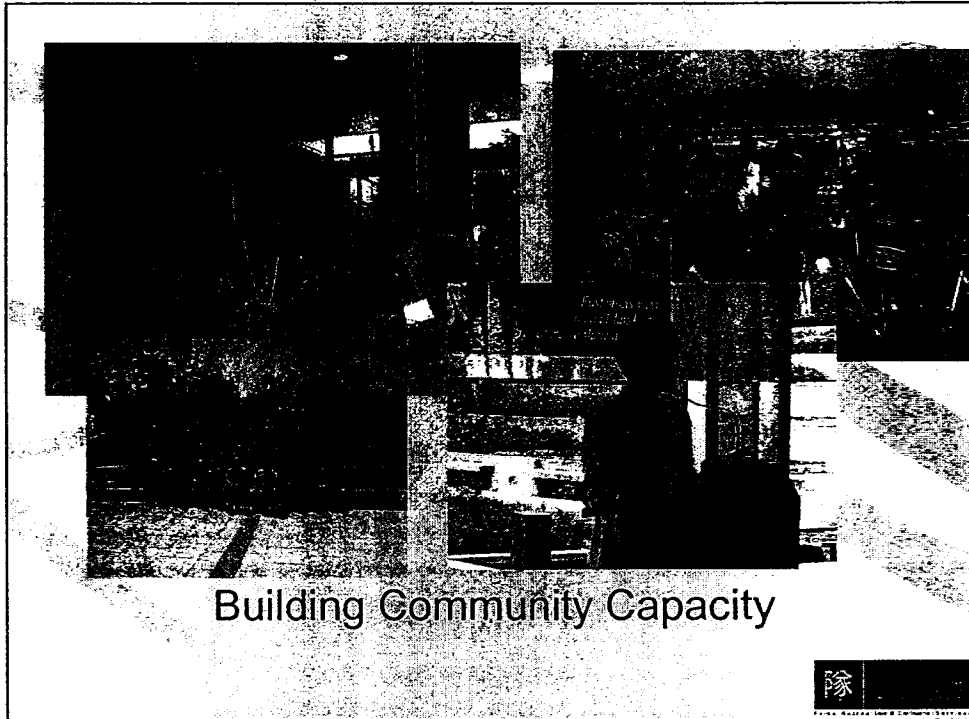
Contributing to Strong Families



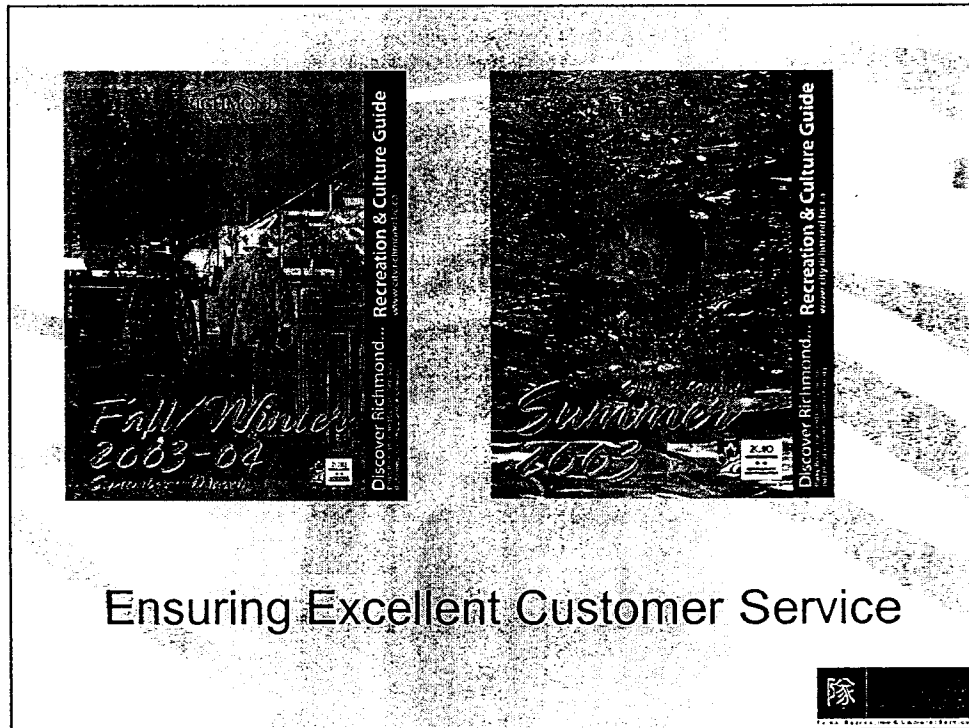
Creating Opportunities for Personal Well-Being







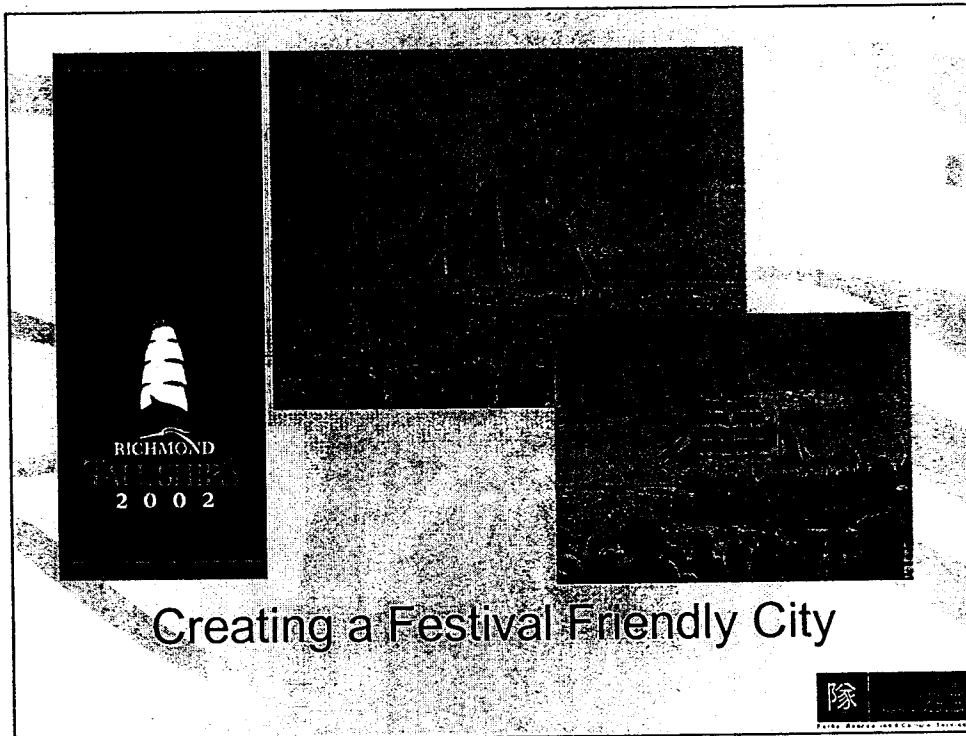
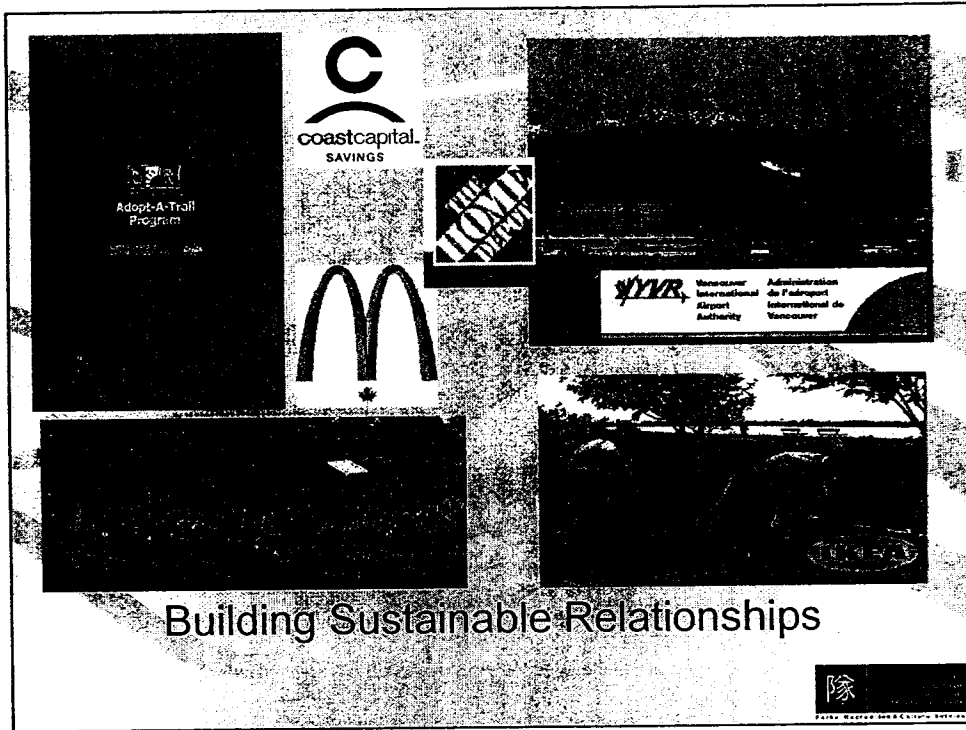
## Building Community Capacity

