



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services Committee

Date: July 13, 2005

From: Cathy Volkering Carlile
General Manager - Parks, Recreation & Cultural Services

File:

Re: Parks, Recreation and Cultural Services 2005 – 2015 Master Plan

Staff Recommendation

To receive the Parks, Recreation and Cultural Services 2005 – 2015 Master Plan and seek public feedback on the report and report the feedback to Council in Fall 2005.

Kate Sparrow
Director – Recreation and Cultural Services
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Dave Semple
Director – Parks

Att.

FOR ORIGINATING DIVISION USE ONLY						
ROUTED TO:	CONCURRENCE		CONCURRENCE OF GENERAL MANAGER			
Facility Management.....	Y	<input checked="" type="checkbox"/>	N			
Budgets	Y	<input checked="" type="checkbox"/>	N			
Policy Planning	Y	<input checked="" type="checkbox"/>	N			
Legal.....	Y	<input checked="" type="checkbox"/>	N			
REVIEWED BY TAG	YES	<input checked="" type="checkbox"/>	NO	REVIEWED BY CAO	YES	NO
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Staff Report

Origin

In 2002, the City completed and adopted the Parks, Recreation and Cultural Services Needs Assessment. In 2003, the City initiated the Parks, Recreation and Cultural Services Master Plan process to identify a 10-year blueprint to direct and guide Parks, Recreation and Cultural Services.

Also in 2003, Richmond City Council created the Community Working Group whose mandate was to make recommendations on a variety of Parks, Recreation and Cultural Services topics. The results of that process were brought forward in February 2005 and Council resolved that:

- *the Community Working Group recommendations be considered for incorporation into the Parks Recreation and Cultural Services Master Plan, where appropriate;*
- *staff report to Committee on the scheduling and cost of a financial analysis related to the implementation of the recommendations of the Community Working Group;*
- *in recognition of the importance that service agreements play in the overall implementation strategy, staff report to Committee on the possibility of advancing the service agreement frameworks; and*

This report addresses these three resolutions and introduces the draft Parks, Recreation and Cultural Services Master Plan. The Parks, Recreation and Cultural Services 2005 – 2015 Master Plan process concluded in 2005 and the purpose of this report is to bring the Master Plan forward to Committee for consideration (see Attachment 1).

Analysis

1. **Parks Recreation and Cultural Services Master Plan**

The Process

The Master Planning process was led by a PRCS Steering Committee, which represented the Parks Department, the Recreation and Cultural Services Department, the Richmond Library and Gateway Theatre.

The process included four key steps:

1. Confirming the current reality
2. Creating the future vision
3. Designing the new framework and system
4. Identifying the resources required

The New Approach

The Master Plan is a change document focusing on three key outcome areas; To Live, To Connect, To Grow. It proposes systemic change for how the City of Richmond's parks,

recreation and cultural services and its community partners contribute to Parks, Recreation and Cultural Services in Richmond.

The Master Plan is an integrated holistic approach to meeting community expectations and needs. Its success depends on service providers working inter-dependently to ensure that residents have access to appropriate and affordable opportunities. It outlines how PRCS will work with others in the quality-of-life sector to create and sustain a city in which individuals and families can live, connect and grow to their full potential.

The Master Plan builds on Richmond's tradition of community-based recreation and acknowledges the volunteer sector's valued role and contribution. It embraces the future to achieve the community vision and values, defines how we will work together to ensure an accountable, service-based approach with clear outcomes; and ensures programs and services that will deliver outcomes that meet community needs. The City has an important role to play in providing leadership, expertise and resources and, in collaborating with community organizations, to ensure community needs are met.

Upon implementation, the Master Plan provides new roles and opportunities for current and future volunteers, community-based organizations, public agencies, private businesses and the City.

Communication and Public Consultation

Significant public consultation occurred throughout the Master Planning process. Staff and the consulting team used a variety of consultation processes to ensure input and feedback from the public, users and staff to the draft plan. The consultation process included open houses, focus groups, presentations, newsletters, community leaders workshop, interviews, delegations, advertisements and information available through the City's website.

Over the two years, the City consulted with 146 groups and organizations, over 1000 citizens contributed to the consultation processes and over 25 public consultation opportunities were made available.

The Community Working Group process also contributed to the Master Plan process. Throughout the CWG process, 17 community delegations presented their views to the Community Working Group and over 2000 volunteer hours were committed to the process.

Late last year, the City held an open house to test the conclusions of the Master Plan. The public was asked how well does the draft Master Plan framework reflect what is wanted and whether the plan reflected Richmond's needs. 78% of attendees identified that the approach and framework reflected Richmond's needs. When asked how does the draft plan result in better services, the responses were positive. The biggest benefits stated included:

- tying the development of services to community needs
- long term planning
- expansion of facilities particularly Minoru Seniors and outdoor sport facilities
- community involvement, positive steps towards working together
- better services to taxpayers

Community Working Group

During the Master Plan process, Council established and appointed a volunteer Community Working Group. This volunteer committee were tasked with providing recommendations to City Council on the Master Plan. The CWG made 26 recommendations. Council directed staff to ensure the Community Working Group recommendations be considered for incorporation into the Parks, Recreation and Cultural Services Master Plan, where appropriate. Staff have reviewed these recommendations and have incorporated them in the draft Master Plan.

The Plan – the New Direction

The Draft Master Plan focuses on the changing Richmond. The last comprehensive plan compiled for the Parks, Recreation and Cultural Services was developed in 1986. The draft plan is a change document that positions Richmond to respond to its changing urban environment. The plan incorporates philosophy, principles, policy direction, recommendations and proposes actions for the City for the next 10 years.

The Master Plan contains the following elements for consideration:

Executive Summary	Key concepts and summary of recommendations
Introduction	Background, plan process, Master Plan framework
Current Reality and Trends	Demographics, initiatives, trends, needs assessment, current reality
Community Vision and Values	Community vision and values to guide the work, recommendations, 10 year desired outcomes and 2005-08 action plans
Well Being Outcomes	Introduction of three key themes to live, to connect, to grow and the expected outcomes, recommendations, 10 year desired outcomes and 2005-08 action plans
Relationship Based Approach	Working together, roles for all, community involvement, core business functions, recommendations, 10 year desired outcomes and 2005-08 action plans
Being Accountable	Policy to guide decision-making, planning expectations, standards and guidelines, agreements, recommendations, 10 year desired outcomes and 2005-08 action plans
Service Based Approach	Understanding community needs and the market, service plans, coordination and provision of service, recommendations, 10 year desired outcomes and 2005-08 action plans
Programs and Services	Programs and Service Areas, roles and responsibilities, recommendations, 10 year desired outcomes and 2005-08 action plans
Places and Spaces	Management and operations, parks, open space, facilities and amenities, recommendations, 10 year desired outcomes and 2005-08 action plans
Financial Considerations	Current and future financial/demand, funding strategies
Vision Realized	Summary of what it would look like if implemented
Appendices	Current Reality, Community Working Group Report, Community Needs Assessment, supplementary information

Master Plan Next Steps

The 2005 – 2015 Parks, Recreation and Cultural Services Master Plan is a guide for use by City Council, community organizations and City staff. Staff proposes that the Master Plan be presented to the community over the next three months to get feedback on the direction and conclusions.

The PRCS community associations, advisory groups and community societies have contributed through out the process. Staff will be holding special feedback meetings with these groups on the draft Master Plan to get their feedback in addition to holding other public feedback opportunities. Staff will report back to the PRCS Committee with the results of this consultation in late fall 2005.

2. Financial Analysis Referral

Staff reviewed the cost of conducting a financial analysis by an outside consultant regarding a complete analysis of the current financial model of the City and its partner organizations with current Operating Agreements.

The expectation would be that the City and its partner organizations provide financial records for at least two years to establish a benchmark, develop assumptions and a financial model and then project changes to the model based on any changes outlined in the CWG report and Master Plan.

To be successful, each Association would have to open their books for review by the consultant. The City would seek this approval prior to issuing a contract for the work. This analysis could occur in 2006 and would take about 4 months.

3. Service Agreements Referral

Service Agreements play an important role in the delivery of Parks, Recreation and Cultural Services. The City currently has many agreements with Parks, Recreation and Cultural Services organizations including Contribution Agreements, Operating Agreements, Lease Agreements, and MOU's. There is no standard template for agreements and each one is negotiated independently.

The CWG and the Master Plan have introduced that Service Agreements need to be clearer, define roles and responsibilities, outline the expectations for performance and reporting to the City with a focus on accountability.

The staff has completed best practices research on the service agreements and has developed a comprehensive list of sections/terms that need to be considered in the development of these agreement (Attachment 2). These terms will be used in the development of any new agreements. Once the Master Plan is adopted and service plans are developed, new agreements will be drafted.

Financial Impact

The financial impact of the recommendation will be to create presentations and publish additional copies of the Master Plan for public circulation plus staff time and related costs for open houses and making presentations. These costs will be absorbed within the PRCS 2005 Operating Budget. The cost of a conducting a financial analysis is expected to be at least \$50,000 plus staff time.

Conclusion

The Parks, Recreation and Cultural Services 2005 – 2015 Master Plan has been the result of significant public consultation over the past two years. The resulting Master Plan presents a 10-year guide to the City on future direction for the City’s quality of life services.

The Master plan introduces three significant themes; To Live, To Connect and To Grow. It provides direction on how the City should work with the community, introduces the need for policy and accountability and presents a priority plan for services and facilities.



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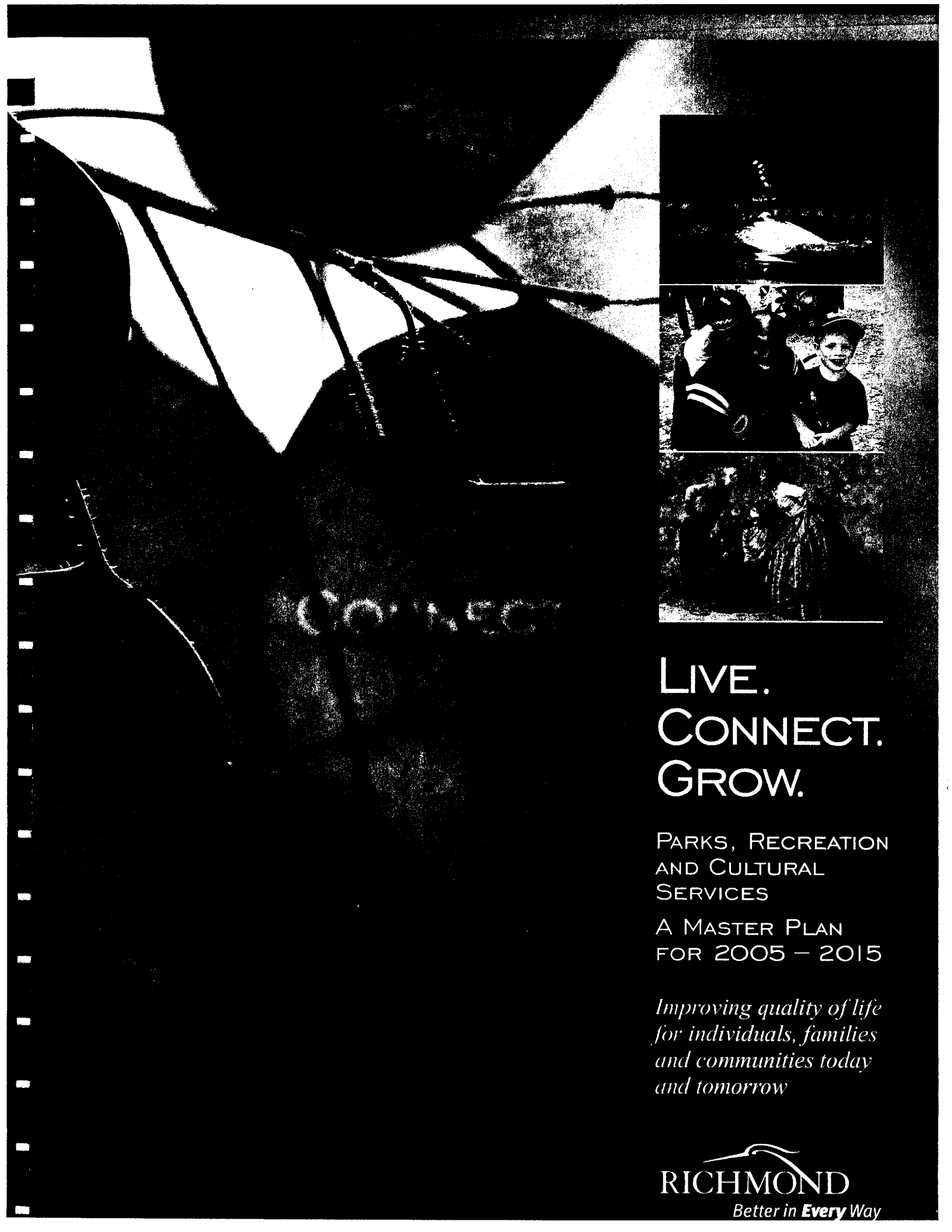
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Agreement Elements Descriptions

The list below lists elements that the City might consider when drafting a relationship agreement with a community organizations and/or service providers.

Section	Topic	Description
Introduction	Background	Purpose of agreement Vision and guiding principles
	Definitions	Define terms used in agreement Identify all parties to the agreement
	Principles, Vision, Values, Desired Outcomes	Identifies expectations by the City
Responsibilities		
	Governance, Obligations, Duties and Powers	Outlines overall accountability framework of parties
	Bylaws and Policies	Outlines what policies are to be respected
Assets		
	Ownership of Lands and Facilities Capital Renewal	Identifies who owns land and facilities and who is responsible for capital maintenance
	Equipment	Outlines ownership, repair, maintenance and use of equipment
	Facilities	Describes all facilities and physical plant covered under the agreement, including green space
Operations		
	Human Resources Management	Outlines how the City will be involved or not involved in staffing recruitment, supervision and termination of employees/volunteers of the Association and may include conditions around collective agreements and training
	Communications, Promotion and Marketing	Outlines responsibilities for communications, information sharing, promotion and marketing
	Use of City Systems/Services	Outlines what IT systems, security systems and City services are included in the agreement and the conditions for use
	Insurance and Liability	Outlines the 3rd party liability requirements, directors insurance, and any other insurance requirements and indemnities
Finances		
	Revenue sharing	Describes a mechanism for redistributing revenues to support City-wide recreation service needs
	Taxes	Outlines what taxes, if any, are applicable
	Reserve and Surplus Funds	Describes what should happen with excess funds derived from program revenue
	Deficit Funding	Outlines the requirement for a plan or mechanism should a deficit occur
	Endowment Fund	Outlines how an endowment or foundation fund would be applied or used
	Facility Rentals	Application process, booking restrictions, booking control

Section	Topic	Description
Finances (Cont')		
	Pricing	Describes how fees are set and who receives revenues
	Financial Consistency & Reporting	Describes fiscal year end and reporting requirements for financial information
	Charges Between Parties	Describes intent to minimize transfer of funds for day-to-day operations from one party to another within the agreement
Services Programs		
	Programming	Outlines program responsibilities including diversity, balance pricing, development and adherence to service plans, quality standards, measuring participation, needs assessments, community mapping and evaluation
	Facility Use	Outlines the priority use of space ensuring that principles of equity are taken into account
	Public Access and Community Memberships	Outlines requirement of public access and guidelines for membership
	Level of Service	Defines the primary target population for service and program planning (neighbourhood, community, City-wide, regional)
	Core Service	Defines the core service for service delivery
Agreement Management		
	Agreement Management	Outlines terms for renewals, amendments, termination of agreement
	Term of Agreement	Time period during which the agreement is in effect
	Dispute Resolution	Describes mechanisms to reduce and resolve disputes that might arise
	Review and Evaluation Success Indicators and Performance Management	Describes mechanisms for evaluation and how will the City participate in any meetings of the Association
	Cancellation	Outlines what would be the cause of a cancellation of the agreement
	Recognition	Describes how the parties will recognize the partnership



LIVE.
CONNECT.
GROW.

PARKS, RECREATION
AND CULTURAL
SERVICES

A MASTER PLAN
FOR 2005 – 2015

*Improving quality of life
for individuals, families
and communities today
and tomorrow*


RICHMOND
*Better in **Every** Way*

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Acknowledgements

This 2015 Parks, Recreation and Cultural Services Master Plan provides direction on the future of Richmond's parks, recreation and cultural services in an integrated manner, and is the result of valuable information and contributions made by numerous staff, volunteers, organizations, professionals and citizens. We gratefully acknowledge their time, expertise and interest in establishing a new direction for the City of Richmond's Parks, Recreation and Cultural Services Division.

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Councillor Linda Barnes	Councillor Kiichi Kumagai
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1. A Special thank you to the 150 Community Organizations who contributed throughout the planning process. (See Attachment 1)
2. A special thank you to the City of Richmond Staff and Public Sector staff that participated throughout the planning process
3. And a special thank you to the public who participated in open houses, focus groups, forums, workshops, surveys, meetings throughout the planning process.

Consultants

Cannon Design Architects Inc

RecreationSolutions

Grant Thornton LLP

Innovation Project Solutions

Executive Summary

The City of Richmond has changed and continues to change with remarkable speed and complexity responding to societal, regional and demographic trends. In addition to the transformation of the City from its' rural, suburban community, Richmond has recently become the focus of major projects and initiatives that will impact and forever change the City including the Richmond Airport Vancouver Rapid Transit Line (RAV) project, the 2010 Olympic Speed Skating Oval project and the acquisition of the Garden City Lands in Richmond's City Centre. These projects raise interesting and important challenges for the City in order to meet its quest to be the most appealing, livable and well-managed community in Canada.

To guide its Parks, Recreation and Cultural Services (PRCS) and ensure the sustainability to meet the quality of life needs for current and future generations, the City undertook a 10-year Master Plan Process. The Master Plan is intended to be a strategic and directional resource that will guide policy development and decision-making. It is a comprehensive document to be used as a reference by all those involved in the delivery of parks, recreation and cultural services.

Council endorsed six Guiding Principles to be the foundation of any future service delivery system and these have been addressed through the Master Plan:

1. Ensure the City's ability to meet community needs
2. Ensure that customer service is enhanced
3. Ensure financial sustainability
4. Set a policy framework for decision making
5. Value and encourage community involvement
6. Value effective partnerships

Following Richmond's history of community involvement, there was significant involvement in the development of the Master Plan. The City appointed a Community Working Group to help define a vision of the desired future for the community, understand the current reality and develop a series of strategies to move from today to the desired future in a strategic and systematic way. Many individuals and community organizations provided input throughout the process.

In February 2005, the Community Working Group presented a series of 26 recommendations to City Council. Staff were directed to incorporate the recommendations into the Master Plan, where appropriate.

The 2005 - 2015 Parks, Recreation and Cultural Services (PRCS) Master Plan provides a framework that incorporates and integrates the key components required to achieve the future vision as developed by the community. Outcomes describe the benefits and results that will be experienced by individuals and the community through the programs and services that are provided.

Vision, Community Values and Well-Being Outcomes

The vision articulates a common understanding of what the desired future is; community values articulate what is important to the community; and the important fundamental principles and beliefs. The community vision is:

*"Richmond! Striving for a connected, healthy city
where we cooperate to create and enjoy."*

"The Master Plan is intended to be a strategic and directional resource that will guide policy development and decision-making. It is a comprehensive document to be used as a reference by all those involved in the delivery of parks, recreation and cultural services."

The 2005 - 2015 Parks, Recreation and Cultural Services Master Plan provides a framework that incorporates and integrates the key components required to achieve the future Vision as developed by the community.

A Relationship-Based Approach

The City values and encourages community involvement and effective partnerships. This chapter describes how the City will work with others to build effective partnerships and ensure maximum involvement by volunteers in a variety of roles. It also defines the City's role within the parks, recreation and cultural services system.

Being Accountable

To ensure accountability at all levels within the PRCS system it is critical to have in place system-wide policies, standards and guidelines. Agreements with program providers will define expected outcomes, reporting requirements and the roles and responsibilities of each party.

A Service-Based Approach

A service-based approach focuses on program and service priorities based on research, planning and system-wide policies.

The process for being service-based includes several key components:

- Understanding community needs and market demand
- Analyzing current programs and services available in the community to determine how well they are meeting needs
- Planning to fill the gaps
- Determining how to provide the service and who is best to provide it
- Providing quality programs and services that meet the needs
- Analyzing, evaluating and reporting on the success of the programs and services

It also addresses the development of Service Plans in 12 key service areas and how the City will work with others to ensure that the community plays a meaningful role in the planning for and delivery of services in Richmond.

Programs and Services

It is through participation in programs and services that the outcomes are achieved. These are the actual products that contribute to a healthy, vibrant and livable community.

The City has adopted a number of overarching philosophical and specific program outcomes that need to be built into all aspects of program planning. These include: Asset Development; Increasing Physical Activity; Cultural Harmony, and Literacy & Learning.

Places and Spaces

Parks, open spaces, trails and facilities give people places and spaces to relax, reflect, be active and to meet with friends and neighbours. Developing and promoting these resources increases access to physical activity and social gathering opportunities for citizens.

Stewardship of all resources is a priority as is the preservation and protection of urban parks, open spaces and natural areas. The legacy of built assets is a source of pride and will be protected and enhanced with planned maintenance strategies in order to maximize the use of our infrastructure investments.

This section addresses both Parks and Open Spaces and Facilities and Amenities, what must be done to manage and protect the existing infrastructure and proposes future capital development requirements.

Financial

This section of the plan addresses two key directions provided by Council:

- Master Plan Guiding Principle: “to ensure financial sustainability”
- The City’s Financial Sustainability Strategy, which was adopted in 2003. The goal of the strategy is:

“to develop a sustainable management strategy that diversifies the City’s revenue sources, controls expenditure growth, rationalizes resources, reviews the relevancy of existing operating and capital costs, reduces our reliance on property taxation and establishes appropriate funding for capital and operating requirements over the long term”.

The commitment to achieving this goal and ensuring that the measures of success are achieved are contained within the recommendations.

Recommendations and Action Plan

The 2005 – 2015 Master Plan will be implemented on a phased basis, reflecting need, capacity and opportunity. Each key section of the plan includes recommendations, desired outcomes for the 10-year plan and initial actions that will be completed during the first 3 years of the plan.

Summary of the Recommendations in the Master Plan

2.0 Vision, Community Values and Well-Being Outcomes

1. Adopt and celebrate the vision and community values statements as endorsed by the Steering Committee and the Community Working Group.
2. Adopt the Live. Connect. Grow. framework for identifying community needs and for creating programs and services to purposefully address those needs and outcomes.

3.0 Relationship-Based Approach

1. Foster effective working relationships with the community, using shared values and commitment as the foundation.
2. Ensure that the City continues to work with a wide range of community-based organizations and is committed to establishing and maintaining effective relations with others.
3. Support the development of a comprehensive volunteer strategy and increase the City's investment in volunteer management.
4. Provide a range of community engagement opportunities to build citizenship and community capacity at all levels in the community.
5. Work with government organizations and other institutions to develop new programs, respond to new opportunities and to share leadership and awareness.
6. Endorse the Community Involvement Framework Model. Ensure that protocols are in place that clearly define accountabilities.
7. Adopt four core business focuses for the PRCS Division and align resources to support these business areas:
 - Community and neighbourhood building
 - Research, planning, development and marketing
 - Programs and services to meet community needs
 - Places and spaces: Facility and parks operations

4.0 Being Accountable

1. Establish public consultation standards and practices.
2. Allocate resources to system-wide and project specific planning.
3. Develop clear and consistent direction through system-wide, Council-approved policies as a foundation in areas of access, use, pricing, public involvement and customer service.
4. Develop standards and guidelines to address safety and risk, effective use of resources and service quality.
5. Ensure that the City is responsible for leadership, expertise and allocation of City resources.
6. Establish agreements with organizations that provide a service on behalf of the City, with a clear focus on service definition, roles, responsibilities, finances, business plans, accountability and evaluation.
7. Ensure excellence in customer service.

5.0 A Service-Based Approach

1. Endorse the process for addressing community needs.
2. Conduct a broad Needs Assessment that involves all sectors of the population every 5 years commencing in 2007.
3. Develop and adopt three-year Service Plans in 12 key service areas of: Volunteerism, Youth Services, Sports, Arts, Heritage, Special Events and Festivals, Older Adult, Environment and Nature, Active Living and Wellness, Childcare, Community and Neighbourhood Building and Community Recreation.
4. Adopt an asset-based approach to creating a child and youth-friendly community.
5. Adopt an outcome or results-based approach to planning and evaluating programs and services.
6. Ensure that services are provided at Neighbourhood, Community, City-wide and Regional levels and that there is support for national and international programs and event development.
7. Ensure that programs and services are developed based on sound principles, guidelines and policy.
8. Establish a cooperative planned approach with a common vision, clearly defined roles for the City and others and a consistent coordinated delivery system.
9. Encourage and facilitate partnerships between the City and other organizations in the delivery of parks, recreation and cultural services.

6.0 Programs and Services

1. Implement Service Plans in the following key areas: Volunteerism, Youth Services, Sports, Arts, Heritage, Special Events and Festivals, Older Adult, Environment and Nature, Active Living, Childcare, Community and Neighbourhood Building and Community Recreation.
2. Implement an asset-based approach for children and youth.
3. Develop and implement a marketing strategy for programs and services.
4. Encourage and facilitate partnerships between the City and other organizations in the delivery of quality of life programs.
5. Emphasize and invest in programs and services with a wellness focus, which help individuals, families and neighbourhoods stay physically active and socially connected.
6. Create capacity for a broad variety of events, tournaments, filming and special community activities.
7. Embrace the 2010 challenge – increase by 20% the number of Richmond citizens being physically active by 2010.
8. Evaluate the impact of the Richmond Oval program and link with local community programming.
9. Plan for and implement the wellness, high performance sport and community program for post games use of the Richmond Oval.
10. Create a parks, recreation and cultural services system that is open, accessible and customer friendly.

7.0 Places and Spaces

Parks and Open Spaces

1. Develop and adopt a Parks and Open Space Strategy.
2. Adopt the parks classification system that provides an integrated hierarchy of parks, natural areas and open space at four functional service levels: neighbourhood, area, city-wide and regional.
3. Develop a framework to achieve well-designed and coordinated improvements to sidewalks, boulevards, streets and open spaces.
4. Develop a Natural Areas Strategy to ensure that natural areas are incorporated into the overall open-space network within the City.
5. Develop and adopt an Outdoor Sports Field Strategy.
6. Encourage the development of welcoming passive gathering places and spaces in public facilities.
7. Adopt and implement the City of Richmond Memorial Park Feasibility Strategy as a guideline for the City to potentially provide a memorial park facility in the community in future and/or as a benchmark to evaluate private-sector proposals.
8. Implement and fund the 2010 Richmond Trails Strategy.
9. Implement the 2001 Urban Forestry Strategy, with a focus on tree retention, tree removal, hazardous tree policies, tree removal policies and a city-wide tree plan.
10. Continue and expand the beautification initiative to other areas of the City and coordinate beautification improvements around RAV (Richmond Airport Vancouver Rapid Transit).
11. Continue to implement the existing Waterfront Strategy.
12. Adopt and fund on-going capital program to ensure upgrades, improvement and minimize risks to existing parks and open spaces.
13. Adopt and advance the acquisition and development of parkland through the 2021 Land Acquisition Development Cost Charge Program (DCC).

Facilities and Amenities

1. Adopt the development of new facilities as per the 2005-2015 proposals and include in the 5-year capital budget program.
2. Adopt and fund a lifecycle program for ageing facilities.
3. Adopt and fund ongoing capital to ensure upgrades and improvements to existing facilities.
4. Develop feasibility studies and business plans for all future major facility development.
5. Develop multi-use facilities and, where possible, co-locate them with other community service facilities.
6. Focus on City Centre improvements as a response to RAV and increased growth in the City Centre area.
7. Invest appropriately (balance between lifecycle and expansion) in existing facilities, based on program demand and funding availability.
8. Prepare a plan for cultural and heritage facilities for the development of expanded theatre and performance space, expanded library, expanded art gallery, increased art studio space and new City Museum reviewing the facilities in Minoru Park and need for expansion or relocation.
9. Seek external funding opportunities for future facility development.

8.0 Financial

1. Improve financial and operating performance.
2. Ensure that the City has responsibility for financial management of its facilities, staff and resources.
3. Assess the financial effectiveness of current operating models to benchmark their efficiency and effectiveness and to potentially restructure or adopt new models to meet any shortfalls.
4. Design business principles to guide departments/units.
5. Improve financial reporting.
6. Explore all avenues for alternative funding to minimize impact on tax base, expand fund development and build reserves.

1.0 Setting the Context

1.1 Introduction

The City of Richmond enjoys an enviable position as one of Canada's most active and healthy cities. Richmond citizens respect their City's past, celebrate its present and believe in its future. They appreciate their community's social, economic and environmental diversity. They are committed to working together to make it a community in which all residents can enjoy a dynamic and sustainable quality of life. They have made and want to continue to make their City a richer community by providing stewardship and leadership.

Richmond residents believe in the vision of their community to be Canada's most appealing, livable and well-managed City.

Residents and visitors take full advantage of the programs, services and amenities provided by a range of service providers, including the City. More than 90 per cent of residents use Richmond's indoor and outdoor recreation and cultural facilities, parks and trails and more than 80 per cent of residents use the Richmond Public Library. Richmond's Gateway Theatre and the Richmond Art Gallery are also important community resources that are valued and patronized by a large segment of the population.

However, the 2001 Community Needs Assessment (**Attachment 2**) identified that there are markets of significant demand that are not being fully addressed. These include youth, older adults and the increasing number of visible-minority residents.

The City of Richmond also recognized that its current models for delivering parks, recreation and cultural services, while serving the citizens well in the past, are not sustainable in a growing dynamic city. Expectations are increasing but available resources are not. Current operational models make redirection or reallocation of resources to areas of new or greater need, challenging.

Significant societal changes are influencing the public expectation that parks, recreation and cultural services be planned and delivered as part of an overall effort to address broader societal issues. Those issues include a sense of community, safety, security, healthy lifestyles and community harmony.

Building on the City's history of community-based recreation and cultural services, and understanding the importance of ensuring a sustainable parks, recreation and cultural services system in Richmond, the City undertook a Master Plan process.

The City worked with the community to prepare this 10-year Parks, Recreation and Cultural Services (PRCS) Master Plan. It is strategic and directional and will be a guide for policy development, decision-making and resource allocation. It is a comprehensive document to be used as a reference by all those involved in the delivery of parks, recreation and cultural services in Richmond.

“ Building on the City's history of community-based recreation and cultural services, and understanding the importance of ensuring a sustainable parks, recreation and cultural services system in Richmond, the City undertook a Master Plan process. ”



Lang Park

The City worked with the community to prepare this 10-year Parks, Recreation and Cultural Services (PRCS) Master Plan. It is strategic and directional and will be a guide for policy development, decision-making and resource allocation.

The social environment is undergoing significant change as the community becomes more culturally diverse, as the population ages, as communities continue to expand and as citizens learn to live and cope in a more stressful, fast-paced world. The ability to understand and respond to these changing community values and needs will have a direct effect on the quality of life of those who live, work and play in Richmond.

The Master Plan process involved three key phases:

- Developing a Future Community Vision and Values – understanding where the community wanted its parks, recreation and cultural services to be in 2015
- Understanding the Current Reality
- Developing strategies to move from the current reality towards the desired vision for the future

1.2 Current Reality

The City has changed and continues to change with remarkable speed and complexity. Richmond continues its transformation from a rural and suburban community to an international city with a balance of urban and rural areas. International, regional and local forces drive the changes which raise interesting and important challenges for the City in order to meet its quest to be the most appealing, livable and well-managed community in Canada.

Richmond's profile is international. Immigrants and investors alike consider Richmond a great place in which to build their future. Within Canada, Richmond's reputation as a progressive, attractive and safe community attracts newcomers wanting to experience a good quality of life. Within British Columbia and the Greater Vancouver Regional District, the City is a gateway to the world.

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These factors, plus many others, shape Richmond, its people, its communities, its commerce and its character. The Current Reality document (**Attachment 3**) provides a series of profiles that provide a snapshot of the current reality. It includes: market profiles, program profiles and facilities profiles.

Richmond and the Region

The City of Richmond enjoys a favorable location at the mouth of the Fraser River in close proximity to bordering municipalities of Vancouver, Delta, Surrey and New Westminister. Comprising most of Lulu Island, all of Sea Island and fifteen smaller islands, Richmond is 129.7 square kilometers in area. In this relatively small area, more than 180,000 people of diverse backgrounds live, work and play.

Physically, Richmond's island location at the mouth of the Fraser River makes for spectacular scenery, with the ocean waters of the Georgia Strait to the west, the Coast Mountains to the north and east and the lush farmlands of the Fraser River delta to the south. With sunnier skies than most neighbouring communities, Richmond offers its residents a natural environment of great beauty and a mild climate that invites them to work and play outdoors all year round.

Situated at the crossroad of the West Coast of North America and Pacific Asia, Richmond offers exceptional advantages to businesses serving the local, regional, national and international markets. The Vancouver International Airport (YVR), three port authorities and a major freeway provide access to North America and the world.



South Arm of Fraser River at Gilbert Beach

The business appeal these advantages provide is seen in the diversified economy of Richmond. While still retaining its agricultural and fishing past, the Richmond of today boasts thriving industries in high-tech, aerospace, retail and tourism. These sectors are staffed by well-trained workers and Richmond is a significant regional employer with a higher job to worker ratio than any other community in the region.

Richmond's economic diversity is matched by its cultural diversity, with new immigrants helping to more than double its population over the past 25 years. With more than 40% of residents of Asian origin, Richmond truly embodies Canada's multicultural approach to creating communities where ethnically diverse peoples and cultures co-exist.

The City of Richmond accommodates its diverse and growing population through careful planning and sound management. As detailed in its Official Community Plan, the City's growth by design approach aims to conserve the natural environment and agricultural community while supporting economic development and enhancing the quality of life. The national and international recognition of Richmond, such as the Willis Award for Excellence and Exceptional Innovation in Canadian Municipal Administration (1998 and 1999) and First Place in the International Nations in Bloom Contest (1999) reflects the success of this approach.

Community centres, arena and aquatic facilities, a seniors' centre, sporting facilities and more than 120 parks throughout the community means green spaces and recreational opportunities are at the door steps of almost all residents. Coupled with its award winning library, an arts centre, an art gallery, a professional theatre, a museum and numerous heritage sites, the City offers rich cultural opportunities at many levels. Richmond has a wide base of community involvement, where partnerships with community organizations and businesses take an active role in enhancing the high quality of City amenities and services.

Changing Community

The City's population is larger, more culturally diverse and older than ever before. Most of the changes have occurred in the last ten years and more are anticipated during the coming decades.

Growing Population

Richmond's population is now 180,000 people (a 26 per cent increase in the past decade). Population forecasts predict that by 2021 the population will have increased to 212,000.