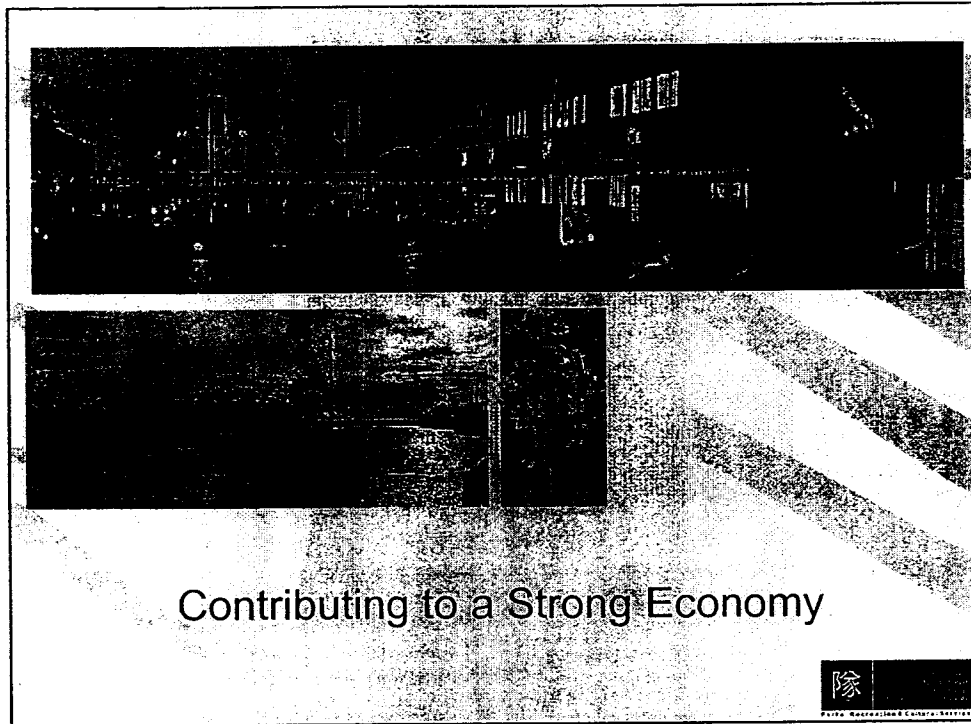


## Ensuring Excellent Customer Service

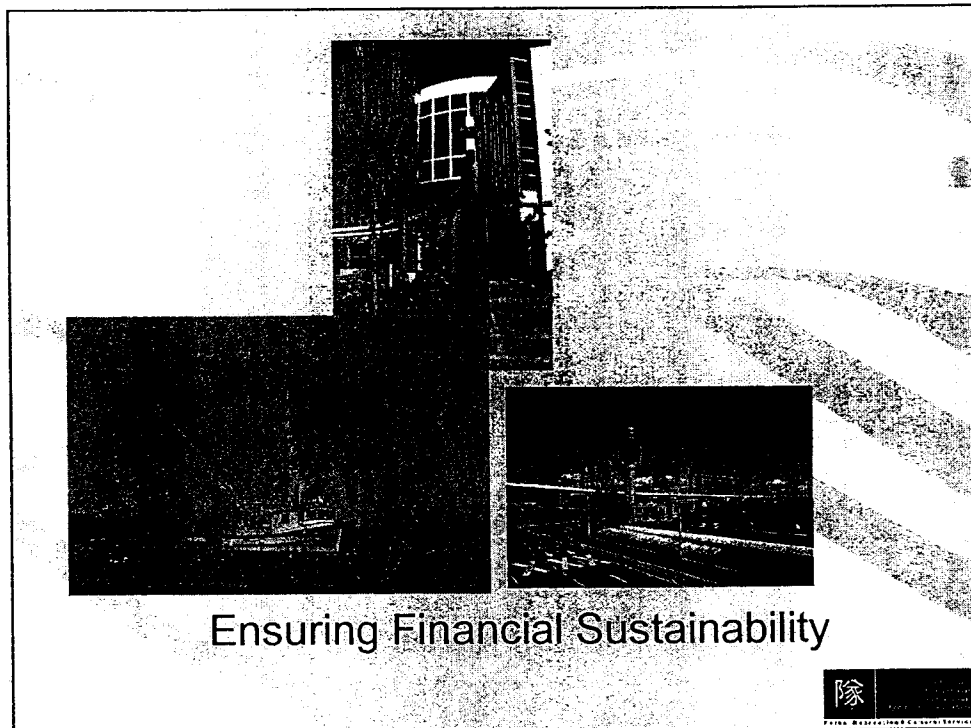






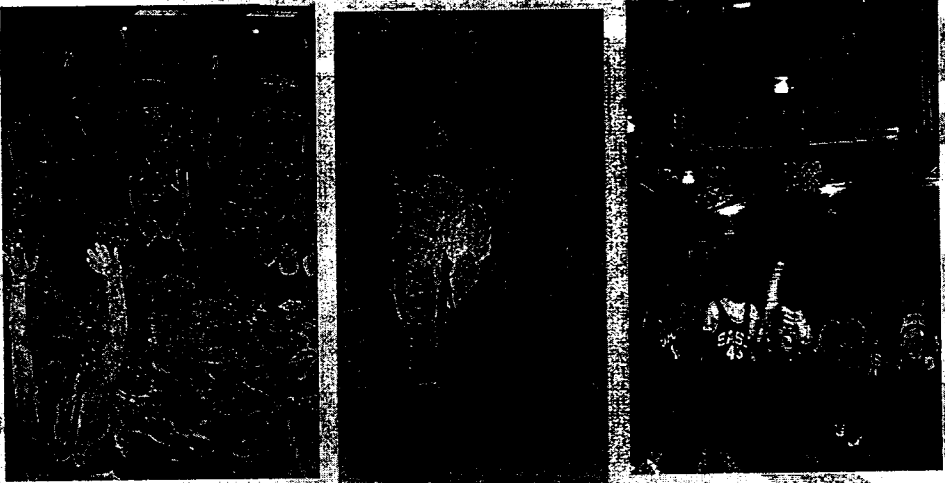


Contributing to a Strong Economy

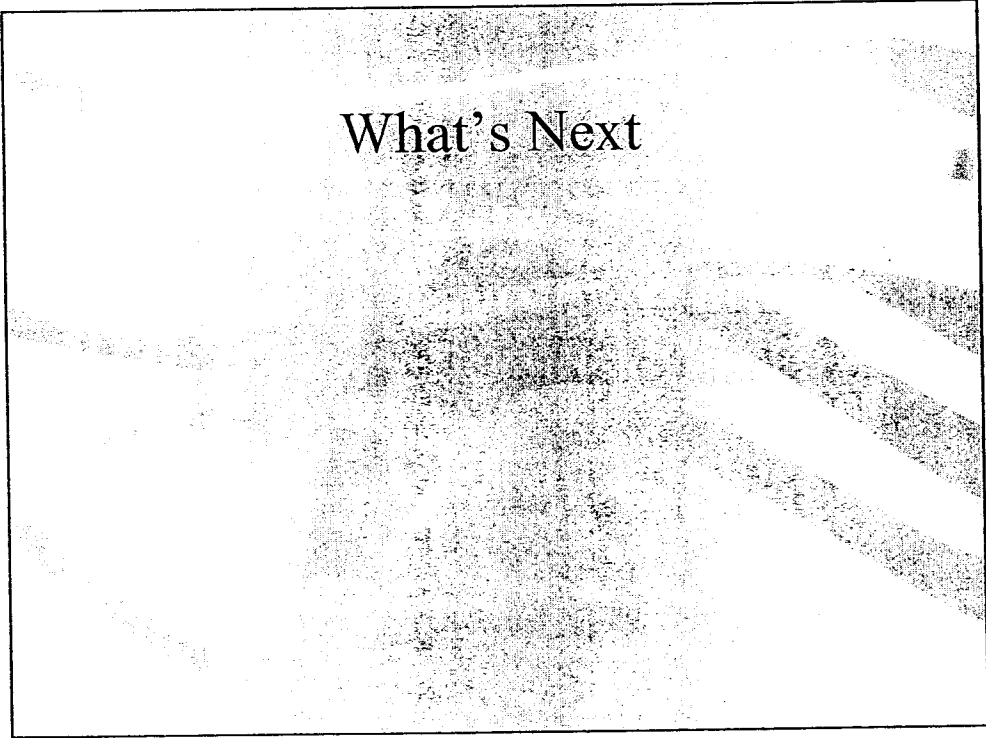



Ensuring Financial Sustainability





*Richmond .... the most appealing, livable,  
and well-managed community  
in Canada ...*



## What's Next

- Understanding the Current Reality (Oct/Nov)
  - Community Profiles (demographics, infrastructure, programs & services, financial)
  - City Perspective
  - Key Stakeholders
- What needs to happen to move towards the Vision? (Dec/Jan)
  - How do we close the gap?
  - Exploring new ways of doing things?
  - Who needs to do what, by when?
  - What resources are required?

## Fall Staff Involvement

- Understanding Current Reality
  - Meetings with Key Stakeholder Groups
  - Information from Service Area Teams
- Neighbourhood / Community Building
- Volunteer Management
- Program Planning

Presentation to the  
Community Working  
Group  
July 17<sup>th</sup>, 2003



# Creating a Future Vision

Presentation to the Community Working Group

Thoughts to Consider



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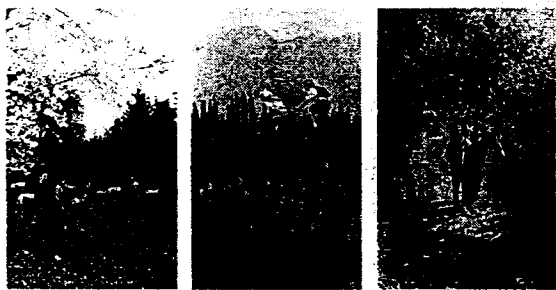
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*Richmond .... the most appealing, livable,  
and well-managed community  
in Canada ...*



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Ensuring Quality of Life



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Addressing the Needs of a Diverse Population

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Celebrating our Cultural Diversity

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Supporting the Arts

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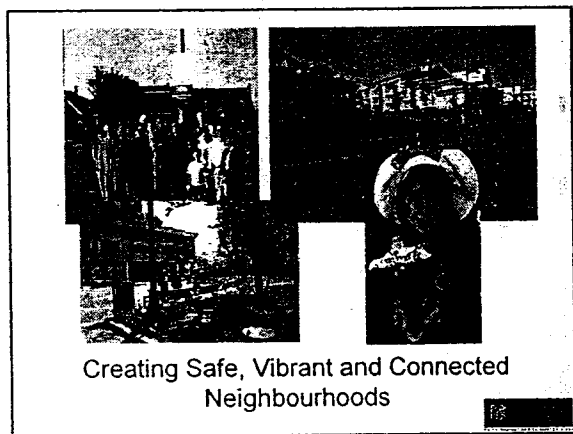
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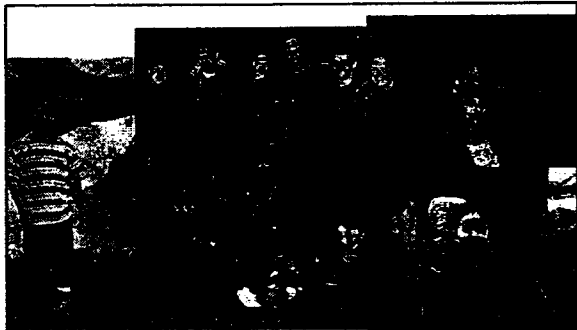
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Ensuring a Child and Youth Friendly Community

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Contributing to Strong Families

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Creating Opportunities for Personal Well-Being

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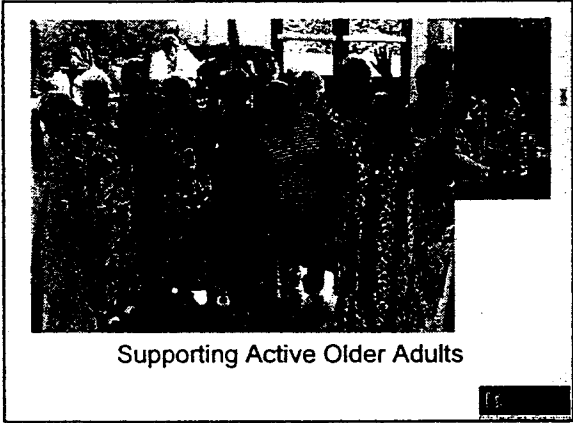
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Supporting Active Older Adults

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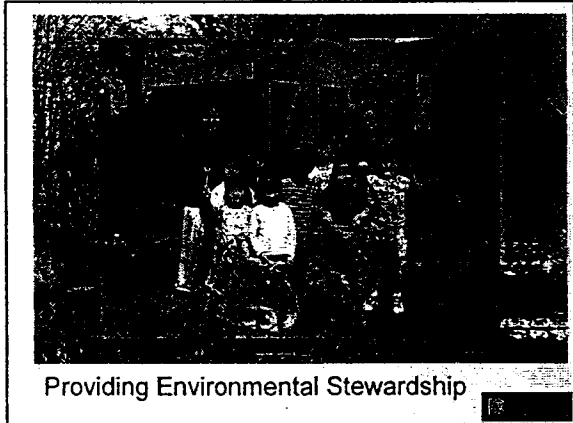
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Providing Environmental Stewardship

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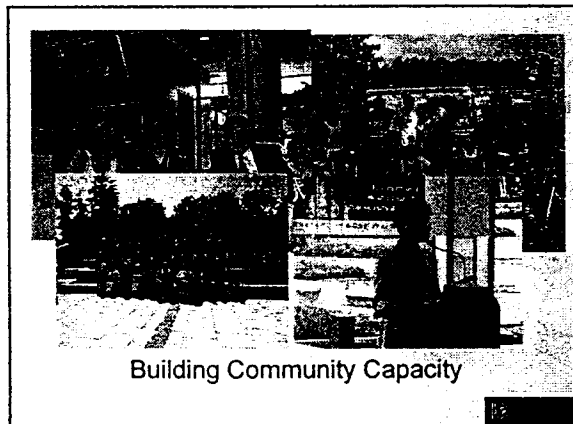
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Building Community Capacity

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## Parks, Recreation & Cultural Services Division Vision, Mission & Goals

### Our Vision

*Richmond ..... To be the most appealing, livable, and well-managed community in Canada*

### Our Mission

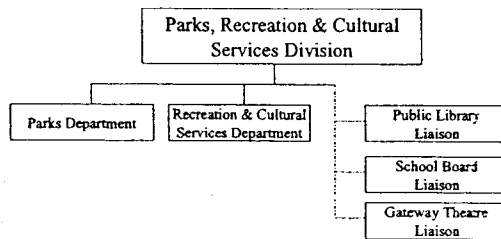
- To plan, program, design, construct, create and maintain the City's green infrastructure and diverse public open space system that will result in an attractive, sustainable, vibrant and well-managed park-like City
- To promote and encourage healthy lifestyles through 'participation in recreation and cultural activities'
- To ensure a broad range of recreation, sport, art and cultural opportunities that meet community needs
- To ensure that opportunities are accessible to all citizens of Richmond
- To plan, develop and effectively manage recreation and cultural assets
- To be stewards of the environment
- To foster pride and a sense of belonging through community involvement and participation in all aspects of the leisure delivery system