Aging Population

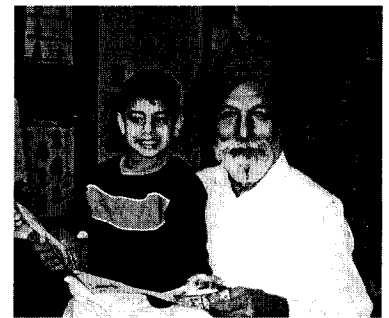
Population growth has been mainly among those 45 years and older, with significant growth in the 50 to 59 year age category. The number of young adults (20 to 24) increased by 20 per cent, while the number of adults 25 to 34 and pre-schoolers (0 to 4) both decreased during the previous five-year period. More than one-third of Richmond's population will be older than 55 years of age by 2015.

Ethnically Diverse

According to Statistics Canada, nearly 60 per cent of Richmond residents are visible minorities. The majority of those are of Chinese or South Asian ancestry. Almost 40 per cent of all Richmond residents are of Chinese origin.

Richmond has the highest percentage of visible-minorities of any Canadian municipality. In the Vancouver metropolitan area, 37 per cent of the population is visible minorities.

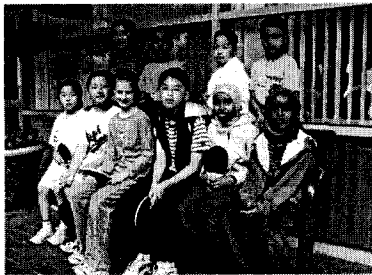
“As detailed in its Official Community Plan, the City's growth by design approach aims to conserve the natural environment and agricultural community while supporting economic development and enhancing the quality of life.”



Variety Program, Cambie Community Centre

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“ According to Statistics Canada, nearly 60 per cent of Richmond residents are visible minorities... Richmond has the highest percentage of visible-minorities of any Canadian municipality. ”



Lang Centre Table Tennis program

For several years world health organizations and Statistics Canada have identified Richmond as a community where people have the longest life expectancy in Canada.

Nationally, 13 per cent of the population is visible minorities. The City’s non-visible minority population is down – in percentage terms, but also in actual numbers – with 8,000 fewer Caucasians today than in 1996.

Chinese is rising as the first language (spoken by almost 35 per cent of all residents), while English is declining. Almost 55 per cent of Richmond residents learned a first language other than English or French.

Education

Residents are well educated, with 67 per cent having some post-secondary education and one of every four residents has a university degree.

While current residents are well educated, a decreasing number of school aged children will impact the public school system including a decline in the number of teachers employed in the District primarily in the young newly graduated level, school closures and fewer class choices.

Health

For several years world health organizations and Statistics Canada have identified Richmond as a community where people have the longest life expectancy in Canada. Stats Can recently reported people in Richmond have the lowest smoking and obesity rates in the country.

Housing

Nearly 70 per cent of all Richmond housing stock is owner-occupied, with the average Richmond household size being 3.1 persons. In 2001, 48% of the housing stock was single family and 28% was high-rise. In 2021 it is projected that single family housing will comprise 32% while 39% will be high-rise. This change will result in further demand for parks and community facilities to fill the void that results from living in smaller spaces.

Trends for Parks, Recreation & Cultural Services

Several societal and demographic trends have been identified that will have a major impact on the parks, recreation and culture sector:

- **Aging population:** The baby boomers are now turning 50. This large segment of the population can demand attention be paid to their wants and needs. This generation is active, healthy and financially well positioned to demand services be tailored to suit them.
- **Widening gap between the “haves” and “have nots”:** The gap between those that have resources and those that do not is polarizing society. The “have nots” are becoming more marginalized and less able to access services. There will be more focus on ability to pay as a barrier to participation in parks, recreation and cultural services.
- **Increasing diversity:** Society is becoming more diverse, both in terms of ethnic backgrounds and ability. Parks, recreation and cultural services need to embrace and serve all members of society and must recognize that serving a population as a whole will not reflect the diversity of needs existing in communities today.
- **Increasing need for meaningful activities:** People are looking for meaning in their lives. The result is more interest in the environment, passive park experiences, cultural activities, yoga and meditation.

- **Move from structured to more informal activities:** People are looking for choice and flexibility in their leisure experiences. In today's busy lifestyles structured activities are becoming increasingly difficult to commit to on a long term basis.
- **Declining volunteers and an increasing desire for short, defined volunteer experiences:** The number of people volunteering in their leisure time has been declining in the past decade. While surveys indicate that people may desire to volunteer more and have many reasons for volunteering, busy lifestyles make it difficult to commit to long term volunteer positions. Shorter, flexible and more defined experiences is one strategy to consider.
- **Declining activity levels and resulting health status in children and youth:** Surveys show that up to two-thirds of Canadian children do not have sufficient activity to maintain basic health. Communities must find a way to re-engage children and youth in physical activity in order to avert the pending health care disaster.

“ The 2001 Community Needs Assessment revealed that, while Richmond residents highly value parks, recreation and cultural services provided in the City, they feel there are significant unmet needs. ”

Community Needs Assessment

The 2001 Community Needs Assessment (**Attachment 2**) revealed that, while Richmond residents highly value parks, recreation and cultural services provided in the City, they feel there are significant unmet needs.

The study found that changing community demographics, societal trends and market opportunities were combining to create significant program and service gaps. Specifically, unmet needs focused on youth, older adults and visible-minority populations, especially the Chinese community. The study also identified an increasing interest in health and wellness pursuits and preventative models. These are growing concerns because a large percentage of the population is physically inactive and volunteerism is declining.

The study also recommended that the City embrace a number of strategic directions, including working toward greater community engagement in decision-making and needs assessment, working in collaboration with other providers and working to increase community capacity.

Service Delivery Issues

Workshops with community leaders and staff as well as a corporate review of the City's current service-delivery system highlighted a range of issues and limitations. Areas identified that need to be addressed in the coming years in order to address the needs of the community included:

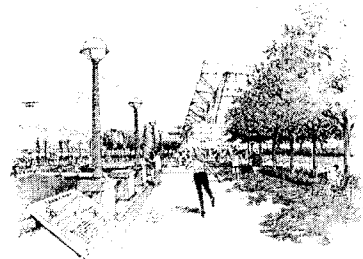
- Changed and changing demographics
- Community needs that are not being addressed
- Lack of integration of services and inefficient use of both City and community resources
- Relationships between groups including the City are not clear or accountable
- Roles, responsibilities and accountabilities within the current service delivery system are unclear, create inefficiencies in service delivery and inadequately manage risk
- The current system is not financially sustainable
- Change is difficult

Surveys show that up to two-thirds of Canadian children do not have sufficient activity to maintain basic health. Communities must find a way to re-engage children and youth in physical activity in order to avert the pending health care disaster.



Keeping our plants beautiful

Embracing the vision of “playground-to-podium” the speed skating oval is being planned with the future needs of Richmond residents in mind and will provide significant opportunities for sport, wellness, recreation and culture in the City.



Richmond Oval concept sketch (2004)

It has been recognized and acknowledged that the current models for delivering parks, recreation and cultural services, while serving the citizens well in the past, are not sustainable in a growing dynamic city. Current operational models make redirection or reallocation of resources to areas of new or greater need challenging.

Major Initiatives

Several major initiatives will have significant impacts on parks, recreation and cultural services over the next decade.

2010 Winter Olympic/Paralympic Games

The 2010 Winter Olympic/Paralympic Games will be Canada’s premier international event of the first half of the 21st century. The City of Richmond was an early and enthusiastic supporter of Vancouver’s 2010 Bid and was unique among the initial non-host communities in providing direct financial support.

The decision to build the Olympic Long Track Speed Skating Oval in Richmond changed the involvement of the City from one of enthusiastic supporter and location of the major arrival point (airport) to one of venue city. This new roll significantly raises the profile of the City regionally, nationally and internationally. Embracing the vision of “playground-to-podium” the speed skating oval is being planned with the future needs of Richmond residents in mind and will provide significant opportunities for sport, wellness, recreation and culture in the City.

Garden City Lands

Long coveted by the City, in March, 2005 negotiations between the federal government, the Musqueam First Nation and the City regarding the Garden City lands were successfully concluded with the signing of a Memorandum of Understanding (MOU). The MOU was a major step forward in transferring 54.5% - 72.5% of the lands to the City for parkland, public amenity use, the potential to develop a trade and exhibition centre, and park and road dedications from the developable lands. Recognizing that there is still significant work to be undertaken before the transfer of the lands can take place, this acquisition creates significant opportunity for the City of Richmond.

Richmond-Airport-Vancouver Rapid Transit Line (RAV)

Rapid, hassle-free transit to downtown Vancouver and to Vancouver International Airport is important to the citizens of Richmond. By 2009, a 30-minute commute from Richmond to the Waterfront Station on Burrard Inlet in Vancouver will be a reality. The City of Richmond is committed to pursuing rapid-transit solutions for the Richmond community and enhancing movement within the core of the City.

It is anticipated that the RAV project will trigger significant redevelopment along a 4 kilometer stretch of No. 3 Road. The City is actively planning for the highest possible quality of future development in the private and public realm using urban design principles associated with the ‘Great Streets’ concept. This street will become a vital part of the green infrastructure of urban plazas, parks, bicycle lanes, and parks within the City Centre. Parks, Recreation, and Cultural Services will be involved in planning the pedestrian realm that will include seating, public art, and landscape features along No.3 Road and ensuring links to the other open spaces within the City Centre as part of the future Parks and Open Spaces Master Plan.

1.3 Looking to the Future

It is within the context above that the City and the community worked together to prepare this 10-year Master Plan. It responds to the community's ambitions, values and expectations for programs and services to enhance the quality of life for all residents. The Master Plan is an integrated, holistic approach to meeting community expectations and needs.

The Master Plan outlines how Parks, Recreation and Cultural Services will work with others to sustain and build a City in which individuals and families can reach their full potential. The Master Plan builds on Richmond's tradition of community-based recreation and acknowledges the voluntary sector's valued role and contribution. It embraces the future to achieve the community vision and values; defines how all players will work together to ensure an accountable, service-based system with clear outcomes; and promotes programs and services that will deliver outcomes that meet community needs. It builds on existing strengths, models best-practice approaches and encourages innovation and entrepreneurial activities.

1.4 Guiding Principles

To start the process, City Council endorsed six guiding principles to be the foundation of any future service delivery system. These guiding principles are:

1. Ensure the City's ability to meet community needs
2. Ensure that customer service is enhanced
3. Ensure financial sustainability
4. Set a policy framework for decision making
5. Value and encourage community involvement
6. Value effective partnerships

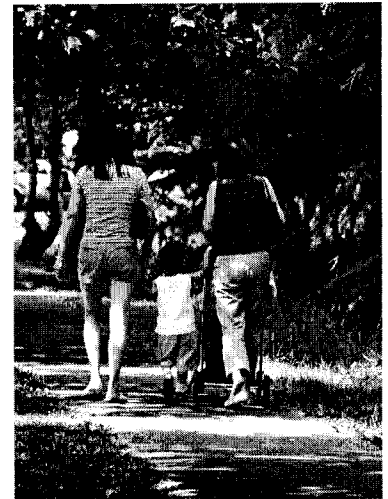
1.5 Process: Working Together

Shaped and guided by Richmond residents who generously contributed their passion, insight and time, the Master Plan builds on the tradition of community participation in civic affairs.

In June 2003, a Community Leaders Forum was held where community values were identified. A Community Working Group made up of representatives from a wide variety of interest areas was formed. The process challenged convention and stimulated new thought. Open houses, community forums, presentations by community organizations and public surveys were conducted throughout the process to ensure broad community input.

The Community Working Group presented a report (**Attachment 4**) and a series of recommendations to City Council. These recommendations, endorsed by Council, have been incorporated into the Master Plan.

Richmond's City Center will accommodate a major portion of the City's population and employment over the next two decades.



Minoru Park

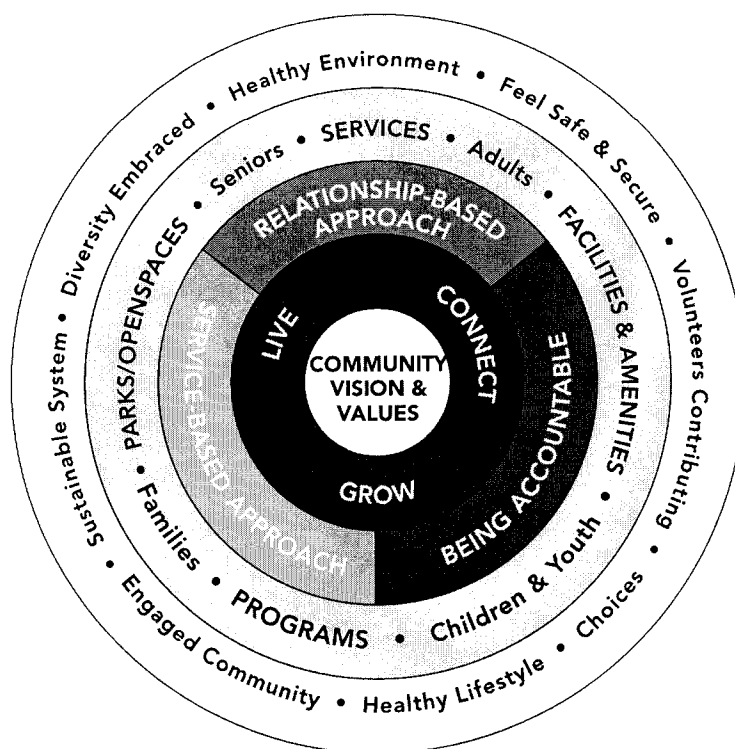
In June 2003, a Community Leaders Forum was held where community values were identified.

The Master Plan is an integrated, holistic approach to meeting community expectations and needs.

1.6 Master Plan Framework

To ensure that all pieces of the Master Plan are coordinated and work together, including how services are delivered and what products and services are provided, a Master Plan Framework was developed.

The Framework brings all the important pieces together to ensure that all are considered when decisions are being made and resources allocated. It helps outline how Parks, Recreation and Cultural Services (PRCS) will work with others in the quality-of-life sector to sustain and build a city in which individuals and families have access to appropriate and affordable opportunities.



All parties working together and contributing towards a common vision and outcomes for Parks, Recreation and Cultural Services in Richmond.

Figure. 1: Master Plan Framework

The Master Plan Framework includes:

- WHY:** Community Values and Vision
Outcomes: Live. Connect. Grow.
- WHO:** City
Quality of Life Sector
Voluntary Sector
- HOW:** Relationship Based Approach
Being Accountable
Service Based Approach
- WHAT:** Programs and Services
Places and Spaces

“The Master Plan outlines how Parks, Recreation and Cultural Services will work with others to sustain and build a City in which individuals and families can reach their full potential.”

The next chapters in this Master Plan further explain details of the Framework and how it will be implemented over the next decade.

The challenge is to continue working together for a common vision and with shared purpose, to ensure that Richmond continues to be a city of choice for individuals and families.

The 2005 – 2015 Master Plan will be implemented on a phased basis, reflecting need, capacity and opportunity. Each key section of the plan includes recommendations, desired outcomes for the 10 year plan and initial actions that will be completed during the first 3 years of the plan.

The challenge is to continue working together for a common vision and with shared purpose, to ensure that Richmond continues to be a city of choice for individuals and families.

The Framework brings all the important pieces together to ensure that all are considered when decisions are being made and resources allocated.



2.0 Vision, Values and Well-Being Outcomes

Developing a common vision, values and outcomes for all those involved in planning for and/or providing parks, recreation and cultural services in Richmond is important so that all contributors can work towards a common goal.

As part of the Master Planning process, community leaders came together to develop a community vision and values to guide decision-making and action over the next 10 years.

Community values articulate what is important to the community; and the important fundamental principles and beliefs.

The vision articulates a common understanding of what the desired future is. This is important for making basic decisions about direction, goals and activities. A vision of what is desired provides a glimpse of the collective potential, paints a picture of where you are going and challenges all to stretch beyond what is the status quo.

Outcomes describe the benefits or results that will be experienced by individuals and the community through the programs and services that are provided. They can be experienced by individuals through participation in a particular activity or by many through broad community benefits.

The community vision, values and outcomes are shown in the Well-Being Framework below.

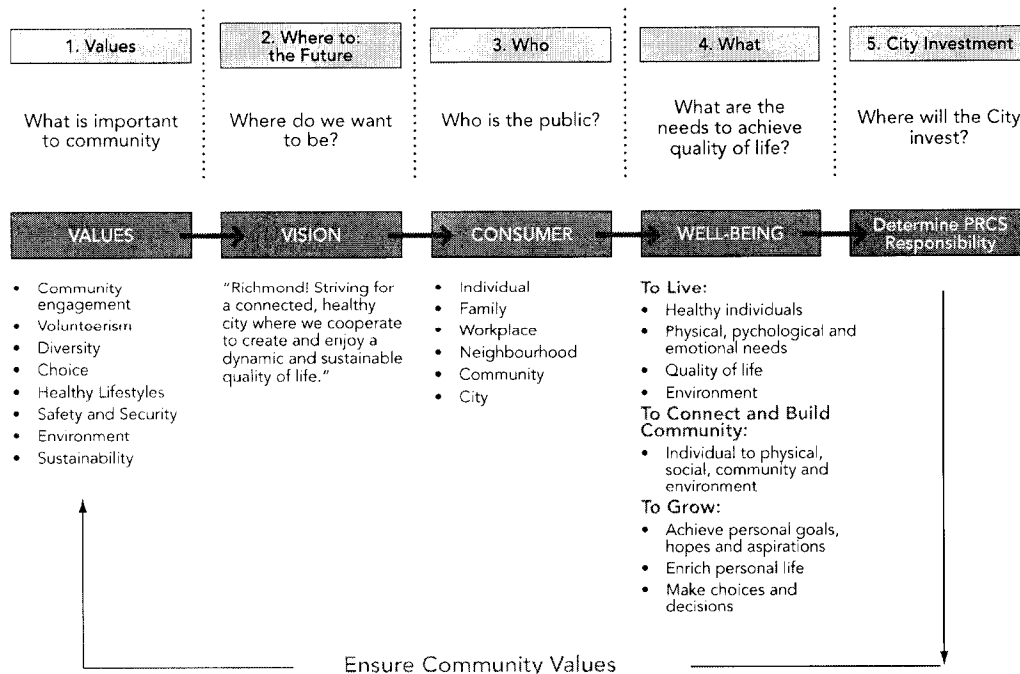


Figure. 2: Well-Being Framework - Foundation for Determining Need

Adopted by the Community Working Group January 24, 2004

“ Developing a common vision, values and outcomes for all those involved in planning for or providing parks, recreation and cultural services in Richmond is important so that all contributors can work towards a common goal. ”

Outcomes describe the benefits or results that will be experienced by individuals and the community through the programs and services that are provided. They can be experienced by individuals through participation in a particular activity or by many through broad community benefits.



Garry Point Park

2.1 Vision

It is important to link the City of Richmond's corporate vision and the shared community vision. The City of Richmond's corporate vision is:

"To be the most appealing, livable and well-managed community in Canada."

The shared community vision complements the City of Richmond's corporate vision.

The community vision is:

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

2.2 Community Values

Richmond citizens embrace a set of core values that are foundational to the community's sustainability. These community values are a touchstone for decision making and action.

The following community values are the foundation for the future vision and Well-Being Framework:

Healthy Lifestyles

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

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 our community.

Community Engagement

We believe that 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.

Safety and Security

We believe that people feel safe and secure when we have 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, for both current and future generations.

2.3 Well-Being Outcomes: Live. Connect. Grow.

Three outcome themes are essential to the lives of all Richmond residents. They reflect the fact that different aspects of living contribute to individual well-being and community quality of life. The themes also reflect the fact that life is complex: while the needs of individuals vary, they generally fall within one of the umbrella categories.

The three themes – Live. Connect. Grow. – are key components of the Well-Being Framework. They create the common purpose for organizations and individuals who are part of the parks, recreation and cultural services system and quality of life services in Richmond.

Each theme has its own outcomes and areas of focus. This enables everyone involved to contribute, to foster collaborative and complementary working relationships that achieve all of the desired outcomes and to eliminate unnecessary competition and duplication.

Three Key Outcome Areas

To Live

Focuses on the basic physical, mental and spiritual “being” needs of individuals and families who want to live healthy, happy lives. It includes helping individuals and families develop personal life skills that are essential to a healthy lifestyle and a healthy environment. The benefits are perceived to be in the ‘public good’ realm and the to live services will generally have a higher priority for the City, as they provide for the greatest public good. The focus will be on prevention and being proactive.

Desired Outcomes

1. Richmond is an inclusive community, valuing and celebrating its diversity. Programs and services are accessible and affordable.
2. The community has a variety of choices to meet diverse needs and equip citizens with the skills to live healthy lifestyles.
3. There are increased opportunities to develop life skills through participation in leisure activities (ie. social and physical development, teamwork, communication, positive self-expression and leadership skills).
4. There is increased awareness of the benefits of living an active, healthy lifestyle. People understand the connection between healthy lifestyle choices and their health and well-being.
5. Richmond invests in its children and youth and focuses on an Asset Development Based approach in all programs and services.
6. There is increased awareness that participation in recreation, sport and cultural activities contributes to the healthy development of children and youth.
7. Richmond is a caring community that ensures a variety of wellness opportunities for seniors.
8. Arts and heritage are highly valued for their contribution to community-building, social well-being, quality of life and healthier people.



Turkish Festival

To Live

Focuses on the basic physical, mental and spiritual “being” needs of individuals and families who want to live healthy, happy lives.

“The three themes – Live. Connect. Grow. – are key components of the Well-Being Framework. They create the common purpose for organizations and individuals who are part of the parks, recreation and cultural services system and quality of life services in Richmond.”

To Connect

The needs an individual or family has to fit with their physical environment, with the people around them and with their community.



Minoru Place Activity Centre

9. There are numerous opportunities to develop literacy and language skills, recognizing that these are fundamental to individual and community well-being.
10. There is increased awareness of and care for the environment. Parks and open spaces are highly valued for their contribution to the protection of natural areas and ecosystems, they help to beautify the City and they provide areas for outdoor recreation.
11. Parks, facilities and amenities are maintained, well managed and sustainable and they keep pace with community growth.

To Connect

Addresses the needs an individual or family has to fit with their physical environment, with the people around them and with their community. It includes creating supportive environments for individuals to come together, for social groups and networks to form and flourish and for the many aspects of building a healthy, vibrant community. It also includes the relationship among people, the community and the environment. The City's role is mainly one of facilitator.

Desired Outcomes

1. People have a sense of citizenship and caring for their community and want to contribute to making Richmond a vibrant, healthy community.
2. Neighbourhoods in Richmond are safe, secure, accessible, connected and vibrant. There is a sense of neighbourhood.
3. Richmond is an integrated system of waterfront, parks, facilities, heritage sites, natural areas, open spaces and trails that celebrate community heritage and provide strong links among neighbourhoods, schools and community facilities.
4. Strong, healthy community organizations have increased capacity to contribute to the delivery of parks, recreation and cultural services. There are more opportunities for volunteers and community groups to be involved and to contribute in meaningful ways and volunteers and community groups are valued.
5. The City and the community work together to meet community needs.
6. There are gathering places where people can come together.
7. There is an increased sense of community pride, spirit and identity.
8. There is effective community consultation when the community is engaged to determine needs in Richmond.

To Grow

Addresses the needs an individual or family has to use discretionary time for fun and enjoyment and to enhance their skills beyond basic levels. It includes the concepts of inspiring or enriching and lifelong learning. The City coordinates and contributes to the overall direction. It may also provide the facilities or space.

Desired Outcomes

1. Arts, heritage, parks, recreation and sports contribute to increased tourism in Richmond.
2. Excellence is achieved in athletic and artistic performance. There are increased opportunities for sport and artistic development.
3. The benefits of lifelong learning are valued and opportunities and facilities are well utilized.
4. The community has taken advantage of the potential benefits and opportunities related to the 2010 Winter Olympic and Paralympic Games.

5. There are increased opportunities for residents to develop leadership skills.
6. Volunteer opportunities are available to enhance individual and group growth and development.

2.4 Recommendations and Action Plan

2005 – 2015 Recommendations:

1. Adopt and celebrate the vision and community values statements as endorsed by the Steering Committee and the Community Working Group.
2. Adopt the **Live. Connect. Grow.** framework for identifying community needs and for creating programs and services to purposefully address those needs and outcomes.

The following areas will be focused on over the next 10 years:

To Achieve The "To Live" Outcomes:

- Developing system-wide policies and standards to ensure that everyone has access to participate in activities to live a healthy lifestyle
- Ensuring that everyone is aware of the opportunities available, through promotion and marketing activities
- Identifying, facilitating and providing opportunities to address outcomes in priority areas
- Providing safe, accessible and well-maintained spaces and places

To Achieve The "To Connect" Outcomes:

- Contributing to initiatives to make Richmond a safe community
- Creating and contributing to neighbourhood amenities
- Creating opportunities for inter-cultural awareness and understanding
- Developing a strong volunteer program that provides increased opportunities for community involvement and developing strategies for groups – such as youth, adults and older adults – to become more involved
- Developing strategies and partnerships to create a child- and youth-friendly community
- Providing support to Not-for-Profit organizations, community groups and agencies that contribute to the desired outcomes.

To Achieve The "To Grow" Outcomes:

- Encouraging community-initiated capital projects that enhance spaces and places available in the community
- Promoting heritage and environmental stewardship
- Supporting and encouraging special events and festivals
- Supporting and encouraging volunteer opportunities and ensuring that training opportunities are available
- Supporting and promoting opportunities for elite or advanced training and skills development
- Working in partnership with others to ensure that programs and services are available and that Richmond capitalizes on the opportunities related to the Olympics



King George Park

To Grow

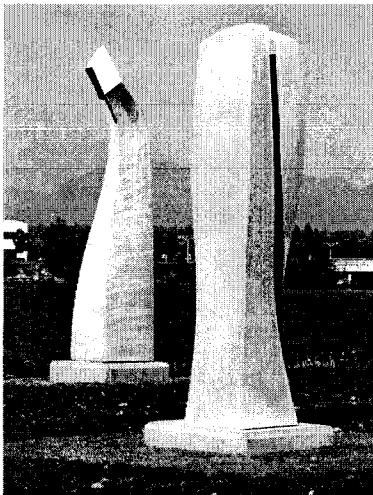
Addresses the needs an individual or family has to use discretionary time for fun and enjoyment, to enhance their skills beyond basic levels.



Pottery class, Richmond Arts Centre

2005–2008 3 Year Action Plan

- Integrating an outcome based approach into overall system
- Creating an outcome-based culture
- Shifting resources and energy to the areas of focus in the Live. Connect. Grow. outcomes
- Establishing a staff Master Plan Champion Team – to champion and oversee the outcome based action plan and link with Community leaders and organizations
- Hosting annual community forums on Master Plan outcomes and, with the community, establish outcome goals and targets
- Celebrating Master Plan successes and outcome results annually
- Determining a method of measuring outcomes
- Attaching annual work plans and goals to outcomes
- Implementing reporting mechanisms to communicate with Council and Community on outcome progress
- Reviewing and evaluating all Divisional outcomes every three years, to ensure that they are relevant to changing community values, needs and demographics.
- With the community, building awareness of outcome success by developing outcome based feedback and reporting mechanisms
- Recognizing the community for their contribution to creating a connected, healthy, sustainable City



*“Portals into the Future”
Hollybridge Rd. and Middle
Arm of the Fraser River*

3.0 A Relationship-Based Approach

City Council adopted two guiding principles related to the City working with others. They stated that the Parks, Recreation and Cultural Services delivery system must:

- Value and encourage community involvement
- Value effective partnerships

This chapter describes how the City will work with others to build effective relationships.

3.1 Working Together

To achieve Richmond’s vision, the tradition of citizens, organizations, government agencies and the City working together, cooperatively and collaboratively, must be nurtured and expanded. Meeting the community’s current and future needs is beyond the capacity of the public sector, private sector or not-for-profit sector alone – all must work together to make this happen. All parties must accept and share responsibility for the community’s social, economic, environmental and cultural well-being.

Building relationships between and among quality of life service providers is critical to the sustainable success of the system. These relationships will help ensure effective and efficient use of scarce resources and will lead to exciting new service-delivery relationships for the community. Creating a strong, connected community depends on Richmond’s quality-of-life organizations working together.

The City of Richmond and the not-for-profit sector have a long history of working together for the common good of the people in Richmond. The not-for-profit sector enriches the community by engaging the citizens in the life of the community. It builds community capacity and leadership skills through a wide variety of volunteer opportunities, from board governance, to organization and communication skills. It provides opportunities for youth, families, adults and older adults to learn and grow, to connect with others and to feel good about themselves and their community. The sector is essential to the collective well-being of the community.

The City recognizes the importance of ensuring a healthy and active not-for-profit sector and will work with the community to develop strategies and actions to enhance and strengthen groups within this sector.

“Building relationships between and among quality of life service providers is critical to the sustainable success of the system. These relationships will help ensure effective and efficient use of scarce resources and will lead to exciting new service-delivery relationships for the community.”

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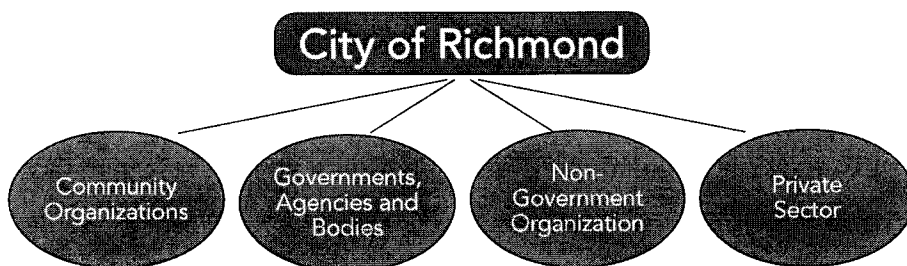


Figure 3: Working With Others

“The City is committed to ensuring public consultation and participation processes to ensure effective and appropriate community involvement in the parks, recreation and cultural services system in Richmond.”

Volunteering is no longer all about giving; it is also about receiving. As much as volunteers contribute to the community, they also have expectations about the experience. They want to learn, to be challenged and to be appreciated.



Activate 55+ Volunteers

Today, one in five volunteers in Canada is under the age of 25 with 40 per cent volunteering in the areas of culture, sport and recreation.

Community Involvement

One of the guiding principles endorsed by City Council is continuing community involvement in all aspects of the parks, recreation and cultural services system. Opportunities must include involvement on many levels from direct delivery of services to advising and long term planning. These opportunities must maximize the value of community involvement and participation both for the community and the individual volunteer. There are a range of roles for all members of the community to be involved and ensure quality of life in Richmond is sustained and enhanced.

The City is committed to public consultation and participation processes to ensure effective and appropriate community involvement in the parks, recreation and cultural services system in Richmond.

Volunteers

Volunteering is the most fundamental act of citizenship and philanthropy in society. It is an extension of being a good neighbour: it moves citizens from the front porch into the neighbourhood and it transforms a collection of houses into a community. Volunteers participate as board and committee members, as advocates, as fundraisers and as providers of numerous direct services. Volunteering is one of the primary contributors to building a strong community.

Volunteering is no longer all about giving; it is also about receiving. As much as volunteers contribute to the community, they also have expectations about the experience. They want to learn, to be challenged and to be appreciated. They want to know that they are making a difference. They expect flexibility and to have input into planning.

As the community changes, so must the structure of volunteer opportunities and the strategies used for volunteer recruitment. Particular attention should be paid to developing opportunities and strategies for youth, older adults and families.

Today, one in five volunteers in Canada is under the age of 25 with 40 per cent volunteering in the areas of culture, sport and recreation. Many young people turn to community service as a way to develop work skills, establish work experience and prove their abilities.

For organizations that include young people in their volunteer base, the rewards are plentiful – for them, for their communities and for the volunteers. Young people bring a unique mix of passion and enthusiasm and a fresh and energetic perspective to their volunteer activities.

As the population matures, a great natural resource will become available for the voluntary sector: baby boomers will be in a position to give their time, skills and energy. They will augment and complement the substantial body of older adult volunteers. As they age, they can be expected to continue to seek flexible activities that challenge them and expand their intellectual and physical horizons.

This age segment is significantly different from its predecessors. Baby boomers are more demanding, seeking opportunities for growth and new and innovative use of their time. They are looking for interesting and meaningful experiences.

Family volunteering allows families to spend meaningful time together and enrich their collective experiences. It contributes to healthy family connections by offering opportunities that enhance a common interest. Children and youth who experience volunteering as part of their upbringing are more likely to continue volunteering as adults.

The City of Richmond is committed to working with the community to develop and nurture a Volunteer Management Strategy to ensure meaningful and varied opportunities and strengthen the volunteer system in the community.

Creating Relationships

The City 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 system.

The City will work with others to ensure that Richmond residents have equitable access to a broad range of quality of life programs, activities and services. The success of the new service-delivery approach depends upon the ability to work effectively and cooperatively with all partners in the community.

The City also recognizes that its relationships with others depends on the other organizations' ability and interest in working with local civic government for a common purpose. The City will work with a wide range of community-based organizations and is committed to establishing and maintaining effective relationships with others.

The purpose of establishing effective relationships is to create mechanisms that involve a range of partners, including the City, to provide quality of life programs and services to citizens. 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, values and outcomes
- Provide clear lines of accountability, responsibility and authority that are consistent with the City of Richmond's guiding principles, policies and practices
- Be developed around established guidelines and criteria for entering into relationships and include provisions for ending or terminating relationships

The City will build relationships of many forms with existing partners and others to ensure a holistic and cooperative approach is used to meet community needs, create new opportunities and develop new service outlets. The City will champion and support the development of a successful, sustainable and healthy voluntary sector through recognizing the value it provides to the community, placing a high priority on committing resources and support to its operations and creating a framework for working together.

This will be achieved by working together, with individuals, community groups and organizations, other governments and their institutions and agencies and the private sector, all of whom have a shared interest in improving Richmond's quality-of-life services and overall individual and community well-being. Success at working together will determine Richmond's future.

The City will work with others to ensure that Richmond residents have equitable access to a broad range of quality of life programs, activities and services. The success of the new service-delivery approach depends upon the ability to work effectively and cooperatively with all partners in the community.



King George Park

“Decisions about parks, recreation and culture will be based on balancing economic, social, environmental and cultural sustainability.”