## Benefits Based approach to Recreation Service Delivery

*Endorsed by Council August 24, 1998*

- Recreation and physical activity are essential to personal health
- Recreation is a key to balanced human development
- Recreation & parks are essential to quality of life
- Recreation reduces self-destructive and anti-social behaviour
- Recreation and parks build strong families & healthy communities
- **Pay now or pay more later!** Recreation reduces health care, social service and police/justice costs
- Recreation and parks are significant economic generators in the community
- Parks, open spaces and natural areas are essential to ecological survival

## How we are currently structured



## Our Market

- Residents of Richmond
- Businesses located within Richmond
- Organised and un-organised user groups
- Users from neighbouring municipalities
- Visitors to Richmond

## City of Richmond 2001 Parks, Recreation & Culture Community Survey

November 2001

## About the Sample

### Household

Household Type	Percentage
couple with children	43%
couple with no children	27%
single parent	5%
one or more single adults	25%

### Age

Age Group	Percentage
65 years or over	16%
55 - 64 years	14%
25 - 34 years	12%
35 - 54 years	55%
under 25 years	3%

490 Households Responded  
74.4% of 658 eligible of 20

## Best About Richmond

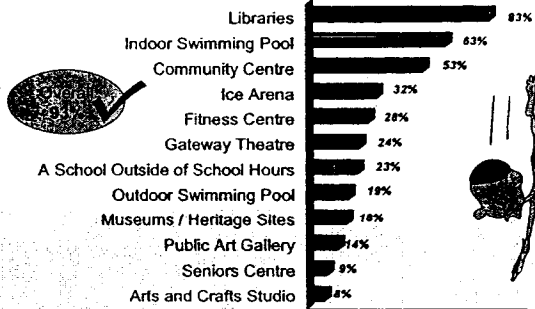
Category	Percentage
The Setting	64%
Parks and Open Spaces	61%
My Neighbourhood	55%
Library Services	45%
Recreational Opportunities	42%
Community Spirit	21%
Health Services	19%
Educational Services	19%
Arts and Cultural Opportunities	18%
Social Support Services	13%

## Use of Outdoor Facilities?

Activity	Percentage
Walking / Jogging / Cycling	88%
Picnics / Socializing / Relaxing	48%
Playing in a Children's Playground	41%
Informal Outdoor Sports	22%
Organized Outdoor Sports	21%
Walking My Pet	21%
Learning About the Outdoors	11%

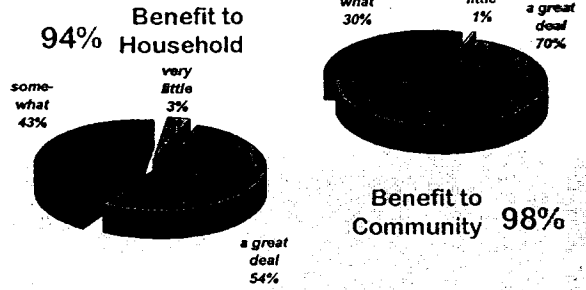
Overall 55%

### Use of Indoor Facilities?

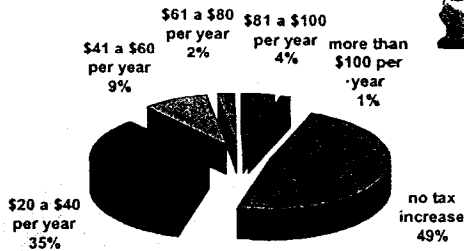


### Benefit & Satisfaction

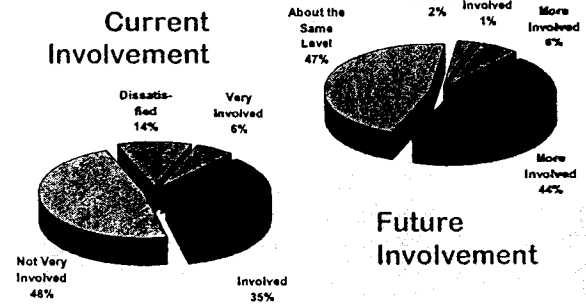
→ 85% Satisfied with Existing Services



### Tax Support

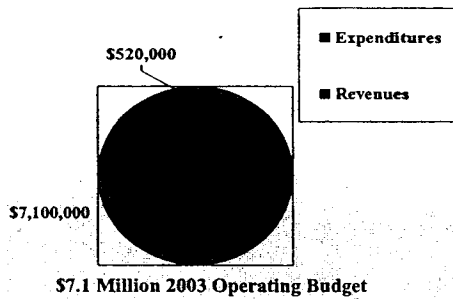


### Community Involvement





## Parks Department 2003



## Parks Department Capital Budget

• Land Acquisition	\$4,500,000	2004 Developer
• General Development	\$ 204,000	Initiated Park
• Tree Planting Program	\$ 100,000	Projects
• Unsafe Playground Equipment Replacement	\$ 139,100	• Birch Park
• Statutory Sports Reserve Fund	\$ 250,000	• Katsura Park
• Garden City Community Park Phase 2	\$ 974,500	• London /
• Minoru 2 & Hugh Boyd/Sports Field Lighting	\$ 320,000	Princess Park
• Park Advanced Design/Planning Fund	\$ 120,000	• Tin Shed /
• Terra Nova North West Quadrant (Year 1 of 5)	\$1,000,000	Town Square
• Trails 2004	\$ 250,000	• McLennan
• Sports Field Drainage	\$ 250,000	South Park
• Skate Spot City Centre	\$ 25,000	Planning
• Scotch Pond Dredging	\$ 160,000	Design
• Waterfront Improvement Projects	\$ 600,000	
• Waterfront Improvement Reserve	\$ 600,000	
	<b>TOTAL \$9,492,600</b>	

## Parks

- Overview of Parks & Amenities
  - 1,580 acres
    - 132 acres of City Wide Parks
    - 460 acres of Community Parks
    - 103 acres of Neighbourhood Parks
    - 484 acres of Neighbourhood School Parks
    - 4 acres of Tot Lots
    - 397 acres of Natural Areas
  - Over 100 park sites
  - 1,000+ Street Banners
  - Over 43 km of Trails

## Parks

- Boulevards/Natural Areas – The Urban Forest
- Over 3,500 trees in the City Nursery
  - 300 tables and 500 benches in public areas around Richmond
  - 25 building grounds maintained by Parks
  - 25.7 km of road medians, and 180 subdivision median sites
  - Sidewalk pressure washing and vegetation control
  - 200 walkways
  - 140 km of roadside flail areas
  - Vandalism control & graffiti control
  - Flower / Median beautification & 400+ hanging baskets
  - Maintenance of Public Art
  - Banner Program – over 1,000 per year

## Parks - Partnerships

- The Community at Large
- Sports Groups
- Community Associations
- Environmental Groups
- User Groups
- Governing Sports Bodies / Provincial Groups
- Corporate Sector
- Neighbourhoods
- Individuals
- Other Departments

## Parks Planning, Design & Construction

- Coordination of park, trail and public open space design & planning processes and significant community consultation
- Project management implementation processes - from concept to detailed design
- On-site decision making with developers and other City Departments for construction and developer contributions and developer contributions
- Implement major multi-year and minor single-year capital projects
- Implementation of Park & Trail Open Space Strategies/Plans for area plans, neighbourhood sites and new development areas

## Parks Planning, Design & Construction

### Planning

- On going design / planning support and input for other departments.
  - Rezoning Applications
  - Development applications / plan review
  - City wide strategies
  - Public Works boulevard and medians
- Determination of 5 year capital program for Parks to ensure balanced development and infrastructure replacement
- Preparation and review of tree planting plans for the City's urban forest
- Liaison with external agencies: GVRD Parks, Other Municipalities, Environment Canada, YVR, FREMP, DFO, BCSLA, Harbour Authorities

### TRAILS WATERFRONT AMENITY GUIDELINES

For Discussion Purposes

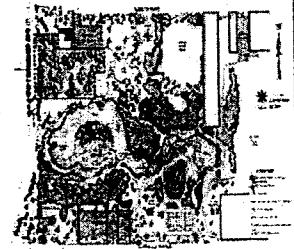
Prepared by  
The City of Vancouver  
July 2002  
http://www.vancouver.ca



## Parks Planning, Design & Construction

### Design

- Playground planning and installations (54)
- Design services - base plans, survey data, GIS
- Sportsfield and amenity design

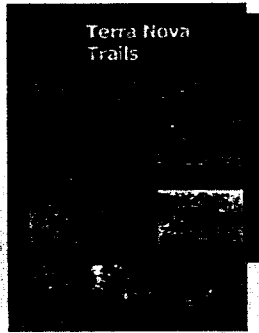




## Parks Planning, Design & Construction

### Capital Construction

- Capital Program \$9.5 million
- Creation of construction drawings for park crews



## Parks - Planning

### What are the challenges? (*financial / infrastructure / growth*)

The growing and changing demographics of Richmond

- Demand for better facilities / pressure on existing facilities
- Management information
- Development review
- Park DCC capital in decline due to slow development cycle
- Dated policies
- School / City park land acquisition
- Encroachment into agricultural realm
- Loss of environmental habitat
- Issues with federal authorities
- Support development community often in conflict with being able to do our work
- Need for dedicated sports tournament facilities so pressures can be taken off community and neighbourhood parks

## Sports, Facility Booking & Special Events Services

- \* 1 RFT Sports & Special Events Coordinator
- \* 1 RFT Booking/Rentals Clerk
- \* 65 Special Events and
- \* 88 Community Sport User Group Support



## Sports Services

### • Fall Winter Season:

The field sport playing season that runs from September to May annually. This season includes the following sports: Soccer, Football, Rugby, Field-Lacrosse, Field-Hockey.



### • Spring Summer Season:

The fields sport playing season that runs between April to September annually. This season includes the following sports: Baseball, Softball, Field-Hockey, Summer Soccer, Cricket and Track and Field.

- Over 9,000 users in organized sport activities/league play
- "Sweat Equity" on behalf of Sports Groups--Significant Added Value to the Community provided

## Sports & Special Events

65 Major Special Events Supported

- Parades & Runs
- Sports Events
- Remembrance Day Service
- Halloween Fireworks
- Steveston Salmon Festival
- Flatlands Run Steveston Ice Breaker Run
- Labour Day Weekend Run
- Remembrance Day

## Sporting Events

- Provincial Softball Tournaments
- Provincial Baseball Tournaments
- Provincial Soccer Tournaments
- Minor Football Opening Day
- School District Provincial Championships
- Thanksgiving Youth Soccer Tournament
- Thanksgiving Girls Soccer Tournament
- Mini Youth Soccer Opening Day Jamboree
- Mini Girls Soccer Opening Day Jamboree
- End of the Year Youth Soccer Richmond Cup Jamboree
- Richmond Tennis Club Open
- Richmond Athletics' Dogwood Open Gymnastics Competition
- Steveston Judo Club Tournament

- Steveston Karate Club Tournament
- Sports Awards
- Softball Tournaments
- Baseball Tournaments
- Dolphin Park Basketball Tournament
- Mad Games Basketball Tournament
- Nations Cup Soccer Tournament
- Kojaks Track Meets
- S.D. 38 Track Meets
- Special Olympics Track Meet
- Wheelchair Provincial Tennis Championships
- Richmond Curling Club Provincial Playdowns
- Field Hockey Jamboree
- Field Hockey Provincial Championships
- Golden Oldies Cricket Tournament
- Provincial Cricket Championships



Partners for Sustainable

## Parks Programs

- 1 RFT Parks Coordinator
- Community Street Banner Program \$80,000 = 1,000 Banners
- Partnership Program Support
- Pitch & Put Management
- Sports Programming

- Added service level value, increased community pride & stewardship
- Adopt-A-Programs
- Community Gardening Program
- Banner Sales/Sponsorship
- Dogs off leash program
- Annual Landscape and Garden Contest
- Volunteer Graffiti Removal Program
- Number of Volunteers 3,000
- Number of Volunteer Person Hours 28,607 + Valued at \$217,000
- Total Sponsorship Revenue \$133,485 (Nov 99 to Dec 01)