Minoru Lakes

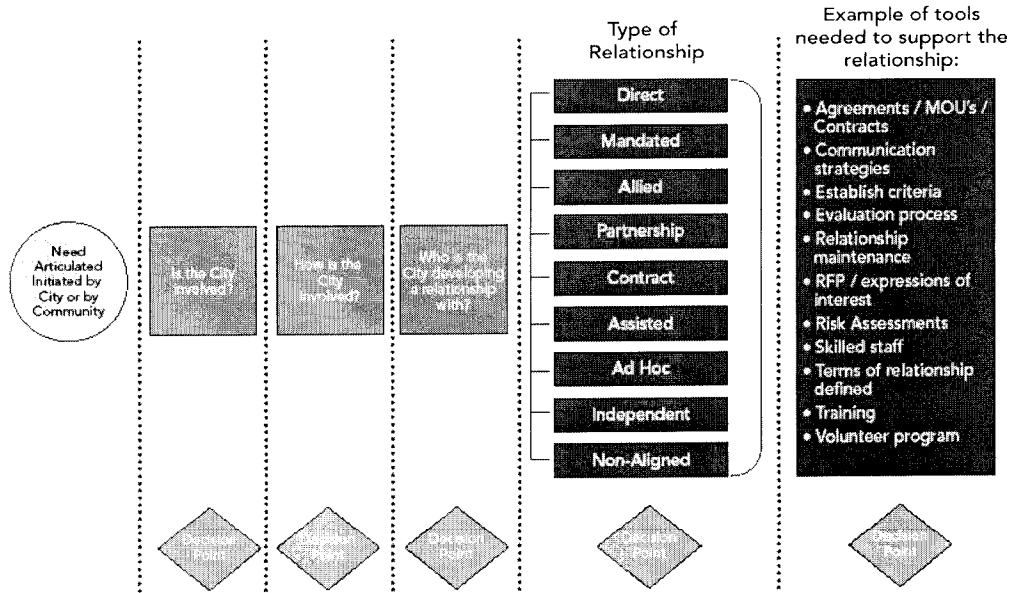


Figure 4: Relationship Model
Adopted by the Community Working Group, February 19, 2004)

3.2 Roles for All

City Role

Numerous conflicting and competing drivers are causing organizations to rethink their roles and activities. During the past decade, the role of government has been steadily changing. Wherever possible, government now acts to facilitate the accomplishments of others. 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.

The City will take a leadership role in ensuring that the quality-of-life needs of its residents are understood and that there is a coordinated, efficient response to those needs. This will be done through a culture of community involvement and when appropriate, directly providing services and facilities. Decisions about parks, recreation and culture will be based on balancing economic, social, environmental and cultural sustainability.

The City is responsible for leadership, expertise and allocation of City resources. This includes:

- System wide planning and development
- Sustainable management and operation of City owned resources: parks, facilities and amenities and stewardship of resources
- Assigning and directing staff and other resources to meet City priorities
- Strategic communication, marketing and promotions
- Setting system wide policy
- Setting operating standards, performance expectations, evaluations and outcomes
- Customer service responsibilities both internal and external
- Development and management of effective partnerships and relationships
- Management of contracts and agreements with clear expectations

- Equitable allocation of City resources to achieve balance and meet broad community needs
- Facilitating appropriate community involvement and fostering civic engagement

Lines of Business

With responsibility for leadership, expertise and allocation of City resources, the City will be involved in four core lines of business:

1. Community and Neighbourhood Building
2. Research, Planning, Development and Marketing
3. Places and Spaces
4. Programs and Services

Community and Neighbourhood Building

Building community capacity, networking and external relations and building strong neighbourhoods and community organizations is a key role. Examples of support include:

- Creating systems for volunteer recruitment and development
- Fostering board development
- Providing resources and support to community groups to help community-building initiatives,
- Providing gathering places
- Promoting the importance of a strong and connected community

Research, Planning, Development and Marketing

Anticipating market requirements, promotion, marketing, design and development and strategic planning activities are critical to maintaining a well-managed system that meets community needs. Examples include:

- Market research
- Demographic research
- Trends research
- Best-practices research
- Strategic planning
- Business and service planning
- Facility, parks and amenity planning and development
- Marketing and promotions
- System-wide policy development

Programs and Services

The City will ensure a wide variety of well planned programs and services are implemented in the City and ensure coordination of city-wide services such as youth, aquatics, childcare, wellness and active living, seniors, “adopt-a” programs, arts, library and heritage. Examples include:

- Facilitating service planning with community involvement
- Developing and maintaining relationships with organizations that are involved in the delivery of programs and services
- Delivering programs and services directly, where appropriate
- Providing systems for program registration



Richmond Art Centre

There is a positive link between high levels of civic participation and a community's overall quality of life.

Places and Spaces

Managing and operating places and spaces, including staff, systems, physical plant, customer service and maintenance are by City responsibilities. Examples include:

- Facility lifecycle maintenance
- Allocation of space including parks, sports fields and recreation and cultural facilities
- Operation of City facilities
- Parks operations
- Providing program and facility booking systems

The Community Role

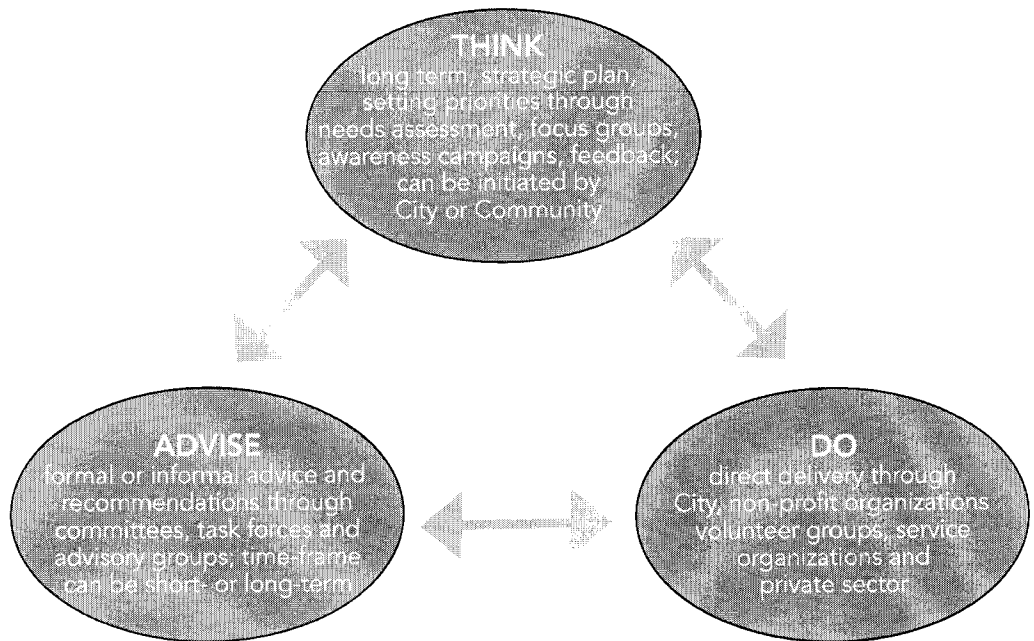


Figure 5: Community Involvement Framework

Community Role

There is recognition that citizens share the mandate for enhancing Richmond's quality of life. As well, a positive link exists 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: citizens can be involved as participants or volunteers, informally or formally, in their neighbourhood or at a city-wide level. They can be involved as thinkers, planners and/or doers.

The Community Involvement Framework shows how the community will be involved in the following roles:

Think

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

Advise

Advice given to PRCS 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, or as an advisory committee of Council. Informal methods include feedback solicited in the form of open houses, surveys or focus groups.

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.

When citizens collaborate closely, they experience beneficial outcomes such as increased educational achievement, increased physical and mental health, neighbourhoods that tend to be safer and more productive and greater economic prosperity. Ensuring meaningful community involvement is a responsibility of both the City and individual citizens.

Community Organizations' Role

Community organizations, agencies and the private sector have their own mandates and governance structures. They 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

Provides advice and counsel to the City or others, both proactively and on request.

Community Advocacy

Focuses on identifying issues of concern to those living in a community, or who share a common interest.

Community and Special Event Programming

Plans and delivers local programs and events that respond to community interests/needs. These programs and events are generally offered independently of City of Richmond provided programs.

Contract Facility/Amenity Operator

Operates 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

Provides programs and services under an agreed relationship with the City of Richmond.

“When citizens collaborate closely, they experience beneficial outcomes such as increased educational achievement, increased physical and mental health, neighbourhoods that tend to be safer and more productive and greater economic prosperity.”



City Centre Celebration

“Individuals and organizations are taking more responsibility for their own needs. The roles of community and government are changing as more holistic approaches are taken and boundaries are crossed to provide the community with responsive quality-of-life services.”



Partners with Toyota

The programs and services are provided according to City standards and expectations.

Facility/Amenity Operator

Operates one or more facilities or amenities owned by the organization or a second party, other than the City of Richmond. The facility or amenity is operated according to standards set by the organization.

Fundraising

Activities to 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

Creates 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.

Shared Responsibility

Individuals and organizations take more responsibility for their own needs. As more holistic approaches are taken and boundaries are crossed to provide the community with responsive quality of life services, roles change. By working together to achieve a common vision through collaborative planning and learning, joint action and accountability, the vision will be realized.

3.3 Recommendations and Action Plan

2005 – 2015 Recommendations:

1. Foster effective working relationships with the community, using shared values and commitment as the foundation.
2. Ensure that the City continues to work with a wide range of community-based organizations and is committed to establishing and maintaining effective relations with others.
3. Develop positive relationships with a wide range of community-based organizations to attain outcomes.
4. Support the development of a comprehensive volunteer strategy and increase the City’s investment in volunteer management.
5. Provide a range of community engagement opportunities to build citizenship and community capacity at all levels in the community.
6. Work with other government organizations and other institutions to develop new programs, respond to new opportunities and to share leadership and awareness.
7. Endorse the Community Involvement Framework Model. Ensure protocols are in place that clearly defines accountabilities.
8. Adopt four core business focuses for the PRCS Division and align resources to support these business areas:
 1. Community and neighbourhood building
 2. Research, planning, development and marketing;
 3. Programs and services to meet community needs
 4. Places and spaces: Facility and parks operations

Desired Outcomes From Our Actions

Working Together, the City will:

- Have effective and purposeful working relationships
- Have quality relationships with traditional partners
- Have new relationships with other providers
- Have more and greater diversity in relationships
- Be more effective with interagency relationships

Within Volunteerism, the City will:

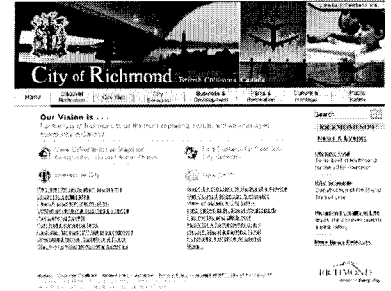
- Have a comprehensive volunteer program that includes an up-to-date database and interactive website
- Celebrate, recognize and support the fundamental role that volunteers play in community-building
- Have interesting and socially relevant volunteer opportunities that are appropriate for all age groups
- Understand our community's diversity and the implications for our volunteer programs

Around Role Clarity, the City will:

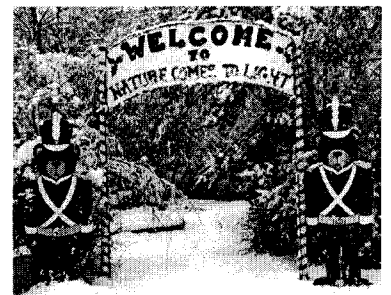
- Clearly state the scope of responsibility for each relationship
- Work with the community in understanding each others roles and responsibilities and sharing common values and principles
- Develop a mechanism to monitor relations that indicates relationship type, roles, responsibilities, accountability requirements and agreement mechanisms
- Be champions with the community and share responsibility and accountability for healthy individuals and healthy community

In Communication, the City will:

- Have an internal/external Communication Plan
- Communicate with all community partners in an open and trusting way
- Use technology to communicate and connect with the community and provide up-to-date information about the community
- Communicate more effectively with targeted communities including ethnic communities, seniors and people with disabilities



City of Richmond website



"Nature Comes to Light", Richmond Nature Park



Nature Park Cranberry Festival

2005-2008 – 3 Year Action Plan

Working Together and Building Relationships and Trust

- Develop an inventory of current relationships, partners and service providers
- Utilize the Relationship Model to renew or create appropriate relationships
- Create a systematic approach and an action “tool-kit” for staff to assist in developing relationships and working with others
- Hold yearly planning sessions with partners and service providers around Master Plan vision, values, desired outcomes, work plan, communication protocols, contact information and roles and responsibilities
- Strengthen relationships and understanding of functions/roles with community coalitions such as Sport Council, Council of Community Associations, Richmond Arts Coalition
- Work with community environmental groups and service providers such as the Nature Park Society to establish an Environmental Coalition

Volunteers

- Develop and implement a Volunteer Strategy
- Support annual Volunteer recognition and appreciation events
- Create a City of Richmond Interactive Volunteer Website
- Maintain a current volunteer database
- Expand volunteer opportunities for youth, older adults, seniors, families and our ethnic communities

Role for All

- Determine the scope, terms and conditions associated with each relationship
- Agree on outcome performance measures
- Train and engage relationship providers in service plan approach

Communication

- Strike a cross-divisional Communications Champion Team
- Develop and implement a Communication Plan
- Increase community use and access to e-tools (ie. registration, Recreation & Culture Guide)
- Identify new communication mechanisms to engage our ethnic communities, seniors and people with disabilities

4.0 Being Accountable

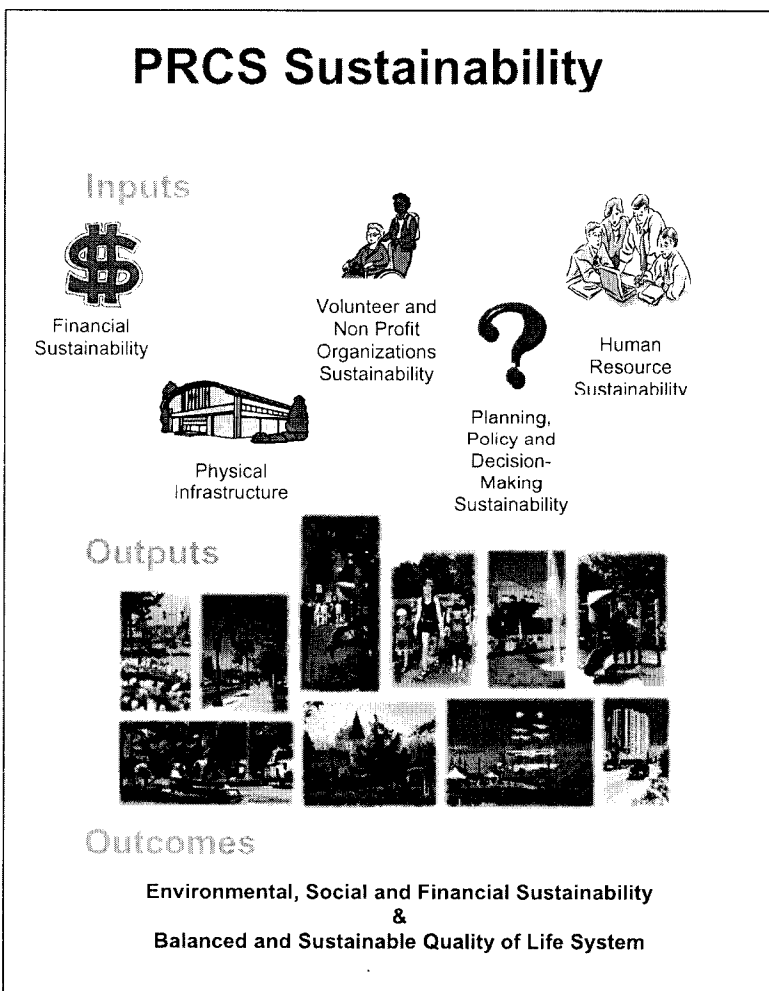
The role of municipal government is to ensure the availability of the broadest range of quality of life services, including parks, recreational and cultural opportunities, for individuals and groups, within available resources. The City of Richmond is accountable to its citizens to ensure that it effectively manages and allocates public resources to meet the broadest public good.

Today, more than ever before, taxpayers expect their municipal elected officials to ensure the best return on their tax investment. In the context of parks, recreation and cultural services, this means providing the best programs and services possible within the resources available. They expect the City to manage and protect their investment in the facility and parks infrastructure, extending the life of these valuable assets as long as possible. They expect the City to ensure that staff time is dedicated to working on the most important things and to working as efficiently as possible.

4.1 Sustainability Framework

The City recognizes that to meet the needs and demand for services in the community, this cannot be done alone and it is critical to leverage the involvement of others to meet the needs. Meeting the community needs is beyond the capacity of any one organization.

“The role of municipal government is to ensure the availability of the broadest range of quality-of-life services, including parks, recreational and cultural opportunities, for individuals and groups, within available resources. The City of Richmond is accountable to its citizens to ensure that it effectively manages and allocates public resources to meet the broadest public good.”



It is important to continually anticipate and plan for community needs through such things as conducting market, trends and demographic research; business and service planning; and policy development.

Figure 6: PRCS Sustainability Framework

“In its role as steward of public resources and working collaboratively with the community, the City of Richmond has a responsibility to play a leadership role to develop and implement system-wide policies, standards and performance expectations and to report on outcomes.”



Variety Program

The City also has a responsibility to balance decision-making, looking at the economic, social, environmental and cultural perspectives and to ensure sustainability for future generations.

There are 5 key areas that contribute to the overall sustainability of the PRCS “system”. The Sustainability Framework illustrates that these areas must be balanced to achieve the community vision and desired outcomes.

As outlined in Chapter 3, the City must allocate resources and build capacity in the Research, Planning, Development and Marketing line of business. It is important to continually anticipate and plan for community needs through such things as conducting market, trends and demographic research; business and service planning; and policy development.

4.2 Planning

The Well-Being Framework provides a common vision, values and outcomes for all those involved in providing parks, recreation and cultural services in Richmond. This clarity enables decision-making and resource allocation that better reflect priorities based on community values and needs.

In its role as steward of public resources and working collaboratively with the community, the City of Richmond has a responsibility to play a leadership role to develop and implement system-wide policies, standards and performance expectations and to report on outcomes. It must ensure that organizations delivering services on its behalf have standards and expectations outlined and that accountability is clearly defined.

System-wide planning is required to provide a high-level vision, direction and policy with input from the community. The PRCS Master Plan and various Strategy Plans provide the framework and roadmaps for action and development over the next 10 years. These plans and strategies are a means of communicating with the community and any partners. They will identify what the community feels is important and direct resources to these identified areas. All of these plans must be consistent with and reflect broader City of Richmond plans and strategies as well. Overarching plans such as the City’s Official Community Plan (OCP) set the context for PRCS planning.