## Summary of Sponsorship and Key Projects (June 2002-November 2003)

7,200 Volunteer Hours	\$72,000
Impresso Laundry Banners	\$6,000
Steveston Judo Club Banners	\$1,100
Progressive Construction (Three Banners at Terra Nova)	\$700
Vancouver Natural History Society Terra Nova Natural Area Planting	\$3,000
Garden Contact Press (20 Sponsors) 2002 & 2003	\$4,500
Wakayama Kenji Ken Cherry Tree Planting at Garry Point	\$6,200
The corporate sponsorship and maintenance of dog bag dispenser	\$2,000
Canadian Crescent Cat-to-ec adoption plants	\$1,500
Toyota Park	\$100,000
Steveston Playground Upgrade	\$100,000
Thompson Cleaning Mat	\$60,000
Auroracon (Millennium Garden)	\$3,500
Vancouver International Airport	\$500
Blue Park in Steveston	\$12,000
East Richmond Community Association (EYC)	\$12,000
Eco Action Planting	\$2,500
Steveston Harbour Commission Tree Planting	\$2,000
Sub-donations	\$40,000
2010 Olympic Banners	\$20,000
John Hebbeln Heritage Pear Tree Adoption companion planting	\$400
Tree Canada (Base No 3 Road Dog park planting)	\$1,200
Steveston Nuts Baseball League	\$4,000

Over \$600,000 in Community Initiated Projects

## Formal Agreements

- Western Indoor Tennis Centre
- Richmond Gymnastics Association
- Richmond Rod and Gun Club
- Garry Point Concession Pajo's
- Garry Point Concession Timothy's
- Richmond Tennis Club
- Richmond Yacht Club
- Blair Community Garden
- Richmond Boy Scouts
- Garry Point Park Caretaker
- Brighouse Park Caretaker
- Blundell Park Caretaker
- Debeck House Caretaker
- McDonald Beach Caretaker
- McNair Park Caretaker
- Minoru Park Caretaker
- Park House Caretaker
- Woodward's Landing
- Kinsmen Pavilion (Nature Park)
- Progressive Construction (Terra Nova Banners)
- London Park Caretaker
- Pitch & Putt (Bagh Boys)
- Scotch Pond
- Steveston Park
- McLennan Park Caretaker
- Palmer Gardens City Park Caretaker
- London Steveston Park
- Chappelle Enterprises (Minoru Chapel)
- Terra Nova Day-care
- Riverside Day-care (Dover)
- Cook Road Day-care
- Andrews Road Day-care (South Cove)
- Richmond Animal Hospital
- Richmond Boys Fastball RBFO
- Richmond Community Garden
- Richmond Dog Fasciers
- Richmond Senior Men's Fastball
- Teles Engineering Limited (Banners)
- Imperial Parking McDonald Beach Boat Launch
- SPCA (Grounds Maintenance)

Contracts total \$239,820

## Annual Revenues

\$400,000

- Chapel Rentals
- Room Rentals
- McDonald Beach Boat Launch - average 3,500 launches/year
- Pitch and Putt Golf Course
- Banner Sales
- Memorial Bench Sales
- Street Banner Sponsorship
- Overhead Recovery Fund
- Lease/Rental Revenue
- Picnic Tables
- Tree Sales
- Movie Shoots
- Dog Bag Dispenser Sponsors
- Trees
- Artificial Turf Revenue



## Custodial/Building Maintenance

\$300,349

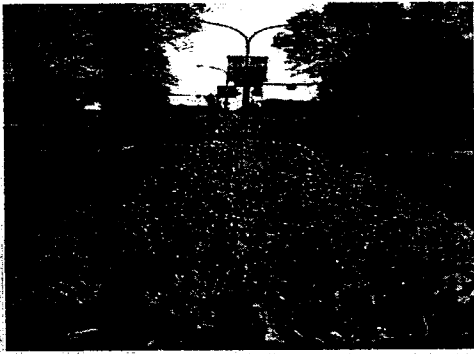
- 40 buildings in Parks
- 1.5 FTE Building Service Workers
- 17 Park Caretakers
- Trail Washrooms
- Fieldhouses
- Minoru Pavilion
- Heat/Light/Maintenance
- Demand Maintenance

## Sports & Parks – Programs

What are the challenges? (financial/infrastructure/growth)

- Staffing concerns, e.g. only 1 staff liaison person for 50+ community groups
- Staff turnover / succession planning / training for needed professionalism / recruitment
- Need for flexible program areas
- Memorialization
- Event manager and support - inequitable distribution of support... established events get support, new and developing events don't
- Demand for community consultation often exceeds availability of staff resources
- Revenue generation
- Companion animals
- Lack of coordination - accountability/relationships with community groups
- Sense of entitlement for free specialized use facilities
- Lack of neighbourhood parks
- Relationship with School Board & joint school sites
- Impact of Olympics on sports and culture on the community
- Gender equity
- Subsidy levels for sports
- Capacity of sports fields for fall/winter season limited due to demand and inclement weather - *\*we have quantity, we lack quality*

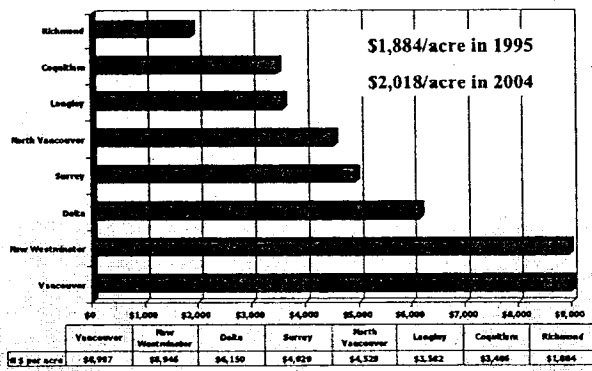
## Parks Operations



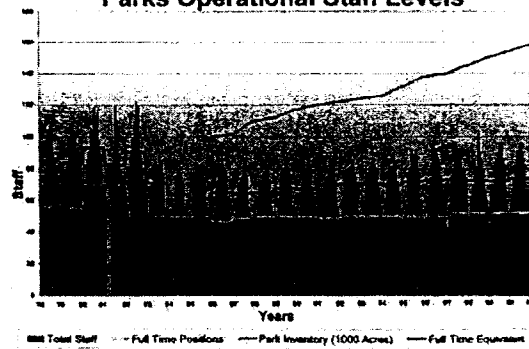
## Parks Operations Parks Maintenance Programs Parks General Program Maintenance

Type of Asset	Unit	Budget	Unit Cost
City Wide Parks	132 acres	\$ 691,000	\$ 5,234 /acre
Community Parks	218 acres	\$ 689,600	\$ 3,163 /acre
Neighbourhood	103 acres	\$ 258,000	\$ 2,505 /acre
Neighbourhood	484 acres	\$ 739,300	\$ 1,563 /acre
School/Parks			
Tot Lots	4 acres	\$ 36,800	\$ 9,200 /acre
Natural Areas	397 acres	\$ 198,500	\$ 500 /acre
FT Equivalent -72 Including Foremen			

## Developed Park Maintenance per Acre 1995 Benchmark Survey



## Parks Operational Staff Levels



### Grass Cutting Program -

All grass cutting- \$900,000

Services provided under the Grass Cutting Program are the following:

- Gang mowing - 15 foot wide fine cut
- Hand mowing - line trimmers & walk behind
- Ride-on mowing - 5 foot wide medium cut
- Flail mowing - 4 foot wide rough cutter on a 14 foot articulating arm
- Brush Cutting - 6 foot wide rough cut

### Grass Cutting Program



- Building grounds and main road medians. Service Level in these areas 1 cut in 5-10 working days - clippings are removed if they are going to create a mess.

### Grass Cutting Program



- Service Level in this boulevard area is 1 cut in 15 working days...
- Scheduled geographically on a route with same service level areas - neighbourhood and school parks, walkways and subdivision medians

### Grass Cutting Program



- Service Level in this area is 1 cut in 5 days
- Trim mowing - 1 cut in 10 working days

## Parks Maintenance

What are the challenges? (*financial / infrastructure / growth*)

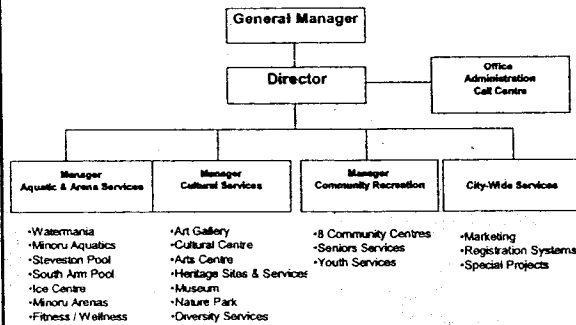
- Environmental concerns e.g. pest management
- Budget, especially for maintaining existing infrastructures and amenities
- Infrastructure replacement
- Trees in a changing urban environment
- Aging infrastructures
  - Built infrastructures e.g. drainage systems in most parks and school grounds were built in the 1950s and 1960s
  - Living (green) infrastructures e.g. Minoru Lakes has matured and is overgrowing

## Parks Maintenance

What are the challenges? cont'd

- The urban forest, and the urban forest strategy
  - 1,600 trees planted annually, which require more maintenance as tree grow
  - Management issues surrounding urban forest (e.g. average life span of trees in dense urban areas is 7 years)
  - 2,500 complaints/requests for service per year and increasing
  - Boulevard trees gone bad, overgrown and unattended ornamentals in residential neighbourhoods
- The base level budget cannot sustain the level of services in all areas are the tough decisions made by Council in an effort to keep taxes down
  - cut budgets in the early 80's (cut 1/3 of budget and staff)
  - set levels of services and sparingly increased the levels to areas desired by Council through additional levels of service requests
  - same number of staff as 20 years ago with 60% more inventory
  - budgets do not match demand

## Recreation & Cultural Services Structure



## Recreation & Cultural Services *what we do*

- Aquatics Services
- Arenas Services
- Culture & Heritage Services
- Community Centres
- City-Wide Services
  - Seniors
  - Youth
  - Special Needs
  - Fitness/Wellness
- Support to Community Groups
- Customer Service
  - Registration (Bookit)
- Promotions
  - Recreation & Cultural Guide

## Types of Opportunities / Services

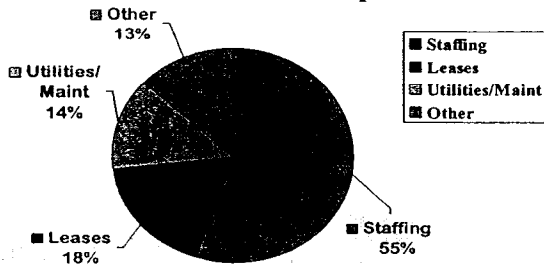
- Registered Programs
- Drop-In Opportunities/Programs
- Special Events
- Work with NFP Groups
- Services (youth, fitness, special needs)
- Volunteers



## Recreation & Cultural Services Budget Breakdown

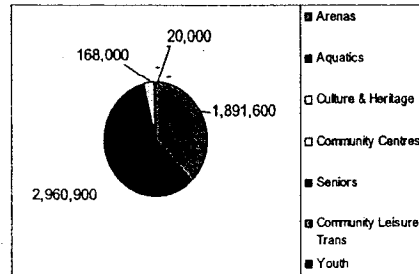
	Net 2002 Budget	Net 2003 Budget
Arenas	1,958,905	2,081,111
Aquatics	3,172,906	3,199,222
Culture & Heritage	1,625,006	1,691,334
Community Centres	3,965,806	4,209,200
Seniors	432,800	462,900
Community Leisure Transp.	132,700	144,900
Youth	200,206	213,333
Special needs	120,544	138,600
Fitness/Wellness	80,027	88,300
	11,688,900	12,228,900

## Recreation & Cultural Services Breakdown of Expenses



Total Expenditures: \$16,729,400 (2002)  
Total Revenue: \$5,040,500 (2002)

## Recreation & Cultural Services Breakdown of Revenue



Total Expenditures: \$16,729,400 (2002)  
Total Revenue: \$5,040,500 (2002)

## Working in Partnership with Associations / Boards

- Richmond Arenas Association
- Community Associations (8)
- Britannia Heritage Shipyard
- Richmond Museum
- Steveston Historical Society
- London Heritage Farm
- Steveston Interurban Restoration Society
- Nature Park
- Scotch Pond Co-operative
- Community Arts Council
- Richmond Art Gallery
- Minoru Seniors
- Richmond Fitness Association

### Funding:

- Richmond Committee on Disability (Disability Resource Centre)
- Richmond Therapeutic Equestrian Society