Key elements of planning at this level include:

Outcomes

Set and evaluated on an ongoing basis, outcomes describe the actual benefit or result expected from the program or service. They provide clarity to ensure all programs and services contribute to the common vision.

Success Indicators

Success indicators will provide targets to help measure progress and determine how well programs and services are achieving outcomes. They will be monitored and evaluated on a regular basis.

Program Standards

Comprehensive program standards will ensure consistency in all programs and services provided by the City. Program standards will be evaluated on a regular basis.

4.3 Policies

It is important to have a sound policy framework for all working within the system. Policy creates a framework for action and is a process of allocating authority to one set of values.

Flexibility and continued citizen involvement are pivotal to meeting the changing needs of Richmond's community. Policies are intended to guide action and are not intended to limit Richmond's parks, recreation and cultural services responsiveness to individuals, groups and the community.

A number of priority areas for system-wide policy development have been identified:

- Access
- Use
- Pricing
- Public Involvement
- Customer Service

Access

Ensures that individuals and families are able to access and participate in a wide variety of opportunities that appeal across all age groups and cultures. It will address key issues such as:

- Designing an appropriate safety net system to reduce barriers to accessing parks, recreation and cultural services and facilities
- Identifying individuals who really need access support
- Determining what is affordable
- Responding to cultural differences
- Determining how to administer a respectful and cost efficient screening process that is sensitive and customer focused

Use

Covers allocation and use of City places and spaces. It will address key issues such as:

- Designing a system of use that is fair, transparent, balanced and maximizes use of public places and spaces
- Establishing a priority of use framework
- Ensuring financial sustainability
- Managing resource protection and renewal
- Creating a flexible allocation system that accommodates emerging and changing needs and growth
- Developing a system that responds to different user categories including citizens, community groups, visitors and businesses

Flexibility and continued citizen involvement are pivotal to meeting the changing needs of Richmond's community. Policies are intended to guide action and are not intended to limit Richmond's parks, recreation and cultural services responsiveness to individuals, groups and the community.



Wheelchair Curling

“The community has a meaningful role in civic affairs. The City of Richmond values input from its residents, customers and stakeholders.”



Summer Daycamps

Pricing

Addressess how programs and services will be priced. It will address the following key issues:

- Determining public versus private benefit
- Designing a fee structure that is fair, equitable and accessible
- Obtaining appropriate cost recovery to ensure financial sustainability
- Outlining what programs and services should be subsidized
- Setting fees at an appropriate level and complimenting these fees with an effective safety net
- Ensuring consistency – same price for similar service, program, space or place

Public Involvement

The community has a meaningful role in civic affairs. The City of Richmond values input from its residents, customers and stakeholders. As outlined in Chapter 3, the City will champion a culture of community involvement and support genuine two-way communication to assess and communicate community needs. In addition to ongoing feedback through program and service evaluations, broad public input from both users and non-users of services will be collected. This information will be made available to groups and organizations in the community to assist with the planning and development of services.

In addition to input on policy development, the community will be invited and encouraged to have input into capital development projects. Notification of proposals and projects, through a variety of means, to users, user groups, neighbourhoods, and others who are interested will be provided.

Customer Service

The City of Richmond prides itself on its customer driven culture, aimed at ensuring it responds effectively to customer needs. A customer service policy will ensure that any programs or services provided in City facilities or supported by City resources will adopt similar customer service standards.

4.4 Standards and Guidelines

It is important to have consistent standards and guidelines to address a number of key areas such as:

Safety and Risk

Areas such as outlining appropriate staff to participant ratios in programs are essential to ensure that participants are safe and the City's risk is managed appropriately.

Effective Use of Resources

Examples include guidelines on the minimum number of participants to run a program to ensure that participants have a quality experience and use of the facility or space is optimized.

Quality of Service / Programs

Establishing a quality assurance program for children's activities based on the principles of healthy child development as outlined in the High Five Program is an example.

Training and Qualifications for Program Leaders

Ensuring that frontline leaders for children's programs are trained to deliver recreation and sport programs in ways that support the healthy development of children.

Where the City is involved, it is important for the public to know they can expect safe, quality experiences no matter where they participate or who is providing the service.

4.5 Agreements

The City of Richmond, in its leadership role within the PRCS system, will seek a variety of relationships with a wide range of organizations. In some cases, these will be informal relationships, but in many cases, it will be important to formalize the relationships.

Recognizing that specific programs or services may be provided directly by the City in partnership with others, or by others on behalf of the City, it is important to clearly define who is responsible and accountable for what. The City will develop and enter into agreements with community organizations, agencies and others who are providing services in response to City-identified priorities. There are a range of tools that must be developed to support a variety of relationships in which the City may be involved. These may be formal agreements, memoranda's of understanding, contracts or other tools, depending on the specific situation.

For example, Service Agreements with program providers will define expected outcomes, reporting requirements and the roles and responsibilities of each party.

Service Agreements will address elements such as:

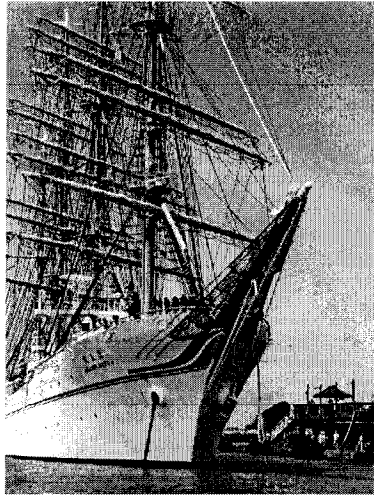
- Purpose of the agreement and how it fits with the vision, values and desired outcomes
- Responsibilities – accountability framework for all parties involved
- Assets – description of who owns what land, facilities, equipment and who is responsible for use, maintenance and replacement
- Operations – outlines a variety of issues such as human resources management, communications and marketing, technology systems, insurance and liability
- Finances – describes who is responsible for paying for what, how revenues will be allocated and reporting requirements
- Program and Service Deliverables – outlines what particular service is to be provided, standards and evaluation criteria
- Agreement Management – defines terms for review and evaluation, renewals, termination and mechanisms to resolve disputes that may arise

Places and Spaces Use Agreements will define the terms and conditions for use of City-owned facilities, amenities or spaces by programming priorities.

Agreements will be based on good business practices that reflect the guiding principle of financial sustainability of all parties.

“Where the City is involved, it is important for the public to know they can expect safe, quality experiences no matter where they participate.”

Recognizing that specific programs or services may be provided directly by the City in partnership with others, or by others on behalf of the City, it is important to clearly define who is responsible and accountable for what.



Kaiwo Maru, Summer 2004

4.6 Recommendations and Action Plan

2005 – 2015 Recommendations:

1. Establish public consultation standards and practices.
2. Allocate resources to system-wide and project specific planning.
3. Develop clear and consistent direction through system-wide, Council-approved policies as a foundation in areas of access, use, pricing, public involvement and customer service.
4. Develop standards and guidelines to address safety and risk, effective use of resources and service quality.
5. Ensure the City is responsible for leadership, expertise and allocation of City resources.
6. Establish agreements with a clear focus on service definition, roles, responsibilities, finances, business plans, accountability and evaluation with organizations that provide a service on behalf of the City.
7. Ensure excellence in customer service.

Desired Outcomes From Our Actions:

- The City will have public consultation guidelines and processes in place
- There will be a better understanding of the consultation process
- The City will lead short and long term planning
- Organizational structure and systems will support the City's planning role
- City staff and resources will be directed to meeting City priorities as identified through consultation with the community
- All partners will have sustainable personnel practices in place
- System-wide policies will be in place and integrated into work plans and future directions
- Service agreements, facility agreements and other contracts will be negotiated, managed, understood and regularly reviewed, based on desired outcomes
- Customer service rating will be excellent

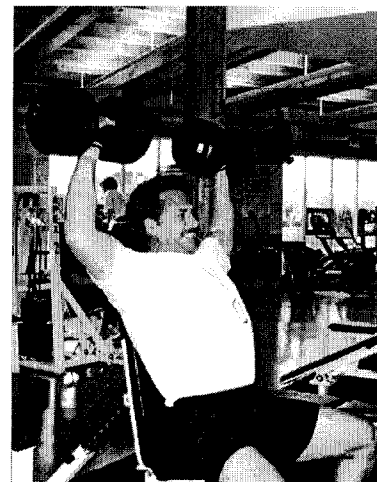
2005–2008 - 3 Year Action Plan

Within the Area Of Planning, Policy And Standards, the City will:

- Assign key management staff responsibility for Parks, Recreation and Culture Planning
- Identify and reallocate resources to planning and policy development
- Create and publish guidelines for public involvement that ensure input and feedback
- Create a public consultation tool kit
- Build staff awareness and capacity on when to inform, consult, involve, collaborate and empower
- Establish a review mechanism to track progress on the Master Plan, annual work plans and other planning documents
- Develop, adopt and implement access, use and pricing policies
- Develop and implement standards and guidelines for programs and services
- Implement feedback tools to assess customer service
- Develop systems and practices to improve customer service

Within the Area Of Agreements, the City will:

- Develop an Agreement Contract template with a common philosophical base
- Establish Service and Facility contracts/agreements with all parties involved in the provision of services
- Create a centralized database of current agreements with service providers
- Build staff capacity in contract development and management
- Build an understanding of the different contract applications
- Develop mechanisms to ensure contracts/relationships are transparent, financially sustainable and equitable
- Assign a lead staff person to oversee all contracts to ensure consistency
- Establish accountability guidelines and a process for review and reporting back
- Review all contracts annually to ensure participation by all parties



Thompson Fitness Centre

5.0 A Service-Based Approach

The building blocks for being a service based system have been set through the previous chapters: the Well-Being Framework, Relationship-Based Approach and Being Accountable. These foundations set the stage for Richmond to move to an approach that is both sustainable and better meets the changing needs and expectations of the community.

Traditionally, Richmond has primarily focused on a facility-based approach. This approach has served the community well for many years. As the community grows and changes, the City and organizations it works with must shift to a broader focus. A service-based approach focuses more on program and service priorities based on research, planning and system-wide policies. Facilities, parks and amenities are places where the programs and services are provided – in some cases the programs and services will be planned based on a local geographic need; and in some cases they will be based on a broader community need.

“As the community grows and changes, the City and organizations it works with must shift to a broader focus. A service-based approach focuses more on program and service priorities based on research, planning and system-wide policies.”

5.1 Addressing Community Needs

The process for being service-based includes several key components:

- Understanding community needs and market demand
- Analyzing current programs and services available in the community to determine how well they are meeting needs
- Planning to fill the gaps
- Determining how to provide the service and who is best to provide it
- Providing quality programs and services that meet the needs
- Analyzing, evaluating and reporting on the success of the programs and services

This is a seasonal and annual process that requires constant attention by all those involved in the delivery system. The following graphic shows all of the components.

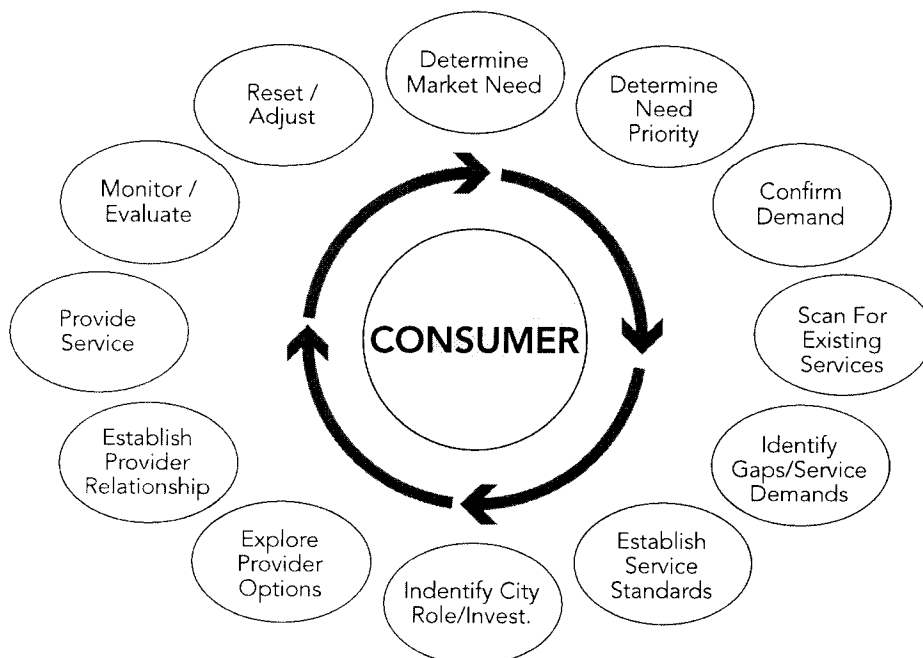


Figure 7: Addressing Community Needs

5.2 Understanding Community Needs and the Market

In order to ensure that the programs and services meet the needs and expectations of citizens there must be ongoing mechanisms to understand and connect with the community. Historically, many partners have worked with the City to provide excellent programs and services that met a wide range of community needs. Typically, the needs of those already participating in programs and services available to them are addressed, yet there is still a large segment of the community with whom connections need to be made.

As Richmond continues to grow and change, all must better understand and respond to the diverse needs. In addition, the City and other organizations need to coordinate with each other on making those connections.

Target Markets

To better understand Richmond's needs, it is important to look at the community's many target markets to better plan the "services" or "opportunities" to help achieve the expected benefits or outcomes:

- Preschoolers
- School-aged Children (elementary)
- Youth
- Young Adults
- Adults
- Older Adults
- Seniors
- Families
- People with Disabilities
- People living in Poverty
- Community Groups
- Neighbourhoods
- Diverse Cultural Groups



Variety Program

The goal is to ensure that the broadest possible range of programs and opportunities appeals across all cultures and age groups.

To ensure that available resources are invested based on the best possible results, a number of primary target markets have been identified:

Children

Richmond City Council recently adopted the vision for Richmond to be the best place in North America to raise children and youth and that the City adopt an asset-based approach.

It is clearly understood that parks, recreation and cultural services contribute to healthy child development and that it is important to focus on increasing physical activity and healthy lifestyle behaviors.

It is important for the City to work with others such as School District No. 38, Vancouver Coastal Health and Richmond Children's First to ensure that school and community-based programs and services are available, especially those that develop:

- Motor skills
- Social skills
- Intellectual skills
- Environmental appreciation
- Creativity

The City will also work closely with the Child Care Development Board and other community based organizations to ensure affordable, accessible childcare is available in Richmond.

Youth

There is a growing awareness of the social cost of failing to invest in youth. Research confirms that recreation makes a significant impact on the healthy and competent development of youth.

Issues and challenges facing youth today are many and varied. The 2001 “Fill the Void” research project with at-risk Richmond youth found that these young people score low on developmental assets, placing them higher on the risk continuum. The young people indicated a strong desire for ‘safe’ environments, where they feel welcome.

Youth need financial resources and work experience. Opportunities for part-time work and more volunteer opportunities targeted specifically to youth will help them develop life-long skills.

Older Adults (55+) and Seniors

It is important to focus on identifying, understanding and serving the needs of older adults and seniors. This is Richmond’s fastest growing age group: one-third of the City’s population is expected to be in this category by 2015. This market will become increasingly segmented, with many different levels of needs, interests and abilities. The baby boomer generation’s health and lifestyle expectations combine to make this an important target market.

Diverse Cultural Groups

Statistics Canada has identified 59.1 per cent of Richmond’s population to be visible minorities, especially Chinese. Many of those within this segment of the population are recently experiencing western approaches to quality of life and parks, recreation and cultural services and may benefit from an introduction and orientation program.

PRCS would benefit from working more closely with the Richmond Intercultural Advisory Committee and other cultural organizations to ensure that programs and services reflect both traditional and non-traditional interests of this market segment.

Service Areas

As outlined in the Well-Being Model, to achieve the desired vision and values, there are a number of desired outcomes for all to **Live. Connect. Grow.** to their full potential. To deliver these outcomes, there are a range of opportunities that can help everyone live the desired quality of life. There are many “vehicles” or “types of activities” that can help individuals, groups and the community as a whole achieve the desired outcomes. The range of opportunities include the following service areas:

- Active Living and Wellness
- Sports
- Arts
- Heritage
- Environment and Nature
- Special Events and Festivals
- Community & Neighbourhood Building
- Community Recreation
- Volunteerism
- Childcare
- Youth Services
- Older Adult Services

To address the needs of the various target audiences and provide the right mix of opportunities as outlined above, it is important to create an ongoing, dynamic process to assess, understand and anticipate changing demographics and other drivers and to collect meaningful input from users and citizens. This also includes better understanding the trends that influence quality of life. Market information, combined with other industry data, will be critical for decision-making.

It is clearly understood that parks, recreation and cultural services contribute to healthy child development and that it is important to focus on increasing physical activity and healthy lifestyle behaviors.



South Arm Youth Group

Older Adults (55+) is Richmond’s fastest growing age group: one-third of the City’s population is expected to be in this category by 2015. This market will be increasingly segmented, with many different levels of needs, interests and abilities.

“...it is important to create an ongoing, dynamic process to assess, understand and anticipate changing demographics and other drivers and to collect meaningful input from users and citizens.”



Dance Program

Service Levels

To allocate City and community resources effectively and to ensure that needs are met at a variety of levels, it will be important to look at the following service levels:

- Neighbourhood – the grassroots level
- Community – a grouping of neighbourhoods within a geographic area
- City-wide – across the City or for the City as a whole
- Regional – the City of Richmond and surrounding municipalities
- Provincial, National and International

Neighbourhood and Community Services will typically focus on being “closer to home” and easily accessible. One of the important areas to consider here is the opportunity to foster informal social interaction and strengthen the notion of civic engagement. Programs and services may be developed to meet unique local needs that suit the character of the neighbourhood and its residents.