### Advisory Boards:

- Aquatics Services Board
- Britannia Heritage Shipyard Advisory Board

## Partnership with Associations

### City Provides :

- Facility infrastructure
- Annual Operational Funding for:
  - Facility Operation & Maintenance costs
  - Core Staffing (coordination of all programs & services, admin support, janitorial, customer service staff, board & committee liaison, staff supervision (city & assoc staff) budget development & management, policy research & development for assoc's, staff training, develop grant proposals
  - Registration System (Bookit) & IT support

### Association Provides:

- Volunteers -set direction & policy for programs & services (ie fees & charges, operational schedules, facility use etc.); set association budgets, grants & fundraising, support programs, events and community projects
- Program Staffing (specialist programmers, program leaders, volunteers)
- Program supplies & equipment

## Aquatic Services

### Facilities

- Watermania
- Minoru
- Outdoor Pools
  - Steveston Outdoor Pool
  - South Arm Outdoor Pool

### Programs / Services:

- Public Swim Programs
- Swim Lesson Programs
- Competitive Aquatic Sports
- Fitness Programs

Council Appointed Aquatic Services Advisory Board



## Aquatic Services

(City Net 2002 Budget)

Watermania	\$2,374,200
Minoru Aquatic Centre	\$618,600
Outdoor Pools	\$180,106
	\$3,172,906

Note: Watermania Lease - Site Servicing \$1,693,987



## Aquatic Services - Challenges

- Increasing demand for aquatic programs
  - Learn to swim → Aquacize
- Aging Infrastructure
- Admission fees are highest in the Region
- Increasing maintenance costs as facilities age
- Long term – lease of Watermania

## Arena Services

### Facilities

- Richmond Ice Centre
  - 6 Rinks
- Minoru Arenas
  - 2 Rinks



### Public Drop In Programs

- Skating
- Hockey
- Roller Hockey
- Special Events

### Lessons

- Skating
- Beginner Hockey

### Rentals

- Minor Sports
- Adult Sports
- Special Events

## Arena Services

City Net 2002 Budget

Minoru Arenas	\$254,576
Richmond Ice Centre	\$1,704,329
	\$1,958,905

Note: Richmond Ice Centre Lease - Site Servicing \$1,645,312

Arenas Partnership (2002 – Actual Expenditures)

(Richmond Arenas Community Association – RACA)

Assoc Expense	Assoc Revenue	Assoc Net
\$ 1,455,573.00	\$ 1,553,265.00	\$ 97,692.00

Taken from Year End Financial Statements provided by RACA

## Arena Services Challenges

- Changing demographics – requests for different types of use
- Growth in Public Program
- Market Conditions have stabilized in arenas after demand dropping about 10% from its' peak in 1997-98
- Aging infrastructure
- Increasing maintenance costs as facilities age
- Long term – lease of Richmond Ice Centre

## Cultural & Heritage Services

- Heritage Services
  - Britannia
  - Steveston Museum
  - London Farm
  - Tram
- Cultural Centre
  - Art Gallery
  - Art Centre
  - Museum
- Nature Park



## Cultural & Heritage (City Net 2002 Budget)

Art Gallery	\$202,868
Museum	\$179,568
Nature Park	\$264,968
Heritage Sites	\$236,068
Arts Centre	\$111,767
Cultural Centre	\$629,767
	<b>\$1,625,006</b>

### Culture & Heritage Partnerships (2002 Actual Expenditures)

	Assoc Expense	Assoc Revenue	Assoc Net
Britannia	\$84,717.00	\$75,180.00	\$9,536.00
Steveston Museum	\$0.00	\$5,000.00	-\$5,000.00
London Farm	\$71,481.00	\$89,841.00	\$10,780.00
Nature Park	\$70,960.00	\$76,951.00	-\$5,991.00
Community Arts Council	\$200,825.00	\$209,754.00	\$8,929.00
Richmond Art Gallery	\$106,805.00	\$113,708.00	\$6,903.00
Richmond Museum	\$11,480.00	\$11,754.00	\$274.00
		Surplus	\$25,431.00

Taken from Year End Financial Statements provided by Associates

## Cultural & Heritage Services Programs & Services

### Arts Services

#### Facilities:

- Richmond Art Gallery
- Richmond Arts Centre
- Gateway Theatre
- Cultural Centre

#### Exhibits & Exhibitions:

- Art Gallery, Gateway Theatre & City Hall
- Openings & Special Events



#### Public Programs

Coordination of use of specialized studios and programs in studios  
All administration, utility and maintenance for all areas of cultural centre  
Liaison with Association

## Cultural & Heritage Services Programs & Services

### Heritage Services

#### Facilities

- Richmond Museum
- Britannia Heritage Shipyard
- London Farm
- Steveston Museum
- Steveston Interurban Tram
- Scotch Pond

#### Programs & Services

- Exhibits in Museum & City Hall
- Restoration & preservation of heritage buildings
- Consultation on heritage issues
- Public programs & Special Events



Restoration & preservation of heritage boats

Liaison with societies, advisory boards and co-operatives

## Cultural & Heritage Services Programs & Services

### Nature Park

- Programs and special events
- Nature House exhibits – development and maintenance
- Maintenance of park and park trails
- Care of animals
- Liaison with Society

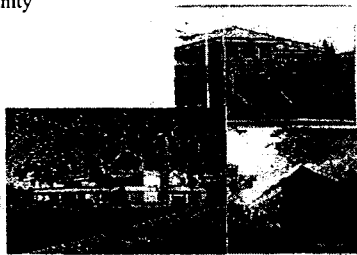


## Cultural & Heritage Services Challenges

- Need for Arts Strategy (in progress)
- Need for Space (performing / visual) / partnership with schools
- Need for different Marketing approaches (Arts)
- Coordination across the City
- Operating grants from other agencies for Museum and Art Gallery – declining
- Sponsorships for Art Gallery – more difficult and time consuming to get
- Loss of provincial support for heritage
- National Heritage Conservation Guidelines
- **Needs Assessment identified:**
  - Higher priority & resources need to be placed on the arts
  - Protect heritage assets

## Area Operations / Community Centres

- Sea Island Community Centre
- West Richmond
- Hamilton
- City Centre
- Steveston
- Thompson
- South Arm
- Cambie



## Community Centres Programs/Services

- Drop In and Registered
  - Fitness/Wellness
  - Sports
  - Some Arts
  - General Recreation
  - Play
  - Preschools / Childcare
  - All Ages
    - Child, Youth Seniors
- Rentals
- Special Events



## Council Adopted Guiding Principles

(February 24, 2003)

- Ensures the City's ability to meet community needs
- Ensures customer service is enhanced
- Values and encourages community Involvement
- Values effective partnerships
- Ensures financial sustainability
- Provides a policy framework to guide decision-making

## Ensures the City's ability to meet Community Needs

- Many Trends are affecting NEEDS
  - Changing demographics (age, cultural mix, economic status, etc.)
  - Increasing Family pressures
  - Growing recognition of the need to invest in our Children & Youth
  - Rising Health Costs due to physical inactivity & unhealthy lifestyles
  - Changing Lifestyles
  - Changing Community
  - Growing desire for citizens to feel connected in their community
  - Increasing downloading from other levels of Government
  - Changing participation patterns and need for more flexible indoor and outdoor spaces
  - Limited Municipal Resources
  - Changing and declining (?) volunteerism
  - Growing recognition of community services continuum and the need to focus on prevention where appropriate.
  - Growing concern for the environment

## Ensures the City's ability to meet Community Needs

### Challenges:

- Community Needs Assessment indicates some areas of the community are well served, while some areas are not
- Lack of resources to assess and monitor "needs" on an ongoing basis – how do we know if we are doing the right things – the most important things?
- No criteria / process in place to ensure that where resources are invested meets the greatest community needs (programs, facilities, parks).
- Individual providers often look at service in isolation without coordination or looking at the broad community needs. In some cases, there is a reluctance to cooperate on city-wide initiatives to address broad community needs.
- The city has a responsibility to ensure that the broad "public needs" are being met - How do we do this in partnership with many independent partners?  
How do we consult with or involve other potential stakeholders?
- Access to schools limited (ie arts, sports have difficulty accessing space)
- Barriers to participation – language, financial, physical
- Few low or no-cost opportunities

## Ensures the City's ability to meet Community Needs

- How do we identify community needs on an ongoing basis?
- How can we or should we broaden the use of community facilities to enable community service integration or collaboration (i.e. safety, other City services, health & wellness, social services)?
- How do we ensure the the ability to deliver programs/services on both a city-wide and neighbourhood basis?
- What is the appropriate "mix" of programs and who determines this?
- What is the City's role and responsibility to meet the diverse and changing community needs?
- Marketing & Promotions – how do we better target those we aren't reaching? Where do the resources come from for this?

## Ensures that Customer Service is enhanced

### Challenges:

- No adopted or consistent "standards" regarding:
  - Type and # of programs, services
  - Facility & equipment standards
  - Qualification of staff, program instructors
  - Pricing / subsidization
  - Safety & security; Risk Management
  - Accessibility / equity of access
- Inequity in staff training (city / association staff)
- Lack of management information systems / databases that provide information to assist in decision-making
- Decisions often made based on historic precedent as opposed to current reality
- Service is often reactive - "squeaky wheel"
- Due to lack of coordination, there is an overlap or duplication of some programs and facilities, often resulting in complaints
- Inconsistent evaluation and feedback from customers and users of programs and facilities
- Facility & Parks bookings are difficult to make – need for more Community Meeting Spaces (easy access & welcoming)

## Ensures that Customer Service is enhanced

- What are the "standards" we should be following?
- How can we plan and invest in marketing and communication to raise awareness of the many opportunities available to all citizens and promote the importance of participating in healthy lifestyle activities?
- How can we better coordinate programs and services to ensure the right number and types of opportunities across the city?
- What is the City's responsibility to determine standards for service delivery (quality, safety, accessibility)?
- How can we use technology to make access easier? Provides ease of access to programs & services (i.e. through technology, better coordination)

## Values and encourages Community Involvement

### Challenges:

- Minimal training, support and recognition for volunteers. Lack of resources to do so.
- Community Needs Survey and general trends indicate the need to include a variety of volunteer opportunities to meet different interests (short-term, planning & policy involvement, program/event involvement) – current system does not adequately address this.
- No Volunteer database – duplication of effort

## Values and encourages Community Involvement

- What should be the city's role in supporting volunteers (recruitment, training, recognition)
- Who should be responsible to ensure that there are a wide range of opportunities available? How do we determine what is appropriate for volunteers to take on?
- Difficult to get new people involved.
- What kinds of volunteer opportunities could be developed to meet individual participation needs?
- How do we ensure that the volunteer contribution "adds value"?
- How do we create an environment where a variety of organizations can be involved?

## Values Effective Partnerships

(not-for-profit, public, private)

### Challenges:

- The city has delegated authority for "programming" to a variety of groups; however, there is lack of clarity re: roles, responsibility and accountability. This has resulted in poor relationships between the city and some groups.
- Where we have partnerships, operating agreements do not clearly lay out accountability.
- City has inconsistent methods of working with groups. How can we ensure appropriate training, support and recognition for volunteers? Where do the resources come from to do this? What should be the city's role?
- No contract / partnership management system or resources

## Values Effective Partnerships

(not-for-profit, public, private)

- What "guidelines" or policies should be established to ensure that the goals and outcomes are clearly stated and that there is the ability to evaluate and make changes as required?
- How can we create the flexibility to establish new partnerships as opportunities arise? (with Not-for-Profits, Corporations, Service Sectors) How can we develop partnerships appropriate to the service to be delivered based on needs that have been identified?
- What is the City responsible for? How do we set out a governance structure that has clear terms of reference for the City and any partners?

## Ensures Financial Sustainability

### Challenges:

- Program and service offering have grown significantly and the demand for service is expected to continue to increase at a time when City resources remain the same or are declining. There are few opportunities to create efficiencies within the system to build capacity to handle the growing demands - doing things differently.
- Expenses and revenues are not linked in some operations, making it difficult to make effective financial decisions
- Differing financial reporting structures/statements make it impossible to do an effective financial analysis
- City costs continue to increase and within the current operating model, the City does not have the opportunity to offset some of these costs through revenues - in some areas.
- Difficult to monitor standards for financial practices / management for NFP groups (accountability)

## Ensures Financial Sustainability

### Challenges:

- Where new sources of revenue are identified, there are sometimes conditions that prevents revenue to help with operating costs (ie fields)
- It is very difficult to identify opportunities for economies of scale and efficiencies that could lead to better use of resources (human, financial, infrastructure)
- Lost opportunities to leverage resources
- Capital development is funded, but often difficult to get operating & maintenance budgets to support new physical plant.
- Difficult to fund major capital projects that may be required in community due to other priorities.
- Majority of city resources are dedicated to operations - almost no resources for planning, resulting in ad-hoc or reactive decision-making.

## Ensures Financial Sustainability

### Challenges:

- At each facility where there is an "association partnership" staff administer both city and association financial and human resource policies & procedures. No two places are the same and there is little ability to streamline processes for greater operational efficiency. Budget development processes can be very time consuming.
- Association surpluses are not accessible to meet needs in areas of the community that are deficient in services.
- Where the City invests in improvements that create efficiencies, improve services or revenue opportunities such as on-line registration, the increased revenues go to Associations. These city-wide initiatives are extremely difficult to implement.
- Current City budgets do not allow for the appropriate level of funding for lifecycle maintenance and replacement of facilities.
- Silo thinking

## Ensures Financial Sustainability

- How do we ensure efficient processes for service delivery and asset management?
- Are we making the best use of our "human resources" (volunteers & staff)?
- Are we spending too much on administrative processes (both volunteer and staff time)?
- How can we maximize the ability to access alternative revenue sources (i.e. through grants, partnerships, sponsorships)?
- How can we "shift resources" as needs change?
- Should surpluses gained through programs and use of facilities be allocated differently?
- How should we strategically allocate resources (both capital and operating) to areas of greatest need and opportunity?

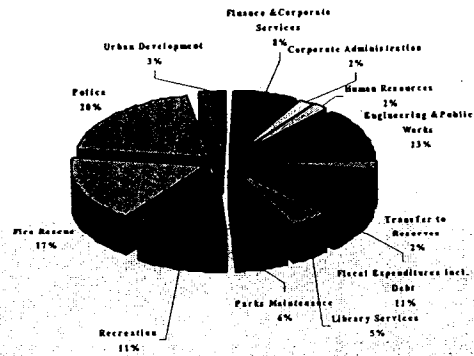
## Council Adopted

### Long Term Financial Management Strategy

- *Policy One – Tax Revenue - Tax increases will be at Vancouver's CPI rate (to maintain current programs and maintain existing infrastructure at the same level of service) plus 1.0 % towards infrastructure replacement needs.*
- *Policy Two – Gaming Revenue - Gaming revenues will go directly to the capital reserves, the grants program and a community legacy project reserve.*
- *Policy Three – Alternative Revenues & Economic Development - Any increases in alternative revenues and economic development beyond all the financial strategy targets can be utilized for increased levels of service or to reduce the tax rate.*
- *Policy Four – Changes to Senior Government Service Delivery - Any additional costs imposed on the City, as a result of mandatory senior government policy changes, should be identified and added to that particular year's taxes above and beyond the CPI and infrastructure percentage contribution.*
- *Policy Five – Capital Plan - Ensure that long term capital funding for infrastructure (e.g. parks, trails, facilities, roads etc.) is in place in order to maintain community liveability and generate economic development.*
- *Policy Six – Cost Containment - Staff increases should be achieved administratively through existing departmental budgets, and no pre-approvals for additional programs or staff beyond existing budgets should be given, and that a continuous review be undertaken of the relevancy of the existing operating and capital costs to ensure that the services, programs and projects delivered continue to be the most effective means of achieving the desired outcomes of the City's vision.*
- *Policy Seven – Efficiencies & Service Level Reductions - Savings due to efficiencies or service level reductions identified in the strategy targets should be transferred to the capital reserves. Any savings due to efficiencies beyond the overall strategy targets can be utilized to reduce the tax rate or for increased levels of service.*

- **Policy Nine – Administrative** - As part of the annual budget process the following shall be undertaken:
  - all user fees will be automatically increased by CPI;
  - the financial model will be used and updated with current information, and
  - the budget will be presented in a manner that will highlight the financial strategy targets and indicate how the budget meets or exceed them.
- **Policy Ten – Debt Management** - Utilize a “pay as you go” approach rather than borrowing for financing infrastructure replacement.

**Breakdown of Municipal Tax on Average Household - 2004**



**Provides a Policy framework to guide decision-making**

**Challenges:**

- Different policies at various facilities – customers often don’t understand why they need to be different and why the City can’t change this
- There is a lack of city policies to ensure appropriate standards and levels of service across the community - ie
  - Levels of Service / Service Priorities
  - Program standards
  - Staff qualifications
  - Fees and Charges / Funding Levels / subsidies
  - Accessibility & equity
  - Safety and Liability
- Lack of staff resources dedicated to Planning and Policy development
- City develops “corporate” strategies & policies that all Departments are expected to contribute to or adopt; often difficult to implement within the partnership model - ie community safety
- There is duplication of efforts to develop similar policies at various facilities (staff & volunteers)
- It is difficult to track what policies are in place, where

**Provides a Policy framework to guide decision-making**

- What is the foundation for decision-making?
- How do we develop / who should develop Policies/Guidelines to guide decision-making – (Council / Staff / Volunteers)?
- How can we ensure appropriate planning and evaluation of programs, services, parks and facilities on an ongoing basis?
- How do we ensure policies are in place to ensure equitable and quality service; and in support of the public service mandate (Equity of access; Fee Policies; Levels of Service; Safety & Liability)?
- What is the city’s role in to ensuring program and safety standards?



Presentation to the  
Community Working  
Group  
December 18<sup>th</sup>, 2003



# Parks, Recreation and Cultural Services



## Current Reality Issues and Challenges

Dec 2003

1106730



## Summary of Key Issues

- Changed demographics
- Identified needs not being addressed
- Lack of integration of services
- Inefficient use of resources
- Relationships
- Unclear roles, responsibility and accountabilities
- Not financially sustainable
- Change is difficult

1106730



## Ensures City Ability to Meet Community Needs

- Inequity of resources applied across City
- Services not well coordinated
- Barriers to participation (\$, language, cultural, physical)
- Focus on amenities, facilities, not on community
- Staff resources not assigned to priority areas
- Staff reporting to multiple bosses (City, NPO, specialists)

1106730



## Ensures That Customer Service Is Enhanced

- Inconsistent standards and processes
- Management information systems not uniformly used or accessible
- Training inequities (City, NPO)
- Complaint resolution complicated
- Duplication, inconsistent marketing and promotion
- Brand issues (is this the City or is this the NPO)
- IT systems often difficult to implement

1106730



## Values and Encourages Community Involvement

- Minimal training, support, recognition of volunteers
- No volunteer database
- No volunteer coordination, no budget or resources
- Complaints re: lack of volunteer recognition and respect for volunteers
- Observed difficulty in board recruitment
- Inconsistent approach for public involvement, input and public information

1106730



## Values Effective Partnerships

- Unclear roles of partners and City
- Unclear accountability to City
- No contract management structure or system to monitor contracts and agreements
- Inconsistent approaches to working with groups
- Difficult to develop new partnerships
- Staff time to work with and manage partnerships
- Change requires negotiation with multiple organizations

1106730



## Ensures Financial Sustainability

- More demand than resources, growth constant
- Increased costs with no corresponding revenues
- Inconsistent financial standards and practices
- NPO and City budgets aren't prioritized or coordinated
- Duplicate budgeting and financial processes
- Lack of flexibility to change priority areas and apply needed resources
- Budget restrictions (City policy)

1106730



## Provides a Policy Framework to Guide Decision Making

- Lack of resources for planning and policy development
- Lack of policies to guide decision making
- Confusion between policy and practice
- Risk management and liability unclear
- Third party liability not an expectation of facility use
- History takes precedent
- Confusion over who has the senior authority, City or NPO

1106730



## So Now What?

- How does the make up of our community effect how we provide for the future? Marketplace: who are they, where are they, what do they need?
- How do we ensure that we are flexible, responsive and resourceful?
- What is the role of the City, the community, NPO's?
- How should services be coordinated (functional, sectoral, special interest, by area, by age group)?
- What standards and policies need to be established?
- What do we say no to and how do we say it?

1106730



## So Now What?

- What is the best way to involve the community?
- How can technology make things easier, more accessible, integrated?
- Should the City support it's volunteers? How?
- What guidelines and standards for agreements and contracts should be in place?
- How should the City prioritize who gets what (\$, people, things)?
- How do we work more effectively together?
- How can we improve relationships and foster new ones?

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## What to Keep and Build on?

- Mission, vision, values and principles
- Community volunteers and community leadership
- Staff expertise and skill
- Community involvement
- Facilities (indoor, outdoor)
- Cultural diversity
- Outdoor gathering places
- Work together and coordinate



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## What to Keep and Build on?

- IT systems
- Contracts and business practices
- Festivals and multicultural celebrations
- Walk-able community with local interesting destinations
- Passion, positive thinking
- Links to decision makers



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## Next Steps

- Work with others
- Decide who does what
- Establish standards and reporting structure
- Provide support
- Do it
- Continually evaluate
- Grow citizenship, foster leadership and cultivate active people



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Presentation to the  
Community Working  
Group  
December 18<sup>th</sup>, 2003



## Current Reality Profiles



- Market
- Infrastructure
- Programs
- Financial

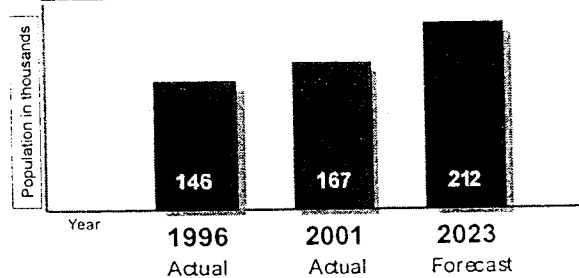
Snapshots for understanding and planning

## Market Profile



### Population

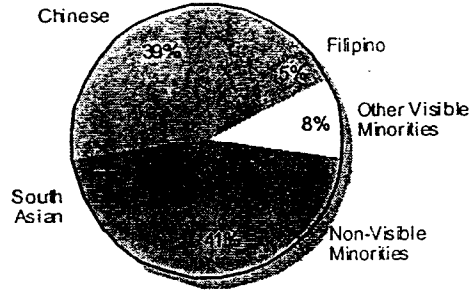
Richmond's population is forecasted to grow by another 28 percent



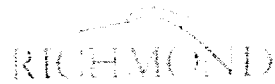
**Market Profile**



**Ethnicity**



**Market Profile**



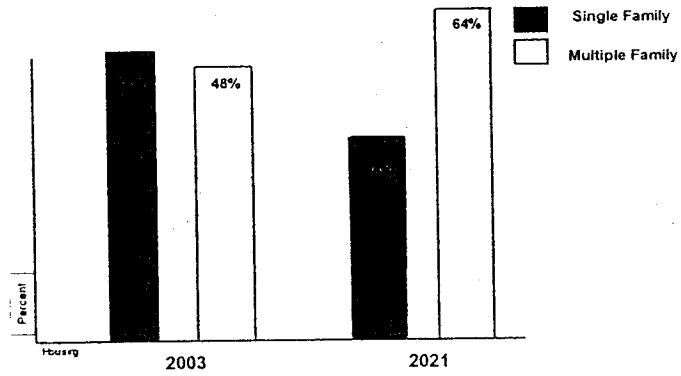
**Richmond Population - Aging**

- All local planning areas will have an older population
- City Centre and Seafair will have the largest concentration of mature adults

**Market Profile**



Richmond Population - Housing Type



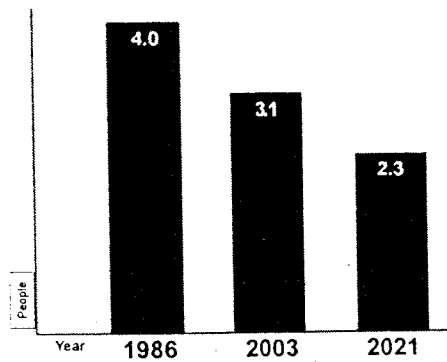
Parks, Recreation and Cultural Services Master Plan