Services that reach beyond the local neighbourhood or community need to be coordinated city-wide to meet the needs of a wider audience. For these types of programs and services, people will generally travel to participate and expect similar services and standards regardless of where they are provided. Often these types of services also draw from beyond Richmond to attract consumers from other areas of the region.

The City is responsible to ensure a balance of services are available and to ensure coordination within all levels of service.

Existing Market Demand

To provide Richmond residents with accessible, equitable opportunities and choices based on city-wide standards and guidelines, it is important to understand the existing market. Who is providing what programs and services and what are the gaps that need to be addressed?

Market research provides knowledge to help make more informed decisions. It provides a picture of what is currently happening or likely to happen. Understanding who is participating in what kinds of activities, who is providing what kinds of services and what the projections are in terms of future markets will help make better decisions.

There is an opportunity to better utilize technology to gather and organize information from users that will support decisions on programs, services and facilities and to communicate and provide up-to-date information about the community and its needs.

5.3 Planning for and Developing Quality Programs and Services

With policies and standards in place and with solid research and data on community needs as a foundation for decision-making, planning for services will define:

- What programs and services are most important to deliver the outcomes: Live. Connect. 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 Plans

Service Plans will be developed for each of the twelve service areas that have been identified. Others may also be developed should the need arise.

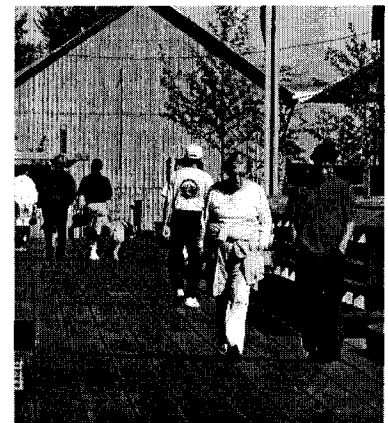
Service Plans will address the following for each service area:

1. The desired outcomes for the service area.
2. Performance measures and benchmarks that will measure how outcomes will be measured.
3. Assessment of the Current Reality:
 - **Service Profile:** A description of what programs and services are included in this service area
 - **Operating Summary:** Number of current programs, users, hours of operation, locations, service standards, existing facility locations and space needs, staffing, equipment and supplies, and who is providing what programs
 - **Market Assessment:** Identification of target markets to be served, size, location, demographics (profiles and growth projections), customer needs and preferences, competitors (or who else is providing these programs and where), identification of gaps or market opportunities
4. **Implementation Strategy:** Actions required to accomplish the desired outcomes; what programs are required, where should they be placed, how should they be delivered?
5. **Pricing Strategy:** Review of pricing considerations, what is the current market, how will programs be priced?
6. **Marketing Strategy:** What is the best way to promote and advertise the programs to ensure the target markets are reached?
7. **Financial Plan:** What are the expenses and revenues anticipated and how will these be addressed?

The City will lead the process to develop Service Plans and will work with the community through service planning groups.

Service Planning Groups will be made up of representatives from existing partners, as well as other groups and community members who can contribute to the planning

Understanding who is participating in what kinds of activities, who is providing what kinds of services and what the projections are in terms of future markets will help make better decisions.



Britannia Heritage Shipyard

Service Planning Groups will be made up of representatives from existing partners, as well as other groups and community members who can contribute to the planning for and/or delivery of programs and services.



At times, it will be important to also consider needs beyond Richmond such as with the Richmond Oval, where programs also need to address provincial, national and international needs.

for and/or delivery of programs and services. The City will facilitate planning process and bring forward market and trends information, to be supplemented by information provided by 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 facilities, parks or amenities being a place for the activity or opportunity to take place, including services that meet local neighbourhood and community needs to city-wide and regional needs.

It is proposed that 3 year service plans be developed, with annual reviews and updates. Evaluations will be conducted to determine what has worked well and what adjustments need to be made. Service Planning Group members will be expected to bring information from their organization to ensure appropriate input into decisions.

While Service Plans will be developed within the specific Activity or Service Areas, it is also important within each of these plans to consider the needs at all service levels. At times, it will be important to also consider needs beyond Richmond such as with the Richmond Oval, where programs must also address provincial, national and international needs.

5.4 Providing Services

As outlined in Chapter 3, A Relationship Based Approach, there will be a variety of organizations involved in both planning for and delivering services. Delivery of services may happen in a variety of ways:

- Delivery by a community organization or agency or the private sector independently and not requiring any City support or use of City facilities or spaces. In this case, it is important to be aware of the service to avoid unnecessary duplication
- Delivery by a community organization or agency with City support. In this case, a Service Agreement will be developed by the City to clearly define expected outcomes, reporting, roles and accountability
- Delivery by the City or a City contractor

It is important to understand who is accountable for what and who has authority for what decisions.

If a service requires a level of City support, it is expected that the service contributes to the community vision, values and outcomes as laid out in the Well-Being Framework and Service Plans. If the service is being delivered by a community organization or agency using City facilities or spaces, or with other City support, the following guidelines will apply:

- The City is responsible to coordinate bookings and access to City facilities
- City staff may provide assistance to 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 facility or space bookings) to ensure broader awareness of the opportunity, access and customer service for registration and information services

- The community organization or agency is responsible for their own staff and volunteer supervision and any financial commitments related to provision of the service
- The community organization is responsible for reporting to the City on an annual or seasonal basis as outlined in the Service Agreement
- Details of roles and responsibilities, who is responsible for what costs and receives what revenues, as well as reporting requirements will be laid out in a Service Agreement or Facility Use Agreement

The City will work with others to ensure that volunteers have a variety of meaningful roles, including, but not limited to, program delivery and support. This will include developing a coordinated city-wide network of volunteers who want to help advance Richmond's quality of life.

5.5 Recommendations and Action Plan

2005 – 2015 Recommendations:

1. Endorse the process for addressing community needs.
2. Conduct a broad Needs Assessment that involves all sectors of the population every 5 years commencing in 2007.
3. Develop and adopt three-year Service Plans in 12 key service areas of: Volunteerism, Youth Services, Sports, Arts, Heritage, Special Events and Festivals, Older Adults, Environment and Nature, Active Living and Wellness, Childcare, Community and Neighbourhood Building and Community Recreation.
4. Adopt an asset-based approach to creating a child and youth-friendly community.
5. Adopt an outcome or results-based approach to planning and evaluating programs and services.
6. Ensure services are provided at Neighbourhood, Community, Citywide and Regional levels and there is support for national and international program and event development.
7. Ensure programs and services are developed based on sound principles, guidelines and policy.
8. Establish a cooperative planned approach with a common vision, clearly defined roles for the City and others and a consistent coordinated delivery system.
9. Encourage and facilitate partnerships between the City and other organizations in the delivery of parks, recreation and cultural services.

Desired Outcomes From Our Actions:

- The City will understand the market, respond to opportunities and work with other service providers to meet community needs
- The City will have Service Plans for all service areas and renew these plans every 3 years
- Services funded by public resources will serve the broadest public good, be equitable, accessible and effective and be tailored to community needs
- The staffing structure, staff time and budget allocation will support a service-based approach
- Service and facility contracts will be in place

“The City will work with others to ensure that volunteers have a variety of meaningful roles, including, but not limited to, program delivery and support. This will include developing a coordinated city-wide network of volunteers who want to help advance Richmond's quality of life.”



Fishing Pier



Wheelchair Basketball

- Richmond will be a place where all citizens can be healthy, safe and secure, can realize their personal physical, intellectual, creative and spiritual potential and can be socially engaged and responsible

2005–2008 - 3 Year Action Plan

Within the Area of Understanding Community Needs and the Market, the City will:

- Develop mechanisms and build staff capacity to monitor, track and analyze needs, market demand and trends on an ongoing and timely basis
- Develop communication methods to ensure community partners are aware of needs and trends

Within the Area of Planning for and Developing Quality Programs and Services, the City will:

- Provide leadership and facilitate the development of three-year Service Plans within the key service areas
- Ensure Service Plans balance service levels from neighbourhood and community to City-wide and regional levels
- Develop and implement methods to evaluate and update Service Plans
- Build awareness in the community of what an asset-based approach is

Within the Area of Providing Services, the City will:

- Ensure that Service Plans outline the best method of providing specific services, who is best to provide them and what level of support the City will provide

6.0 Programs and Services

Programs and services, along with places and spaces (covered in Chapter 7) are the means by which parks, recreation and cultural services contribute to a healthy, vibrant and livable community. They make up the “what” in the Master Plan Framework. These products must fulfill interest and advance the outcomes set for each of the Well-Being Framework’s three themes Live. Connect. Grow. Through them, citizens can reach their full potential, both as individuals and as members of the community.

In order to ensure that the broadest possible range of programs and services is available to Richmond residents and offered through a range of service providers, the City will play a leadership role in coordinating, facilitating and, where appropriate, providing programs and services.

Programs and services may be delivered:

- By a community organization, agency, or private-sector provider independent of the City (i.e. not requiring use of City facilities or spaces, or City support);
- By a community organization or agency with City support; or
- By the City

The City of Richmond will regularly assess market requirements, identify opportunities and work with other service providers to ensure that programs and services offered address community needs. Current and new service providers will have many opportunities to demonstrate creativity and entrepreneurial capacity to contribute to the community’s well-being.

6.1 Overarching Outcomes

The City has adopted a number of overarching philosophical and specific program outcomes that need to be built into all aspects of program planning. These include: Asset Development; Increasing Physical Activity; Cultural Harmony and Literacy & Learning.

Asset-Based Approach

Richmond City Council has adopted the vision for Richmond to be the “best place in North America to raise children and youth” and that the City adopt an asset-based approach. Asset development is the term used for intentionally helping children and youth build resiliency in their lives. It is not a program, but rather it is about building a culture that recognizes that everyone has a role to play and can make a difference in the lives of young people. The City, the RCMP, Richmond School District, Vancouver Coastal Health and the Ministry of Children and Family Development have combined forces to champion this philosophy to make Richmond the best place in North America to raise children and youth. The City will take a lead role in ensuring this is incorporated into all programs and services in City places and spaces.

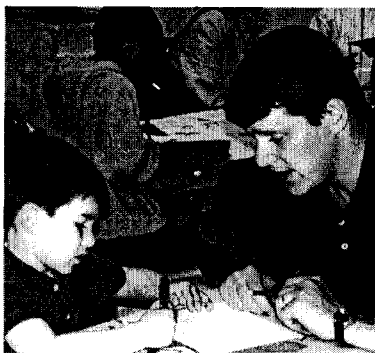
“ In order to ensure that the broadest possible range of programs and services is available to Richmond residents and offered through a range of service providers, the City will play a leadership role in coordinating, facilitating and, where appropriate, providing programs and services.”



Richmond Art Centre

The City of Richmond will regularly assess market requirements, identify opportunities and work with other service providers to ensure that programs and services offered address community needs.

“The City, the RCMB, Richmond School District, Vancouver Coastal Health and the Ministry of Children and Family Development have combined forces to champion this philosophy to make Richmond the best place in North America to raise children and youth.”



Variety Program

The principles of inclusion, cooperation, collaboration, dynamism, integration and equity will be incorporated into all planning, decision-making and service delivery.

20% More by 2010 – Increase Physical Activity in the Community

In order to combat the increasing trends of physical inactivity and obesity in the general population and reduce a number of risk factors for chronic illness, in June 2005 the City officially accepted the provincial challenge to increase physical activity levels of its citizens and employees by 20% by 2010. In order to meet this challenge, providing opportunities for physical activity, building awareness of the importance of being physically active and developing and showcasing role models will be built into activities, places and spaces and marketing within the City.

Cultural Harmony

The Richmond Intercultural Advisory Committee has adopted a vision for Richmond to be “the most welcoming, inclusive and harmonious community in Canada.” The programs and services and places and spaces managed and coordinated by Parks, Recreation and Cultural Services provide many opportunities to contribute to achieving this vision. The principles of inclusion, cooperation, collaboration, dynamism, integration and equity will be incorporated into all planning, decision-making and service delivery.

Literacy & Learning

The definition of literacy expands as the world becomes more complex. Today, literacy is an essential cultural, social and academic concept that involves not only reading, writing and numeracy, but also abilities such as viewing and representing, aural literacy including language, music and listening skills, cultural literacy including media and social literacy and critical literacy including civic skills. Literacies enable us to communicate, represent and evaluate knowledge in multiple ways. The more literacies learned, the greater the understanding of the world. It is not confined to any particular age group, institution or sector. It is a lifelong learning process.

The City, in conjunction with others, will ensure that formal and informal learning opportunities are available. The City will work with others to create non-traditional venues for learning, information sharing and exchange and increased literacy in many areas.

6.2 Service Areas

As outlined in Chapter 5, A Service Based Approach, the City will play a leadership role in developing Service Plans in a number of key topic areas:

- Active Living and Wellness
- Sports
- Arts
- Heritage
- Environment and Nature
- Special Events and Festivals
- Community & Neighbourhood Building
- Community Recreation
- Volunteerism
- Childcare
- Youth Services
- Older Adult Services
- Specific Geographic Areas – City Centre, East Richmond

Based on the Service Plans for each of the above areas the City will work with individuals, the quality of life sector, the not-for-profit sector, the private sector and others to ensure the programs and services are delivered in the most effective and appropriate manner.

Active Living and Wellness

Richmond is Canada's most physically active community. Residents regularly engage in personal active living activities. The City is recognized for its many and varied wellness initiatives.

The City will continue to emphasize and invest in programs and services with a wellness focus that help individuals, families and neighbourhoods stay physically active and socially connected. Focus will also be placed on helping people manage chronic disease. Participation in fitness, wellness and outdoor pursuits within all age segments of the population will be promoted and encouraged.

Working with others, such as the Vancouver Coastal Health Authority, Legacies Now and others to create new opportunities for Richmond residents to develop and model innovative wellness approaches and products will be a focus.

Sports

Richmond has a proud sports tradition. Residents understand that sport, in addition to developing individual life skills, confidence and team skills, contributes to leadership development and community connection.

The City, in conjunction with others such as the Richmond Sports Council, local sport organizations, provincial sport bodies, post-secondary institutions, Richmond School District and others, will develop an 'everyone-can-play' sport philosophy and strategy that includes:

- The role of sports in community-building
- Equity of access
- A code of conduct for participants, organizers and spectators
- A volunteer leadership and management plan

To encourage sports participation at all ages and abilities a spectrum of sport opportunities will be available including:

- Developmental to high-performance
- Team-based and individual-based
- Traditional and non-traditional
- Indoor and outdoor

The City will work with others, such as the Richmond Sports Council, Sport BC, PacificSport Vancouver, the University of British Columbia's Rowing Club and local and provincial sport organizations, to enhance the delivery of sports facilities and opportunities and encourage and facilitate innovative and cooperative partnerships between the City and other organizations in the delivery of sports programs.

Research has shown that "sport tourism" can contribute significant economic benefit to a community. The City will capitalize on its assets such as facilities, volunteer knowledge and organizational skills and work with groups such as Tourism Richmond to develop strategies to provide and encourage sport hosting.

Richmond is Canada's most physically active community.

"The City will continue to emphasize and invest in programs and services with a wellness focus which help individuals, families and neighbourhoods stay physically active and socially connected."

Research has shown that "sport and cultural tourism" can contribute significant economic benefit to a community. The City will capitalize on its assets such as facilities, volunteer knowledge and organizational skills and work with groups such as Tourism Richmond to develop strategies to provide and encourage 'sport hosting' and cultural tourism product.

Residents understand that sport, in addition to developing individual life skills, confidence and team skills, contributes to leadership development and community connection.

“The City will work to ensure that there are increased opportunities and an enhanced variety and diversity of experiences in the visual, performing and literary arts throughout the community.”

‘Cultural tourism’, encompassing the arts and heritage, is the fastest growing component of tourism.

Arts

Richmond residents value and appreciate the arts and the contributions the arts make to an energetic, vital community. Richmond City Council, in August 2004, approved the Richmond Arts Strategy based on the following vision:

“Richmond believes that a diversity of arts experiences and the arts and artists who express them are integral to an enriched quality of life. Therefore, Richmond is a welcoming and inclusive community where culture and arts activity are celebrated and supported.”

The Richmond Arts Strategy outlines five goals:

1. Build capacity within and support for arts organizations
2. Strengthen, support and enhance the artistic community
3. Increase the variety and diversity of arts experiences and opportunities
4. Expand public awareness and understanding of the value of the arts
5. Broaden the economic potential and contribution of the arts

The City will work to ensure that there are increased opportunities and an enhanced variety and diversity of experiences in the visual, performing and literary arts throughout the community. This will include ensuring that residents have access to arts experiences including public art, regardless of economic status, geographic location, age or ability.

Heritage

In 2004 Richmond celebrated its 125th Anniversary. While a relatively young community, the City values and celebrates its heritage and has preserved many aspects of this heritage in several buildings that the City owns and operates. Examples of various aspects of the industries that shaped the community – farming, fishing, shipbuilding and fish canning are showcased, as well as the social life of an emerging community.

The City is committed to preserving and interpreting its natural and built heritage and will work to ensure that all Richmond residents understand, value and celebrate this heritage. Richmond will work with others to ensure that heritage venues are preserved and promoted and ensure that a broad range of heritage programs and services are planned, developed and presented. A Heritage and Museum Strategy will form the basis for the Heritage Service Plan.

‘Cultural tourism’, encompassing the arts and heritage, is the fastest growing component of tourism. The City will work with Tourism Richmond and arts and heritage organizations to enhance and market opportunities for visitors.