CANNON DESIGN

**Market Profile**



Richmond Population - Household Size



Parks, Recreation and Cultural Services Master Plan

CANNON DESIGN

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**Market Profile**



Richmond Population – Local Planning Area Growth

City Centre	33,000 to 62,000	85%
Hamilton	4,200 to 8,600	105%
Seafair	16,000 to 19,000	19%
Shellmont	11,000 to 13,000	16%

---

**Market Profile**



Richmond Population – Local Planning Area Contraction

Thompson	15,000 to 13,700	-9.0%
West Cambie	6,000 to 5,300	-12.0%
East Cambie	10,500 to 10,000	-0.5%

---

## Infrastructure Profile



### Major Building – Inventory

- 30 major buildings
- \$145 million replacement value
- 89% average remaining building life
- 5 - 50+ years old
- 25% are 30+ years

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## Infrastructure Profile



### Parkland / Greenspace – Inventory

- Richmond's guideline 6.5 acres per 1,000 residents
- 2003 population 89% sufficient (155 acre shortfall)
- 2023 population 68% sufficient (677 acre shortfall)

---

## Infrastructure Profile



Parkland / Greenspace – Local Planning Areas  
With Greatest Need

- City Centre
- Seafair
- Blundell

---

## Program Profile



Recreation & Culture Participation – Programs

<b>Individuals Registered in Programs:</b>	<b>84,700</b>	
Community Centres	41,000	(48%)
Arenas	3,800	(4%)
Aquatics	17,900	(21%)
Cultural and Heritage Services	4,000	(5%)
Outdoor Sports (Field Sports)	9,900	(12%)
Special Services (Includes seniors services)	8,100	(10%)

---

## Program Profile



### Recreation & Culture Participation – Drop In Visits

<b>Drop In Visits:</b>	<b>2,214,800 *</b>	
Community Centres	670,000	(31%)
Arenas	484,000	(22%)
Aquatics	710,000	(32%)
Cultural and Heritage Services	240,000	(11%)
Special Services	80,000	(4%)

\*no formal statistics kept – estimates only

---

## Program Profile



### Library Participation

- 84% of Richmond residents are library members
- 1.7 million annual visits
- 3.3 million annual transactions
- 24.2 annual transactions per member



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## Program Profile



### Gateway Theatre Participation

- 2,712 annual memberships/subscriptions
  - 30,000 annual tickets sold
  - 200 children & youth in the Gateway Academy
  - 153 volunteers; 7,000 volunteer hours
- 
- 6 Main Stage productions
  - New Play series
  - Pacific Rim Piano Competition

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## Financial Profile



### 2002 Operating Expenditures (in millions)

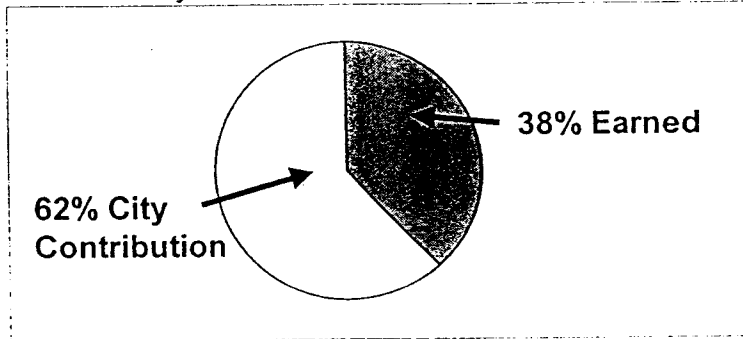
• Recreation & Cultural Services*	24.0
• Parks Services	7.1
• Richmond Public Library	6.1
• Gateway Theatre	1.8
	<hr/>
	<b>Total 39.0</b>

\*includes 18 Associations

## Financial Profile

RICHMOND

2002 Operating Revenue Sources: Parks,  
Recreation and Cultural Service, Library and  
Gateway



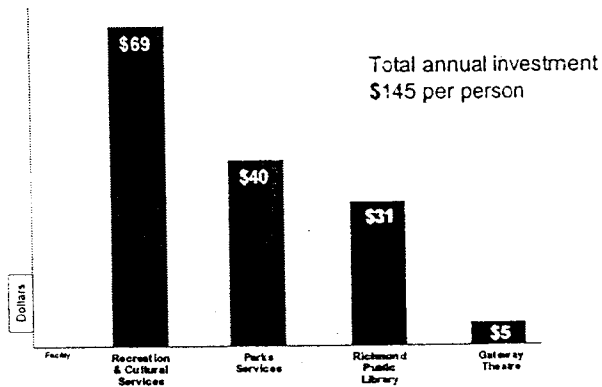
Parks, Recreation and Cultural Services Master Plan

CANNON DESIGN

## Financial Profile

RICHMOND

City Investment Per Person



Parks, Recreation and Cultural Services Master Plan

CANNON DESIGN

Presentation to the  
Community Working  
Group  
May 20<sup>th</sup>, 2004



## PRCS New Direction

Sustainable, Accountable and  
Together with the Community

## Where Have We Come From

Adopted CWG

Community Values and Vision

Well-being Framework

To Live

To Connect

To Grow

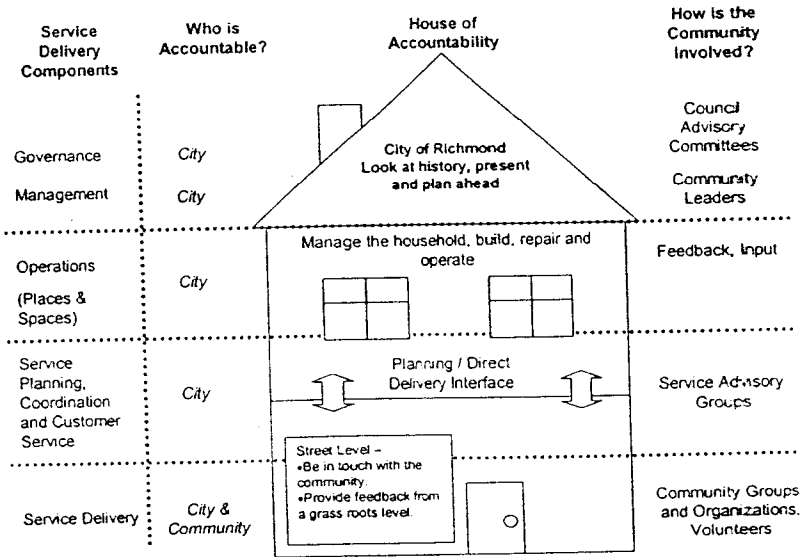
Relationship Based Model

Sustainability Model

# Homework

- Complete the Sustainable Service Delivery System Framework
- Illustrate how it will work

## The Accountability Framework

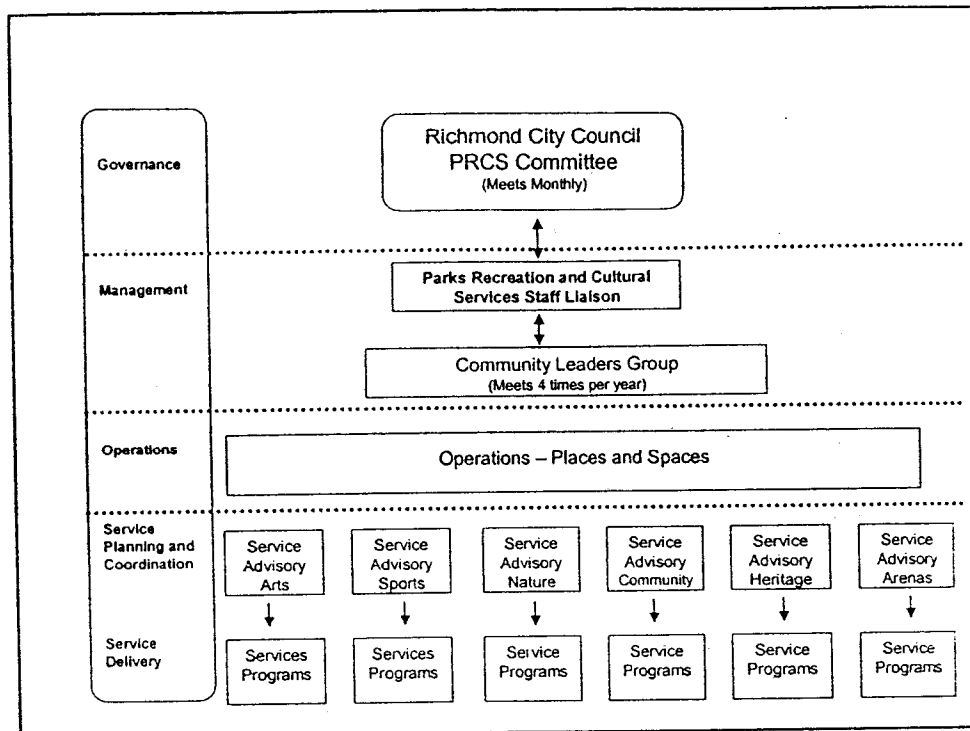


## Sustainable Accountability Framework – City

Function	Who	Does what	Accountable to	For
Governance	City Council	Establish policies, bylaws Sets Budgets	Tax Payers	Ensuring needs are met Effective, efficient use of tax dollars
Management	CAO, GM Directors Managers	Leadership, management, performance, allocate resources, professional recommendation	Council CAO	Achieving the goals Maximize investment
Operations	Managers and Staff	Operations, facility/plant, systems, HR, Customer Service, space allocations	Division Management	Performance, oversee contracts for service
Service Planning & Coordination	Staff	Planning, anticipate market needs, coordination, allocate resources, evaluations.	Management	Designing the best overall plan to meets needs
Service Delivery	Community Staff	Implement and deliver, evaluate, staff/volunteer management	City thru contracts and Management	Ensuring quality program, best use of resources

## Sustainable Accountability Framework – Community

Function	Who	Does what	Accountable to	For
Governance	Boards	Vision, goals, advocacy, allocate resources, leadership, policy	Membership	Ensuring the organizations meets its constitution and is sustainable
Management	Board/staff	Establish work plan, implement direction, fundraising plan	Board	Fulfilling the expectations of the vision and plan
Operations	Staff/Volunteers	Operates the program or services as outlined by the board	Board	Efficient and effective use of resources
Service Planning & Coordination				
Service Delivery	Staff/Volunteers	Deliver the programs, hire and supervise staff and resources, evaluate	Board/City	Quality programs are delivered Special events are well attended



## Service Levels and Resource Distribution

### How we organize ourselves

- 4 Levels of Service
  - Neighborhood, Community, City wide, Regional
- 4 Core Service Areas
  - Operations, Planning, design and research, Programs and services, Community building
- 3 Service Areas
  - West, Centre, South East

## Service Levels

### Neighbourhood

Walking distance, accessible, organized and spontaneous, suits the character of the neighbourhood and it's consumers, local appeal to consumers.

- Elementary Schools
- Neighbourhood Parks
- Tools to support neighbourhood initiatives
- Public Art
- Walking paths, trails connecting the community
- Boulevards
- Seed funding programs to support Neighbourhood and Community Building initiatives
- Neighbourhood events / gathering opportunities

## Service Levels

### Area

Programs and services that respond to a larger geographic area or an area of interest. Designed to meet needs of consumers and characteristics of area.

- |   |                              |
|---|------------------------------|
| • Community special events                | • Community Centres          |
| • Preschool Programs                      | • Secondary Schools          |
| • Gathering / Socialization opportunities | • Community Libraries        |
| • Local seniors opportunities             | • Public Art                 |
| • Family Programs                         | • Outdoor pools, Spray parks |
|   | • Community Parks            |



## Service Levels

### City-Wide

Consumers will travel to participate. Services are unique and are for all to enjoy, services are coordinated and standards are in place, links to other city services

- Arts Centre
- Brighthouse Library
- Arenas
- Aquatics
- Waterfront Amenities
- Minoru Park
- Skateboard Park
- BMX Bike Park
- Dog Parks
- Public Art
- Licensed Childcare Programs
- Youth Programs & Services
- Active Living / Wellness Programs
- Seniors Programs
- Disability Resource Centres
- Therapeutic Riding Program
- Environmental Programs
- Sports
- Special Events

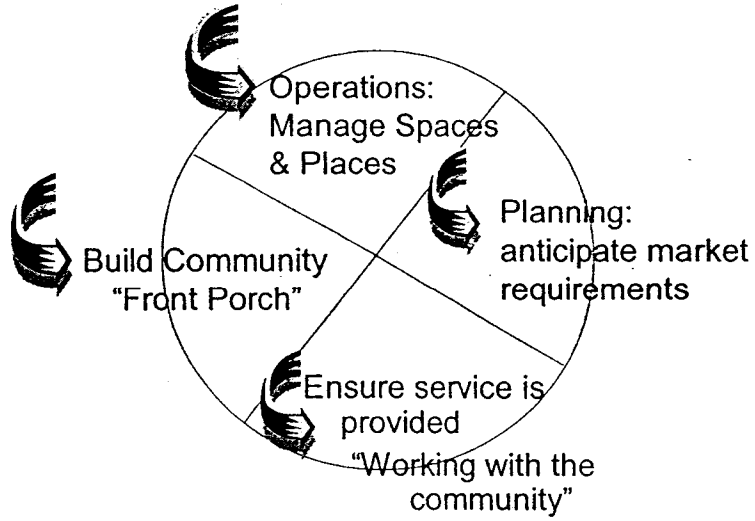
## Service Levels

### Regional

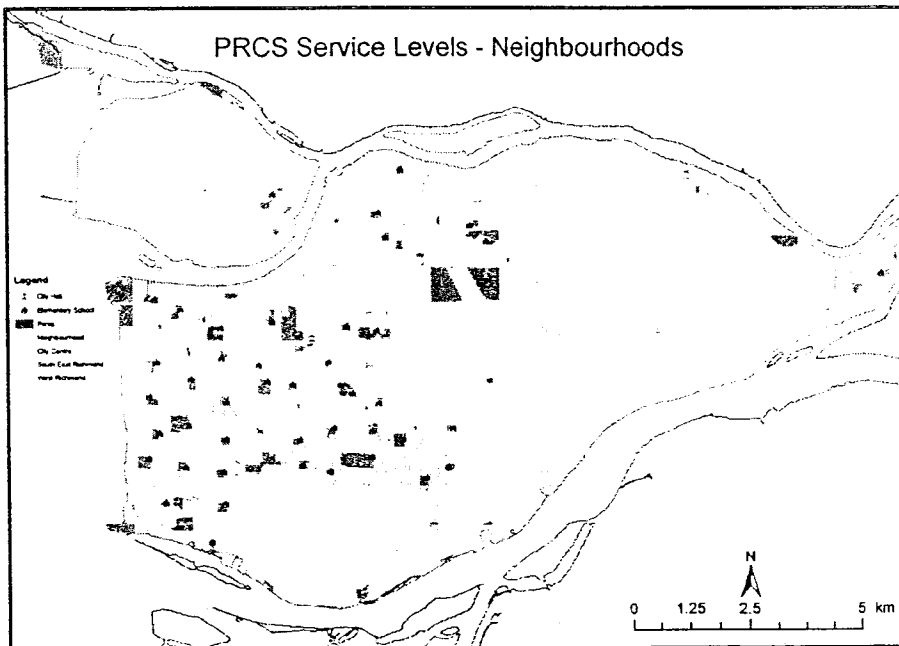
Attracts consumers from inside and outside the city, often attracts due to unique or specialized interest.

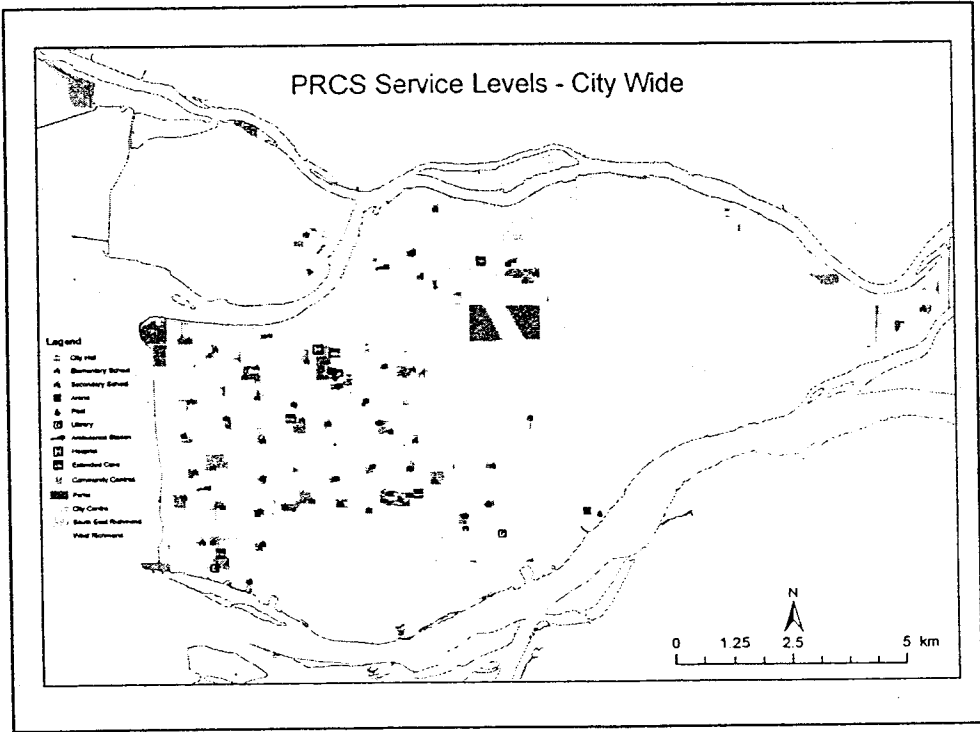
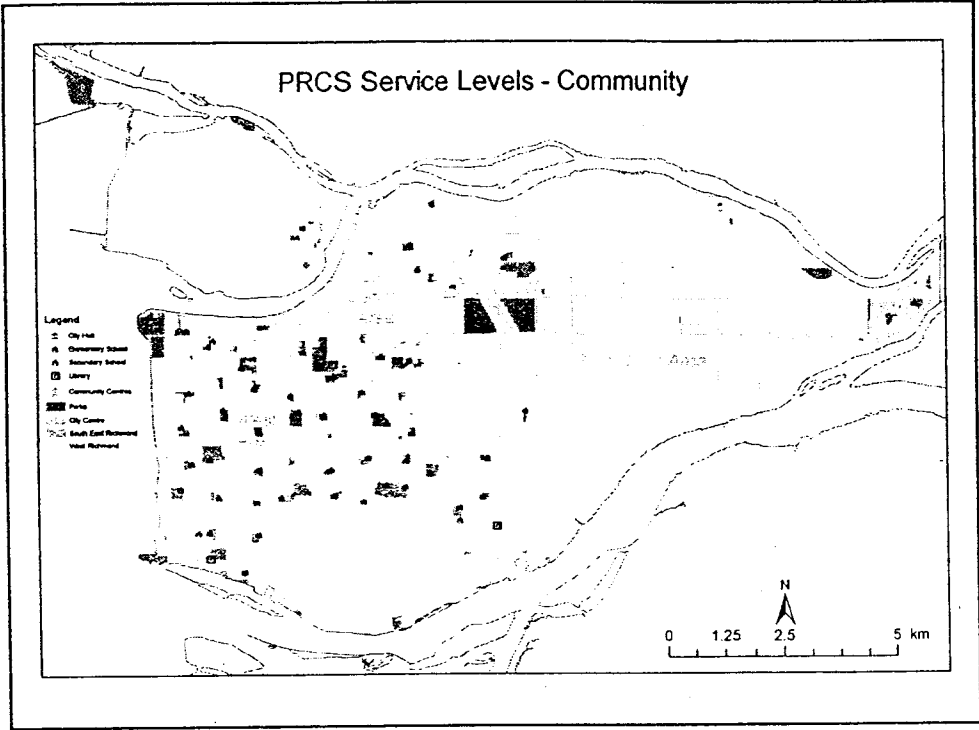
- Watermania
- Gateway Theatre
- Dyke
- Heritage Sites (Britannia, London Farm, Steveston Museum, Richmond Museum)
- Richmond Art Gallery
- Minoru Chapel
- McDonald Beach
- Terra Nova Park
- Richmond Nature Park
- UBC Rowing Club
- Major Festivals & Events
- Public Art

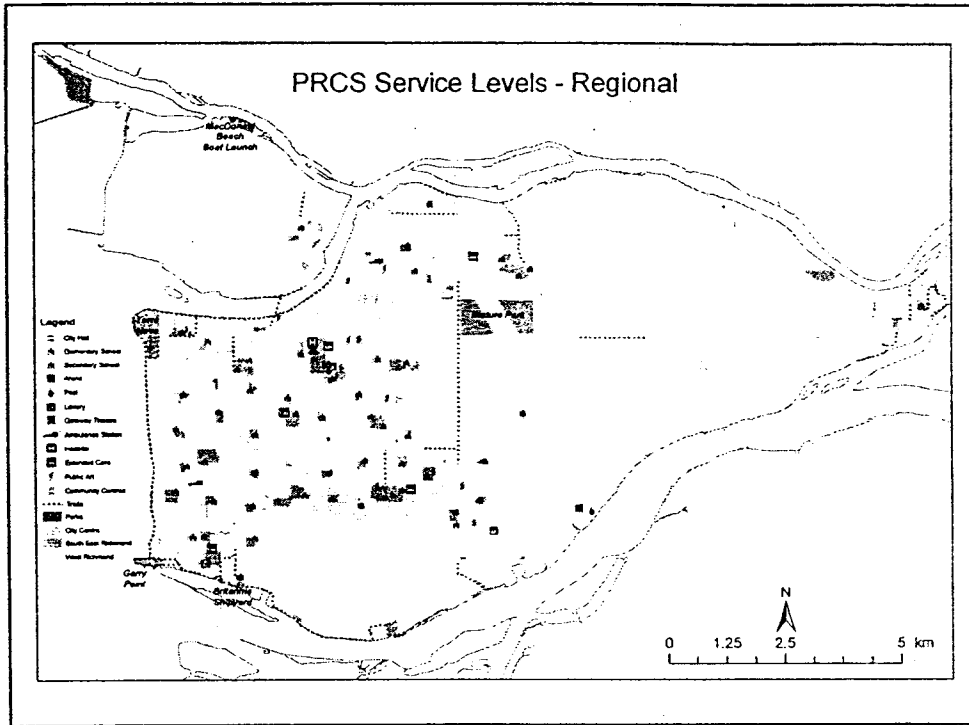
# PRCS 4 Core Service Areas



## PRCS Service Levels - Neighbourhoods



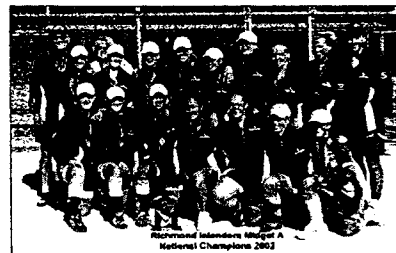




## Financial Framework

### Priorities

- Efficient, effective management of PRCS
- Community Investment Fund
- Council Dividend
- Contractor benefit



## Ensuring We are Doing the Right Things

- Guiding Principles
- Planning and anticipating market requirements
- Engaging the community
- Outcomes



## Working with our Community Partners

### Proposed City Role

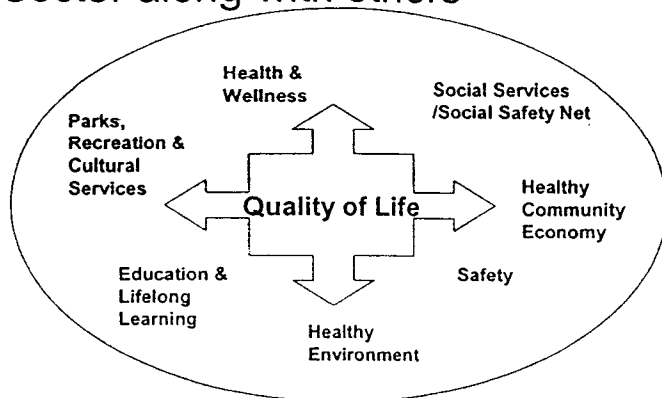
- Manage facilities
- Allocate facility space
- Ensure and provide customer service
- Coordinate / ensure city-wide programming (determine best delivery method)
- Core funding

### Proposed Community Association Role

- Programmer – local programs unique to geographic area
- Contractor
- Community builder
- Advocate
- Funder

## Context of PRCS in the Community

- We contribute to the Quality of Life Sector along with others



## Process for Determining Priority Areas