Environment and Nature

Richmond residents appreciate that they live in one of the region’s most environmentally diverse communities. They appreciate the inter-dependencies among land, water and air. They value and appreciate the wildlife and the sensitive natural areas and understand the pressures that growth and development present. They are anxious to adopt a community sustainability model that will preserve the City’s natural character, promote economic diversity and enhance livability.

In collaboration with others such as the Richmond Nature Park Society, the Vancouver Natural History Society and the Fraser River Estuary Management Program, the City will ensure that programs and services are available which enhance the awareness,

understanding and practice of environmental management and sustainability. In order to ensure that Richmond residents understand the importance of and contribute to protecting and sustaining the environment, the City will support and encourage initiatives such as 'Walkable Communities', community gardens and "adopt-a" programs.

Special Events and Festivals

Richmond residents participate in local events, tournaments and festivals. The City's Needs Assessment identified that there is a desire to celebrate and share between different cultures, foster a sense of community and increase volunteer opportunities. Special events and festivals are ideal mechanisms in which to do this.

Due to its infrastructure, accessibility, cultural diversity, strong volunteer base and community pride, Richmond is well positioned to host events, tournaments and festivals from local to international in scope.

Four guiding principles have been adopted to ensure event success:

1. Ensure events are safe and well organized
2. Balance public benefit and City cost
3. Encourage community involvement
4. Ensure community benefit

In order to ensure a coordinated and balanced approach and effective use of City resources, a Corporate Events Strategy will be developed. In order to expand events and festivals in Richmond and to encourage community organizations to play a lead role, facilities, community capacity and strong support networks including funding strategies will be developed.

Community & Neighbourhood Building

Many things contribute to building communities and neighbourhoods that are vibrant and healthy. As the community grows and becomes more diverse there is a need to be more purposeful in providing services and activities that connect people to people at the local level and encourage people to get to know their neighbours. This will ensure community members are positioned to help each other in times of need and to deal with issues within their own area. The City will facilitate such activities as community art projects, block parties & neighbourhood events, community gardens and 'Adopt-a-Programs'.

Community Recreation

Recreational activities provided at the community level are an integral part of a balanced and complete park, recreation and cultural services system. Physical activity and craft programs for children, family events, variety play and "learn to" instructional programs are among the programs provided at a variety of venues: community centres, schools, housing complexes and religious facilities. The City, through periodic assessment, will identify gaps in these services and will work with others to meet the needs or, if required, provide the services directly.

In order to ensure that Richmond residents understand the importance of and contribute to protecting and sustaining the environment, the City will support and encourage initiatives such as 'Walkable Communities', community gardens and "adopt-a" programs.

As the community grows and becomes more diverse there is a need to be more purposeful in providing services and activities that connect people to people at the local level and encourage people to get to know their neighbours.

“ Due to its infrastructure, accessibility, cultural diversity, strong volunteer base and community pride Richmond is well positioned to host events, tournaments and festivals from local to international in scope. ”

The City is committed to facilitating the development of a Volunteer Management Strategy and, working with community organizations, strengthen the volunteer system in the City.

Volunteerism

As outlined in Chapter 3, Volunteering is a fundamental piece of the parks, recreation and cultural services system in Richmond. The City is committed to facilitating the development of a Volunteer Management Strategy and, working with community organizations, strengthen the volunteer system in the City. This strategy will form the basis for the Volunteer Service Plan.

Childcare

In order for the City to be a child friendly community, childcare must be acknowledged as an essential service for residents, employers and employees. Services, from full time licensed care to out-of-school care drop-in programs should be accessible, affordable and inclusive of children with differing abilities. The Child Care Development Board has recommended that there be attention given to:

- Coordinating child care services across the City
- A level of equity of services city-wide
- Planning to meet community child care needs
- Administrative efficiency
- Adequate resources for operating and capital costs

Childcare services are currently operated in a variety of settings including City owned community centres. Where City facilities are involved it is proposed that the services need to be coordinated across the City in order to achieve the above.

Youth Services

The City of Richmond has declared that Richmond will be the “best place in North America to raise children and youth”. The City is committed to building service capacities that can effectively address a range of recreational, social and cultural needs of youth to develop life long skills. Five strategic goals are critical ingredients to realizing a comprehensive and holistic model of service delivery:

1. Building relationships with youth that are grounded in mentoring, role modeling and engagement
2. Creating a diverse range of recreational, cultural and social experiences
3. Investing in the recruiting and training of youth workers
4. Working effectively with other government and non-government agencies
5. Implementing intentional and standard approaches to influencing Developmental Assets

The City is committed to working with other agencies delivering services to youth to update the Youth Strategy and provide a coordinated approach to Youth Services.

Older Adults

Older adults, as a group, are changing. People are living longer; they are healthier and more physically active and more knowledgeable than ever. In reality, older adults are the fastest growing population in Canada. The aging process presents great heterogeneity rather than homogeneity: reference is made to the young-old (55-70 years) and the old-old (84 plus years) but chronological age is a poor predictor of human performance. It has been suggested that today’s 55 year old is what 35 was twenty-five years ago. Couple the differences of a very large age span – 30 plus years – with ethnic diversity and a common descriptor is non-existent.

The changing face of this population group has a great impact on delivery of services. The City must consider many factors when planning for the future:

- The need to provide services for the largest age span of all groups
- The baby-boomer generation is starting to retire and as a group has unique needs and interests, a larger than ever disposable income and the longest retirement period in history
- People are aging in place – they stay at home despite disabilities, which impacts services available to them in the community
- Ethnic and cultural diversity drive the need for equal opportunity and access to services
- Present day older adults are very skilled, aware and active in their communities. A greater variety of opportunities are required to meet the needs of this very diverse group

As the population ages and the number of older adults increases, coordination of services in all areas of the community will be required in order to balance needs and expectations with available resources.

City Centre

The most rapidly growing residential population of any of the areas of Richmond is the City Centre. With a population projection of more than 62,000 by 2021 and the area of highest density and diversity, the City Centre requires particular and specific focus for parks, recreation and cultural services and facility provision. Taking into account the unique needs and issues of this area as well as the specific service areas above, a coordinated plan will be developed for this area.

East Richmond

As with the City Centre area, East Richmond has unique challenges and needs. Predominantly rural in nature with residential settlements on either side of agricultural land and pockets of industrial land, transportation challenges and a diverse population providing needed services in this vast area is challenging. Taking into account the unique needs and issues of this area as well as the specific service areas above and building on the work done by the East Richmond Healthy Communities Project, a coordinated plan will be developed.

6.3 Roles

Management and Coordination

The City will oversee planning for specific service areas; anticipate market needs, demand and trends. The City will take responsibility to ensure implementation of Service Plans and coordination of services to be delivered. The City will also manage and operate City owned places and spaces from which programs and services can be delivered.

The City will, with the community, determine community needs and actions to address these needs. This includes determining the service and service provider and establishing the provider relationship. The City will develop and ensure standards and policies are adhered to in the delivery of service if City resources are used.

The City will ensure Service and Facility Agreements are in place with any service

Services, from full time licensed care to out-of-school care drop-in programs should be accessible, affordable and inclusive of children with differing abilities.



The City is committed to building service capacities that can effectively address a range of recreational, social and cultural needs of youth to develop life long skills.

People are living longer; they are healthier and more physically active and more knowledgeable than ever. In reality, older adults are the fastest growing population in Canada.



Minoru Place Activity Centre

As the population ages and the number of older adults increases, coordination of services in all areas of the community will be required in order to balance needs and expectations with available resources.

provider operating in City places and spaces or providing a service on behalf of the City at other venues. These agreements will clearly outline roles, responsibilities, expectations and accountabilities.

Delivery of Programs and Services

Once the most appropriate deliverer of the service has been determined and service agreements are in place the City will provide support to those organizations delivering the service. This support may take a variety of forms depending on the service, the organization's competency and capacity and the resources required. Where appropriate the City may provide the program or service directly.

Whoever has taken responsibility for delivering the program is responsible for all aspects of the program delivery including budgeting, hiring and supervising of instructors, promotion of the program and evaluation and reporting.

Marketing & Information

The City will develop a Marketing Plan. Marketing will cover promotion of the benefits of participating in parks, recreation and cultural services, use of places and spaces and any City run programs and services. The City will assist other groups delivering services to promote these services through a variety of means. Groups are responsible for the promotion of the programs and services they are delivering.

Customer Service & Registration

The City will provide customer service in all City owned facilities and through the Registration Call Centre and the Internet. The City will manage and maintain a program registration and facility booking system that may be used by service providers with whom the City has a direct service agreement.

Evaluation

While each service provider is responsible for the evaluation of their individual program or service, the City is responsible for evaluating the entire service delivery system as well as the overall review of Service Plans on a three-year basis. Evaluations should be based, not only quantitatively but also on the achievement of outcomes agreed upon in the service agreements. Each service provider is responsible for reporting on their services in a timely manner. The City will provide reporting templates to be used by service providers.

Coordination & Service Delivery

What We Do	Where	For Who
<p>Live. Connect. Grow.</p> <ul style="list-style-type: none"> • Active Living & Wellness • Aquatics • Arts • Build Community & Neighbourhoods • Childcare • Environment & Nature • Heritage • Recreation • Special Events • Sports <p>Support Services:</p> <ul style="list-style-type: none"> • Human Resources • Marketing • Market Research • Organizational development for not-for-profit organizations • Volunteers 	<ul style="list-style-type: none"> • Aquatic Facilities • Arenas • Arts Centre • Community Facilities • Gateway Theatre • Heritage Sites • Libraries • Neighbourhoods • Non Traditional Spaces • Parks and Trails • Richmond Art Gallery • Schools • Seniors Activity Centre • Sport Fields 	<p>Target markets:</p> <ul style="list-style-type: none"> • Preschoolers • School-aged children • Youth • Young Adults • Adults • Older Adults • Families • People with disabilities • People living in poverty • Diverse cultural groups • Neighbourhoods • Community groups

“The City will, with the community, determine community needs and actions to address these needs. This includes determining the service provider and establishing the provider relationship, the delivery of the service and the evaluation.”

City Role	Community – Quality of Life Sector/NFP Sector Role
<ul style="list-style-type: none"> • Ensures Service Plans are implemented • Contracts others where agreed, manages relationships • Supports community groups and organizations • Markets overall system; assists others to promote their programs • Provides customer service, information and registration • Delivers programs & services where appropriate • Hires & supervises City program staff • Develops and manages City program budgets • Promotes City programs • Evaluates & reports on City programs 	<ul style="list-style-type: none"> • Delivers program independently or • Delivers programs & services on behalf of the City where agreed to implement Service Plans • Hires & supervises program staff • Develops budgets • Promotes program & service • Evaluates program & service and reports

Marketing will cover promotion of the benefits of participating in parks, recreation and cultural services, use of places and spaces and any City run programs and services.

Each area is essential to a successful system and accountability is inherent at each level. The community must be engaged at every level to ensure that needs are being met. The Guiding Principles must be respected and the community values integrated while working toward the vision.



The King and I, Gateway Theater Production

6.4 Recommendations and Action Plan

2005 – 2015 Recommendations:

1. Implement Service Plans in the following key areas: Volunteerism, Youth Services, Sports, Arts, Heritage, Special Events and Festivals, Older Adults, Environment and Nature, Active Living and Wellness Childcare, Community and Neighbourhood Building and Community Recreation.
2. Implement an asset-based approach for children and youth.
3. Develop and implement a marketing strategy for programs and services.
4. Encourage and facilitate partnerships between the City and other organizations in the delivery of quality-of-life programs.
5. Emphasize and invest in programs and services with a wellness focus, which help individuals, families and neighbourhoods stay physically active and socially connected.
6. Create capacity for a broad variety of events, tournaments, filming and special community activities.
7. Embrace 2010 challenge – increase by 20% the number of Richmond citizens being physically active by 2010.
8. Evaluate the impact of the Richmond Oval program and link with local community programming.
9. Plan for and implement the wellness, high performance sport and community program for post games use of the Richmond Oval.
10. Create a Parks, Recreation and Cultural Services system that is open, accessible and customer friendly.

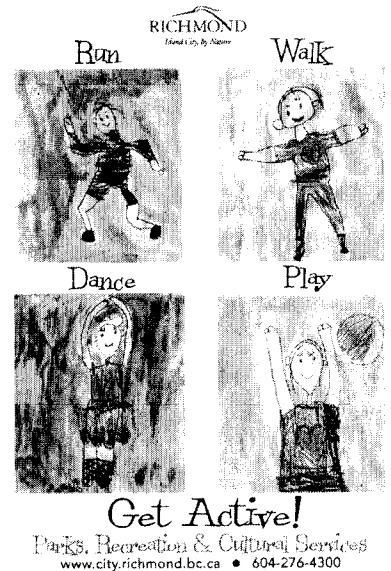
Desired Outcomes From Our Actions:

- The City, with the community, has implemented and renewed Service Plans every 3 years
- All programs and services provide annual service reports
- A broad spectrum of programs and services reflecting the Well-Being Framework are available throughout the community
- There is a broader and more coordinated range of services that better meet the needs of the changing community

2005-2008 – 3 Year Action Plan

Within the area of Programs and Services the City will:

- Implement Service Plans in the following key areas: Volunteerism, Youth Services, Sports, Arts, Heritage, Special Events and Festivals, Older Adults, Environment and Nature, Active Living & Wellness, Childcare, Community and Neighbourhood Building and Community Recreation
- Assess and ensure balance of programming from a neighbourhood, community, city-wide and regional level
- Develop training and strategies to incorporate an asset – based approach for children and youth in all programs & services
- Create a Marketing Plan which includes building awareness & knowledge of benefits and services and targeted marketing strategies
- Require service based annual reports from service providers – need and outcome based report
- Integrate sport and cultural development with economic, tourism and community development
- Value, celebrate and enhance Richmond's cultural diversity and heritage
- Develop a comprehensive plan for ensuring that Richmond is 20% more active by 2010 including strategies to get neighbourhoods more active, more connected, safer and more secure through initiatives such as "Getting Richmond Moving"
- Create capacity for cultural and sport tourism e.g. festival events, sporting competitions
- Work with others to enhance learning opportunities, literary arts and access to information





7.0 Places & Spaces

Parks, open spaces, trails and facilities give people places and spaces to relax, reflect and be active and to meet with friends and neighbours. Developing and promoting these resources increases access to physical activity and social gathering opportunities for citizens.

Built forms, land-use patterns, public open spaces, streets and trail systems all contribute to the success of neighbourhoods, communities and cities. In order to ensure sociable and safe places the City will build vibrant, sustainable neighbourhoods with links to quality-of-life facilities and services.

Stewardship of all resources is a priority as is the preservation and protection of urban parks, open spaces and natural areas. The legacy of built assets is a source of pride and will be protected and enhanced with planned maintenance strategies in order to maximize the use of our facility investments.

7.1 Management and Operation

The City of Richmond has a responsibility to ensure its places and spaces are well-managed. This includes ensuring that they are well-maintained, safe and made available for appropriate use in the community.

The City will define use and access policies for public parks and open spaces, facilities and amenities. This will include, but not be limited to, booking priorities and permitted uses for sport fields, parks, festival sites, aquatic facilities, community centres, arenas, heritage sites, arts facilities, public gathering places and plazas. The City is responsible for the operation, maintenance and allocation of all City owned places and spaces. It may delegate this responsibility by entering into a partnership with other organizations.

7.2 Parks and Open Spaces

Parks and open spaces create unlimited opportunities for individuals and families, to live healthy lives, connect with each other and nature and grow to their fullest potential. They improve the physical look of communities and help build civic pride.

The open space and blue/green interface (where water and land meet) that surrounds and embraces the community are two of the features that define the City's character, sense of place and quality of life.

The trails system creates a livable community by connecting people to each other, to their neighbourhood and community facilities and amenities and to nature.

As stewards of Richmond's open spaces, including parks, trails, natural areas and farmland the City is committed to protecting the value and quality of the natural assets and to further enhancing the blue/green interface.

The City must work creatively with others to find additional green space to keep pace with the City's increasing population. Richmond residents highly value outdoor spaces and amenities: 92 per cent of residents use outdoor spaces and 88 per cent use walking, jogging and cycling spaces. Enabling everyone to use local parks and open spaces is an important way to foster more local opportunities for activities and a sense of connection with neighbours.

“Parks, open spaces, trails and facilities give people places and spaces to relax, reflect and be active and to meet with friends and neighbours.”



Pump Station, Hollybridge Rd.

Stewardship of all resources is a priority as is the preservation and protection of urban parks, open spaces and natural areas. The legacy of built assets is a source of pride and will be protected and enhanced with planned maintenance strategies in order to maximize the use of our facility investments.

“As stewards of Richmond’s open space, including parks, trails, natural areas and farmland the City is committed to protecting the value and quality of the natural assets and to further enhancing the blue/green interface.”



Strolling along the West Dyke Trail

Enabling everyone to use local parks and open spaces is an important way to foster more local opportunities for activities and a sense of connection with neighbours.

Residents value parks and open spaces as venues for the arts. They want to see more art and more artists using parks, for their own enjoyment and for the enjoyment of others. Residents also support investing in existing heritage sites to reduce the risk of losing these important community assets.

In order to maximize the benefits to the community of the parks & open spaces as well as ensuring future generations will also realize the benefits, the City will take a leadership role in developing and implementing the following strategies:

Parks and Open-Space Strategy

A Parks and Open-Space Strategy will provide the blueprint for purposefully acquiring, planning, developing and maintaining publicly accessible open space. This plan will provide policies and strategies to:

- Effectively communicate the City’s open-space needs to decision-makers, development proponents and the public
- Ensure equitable distribution of publicly owned open space
- Ensure links throughout the open-space system in Richmond, with a hierarchy of trails, greenways and blueways
- Establish an implementation plan that sets priorities and funding requirements
- Adopt a Parks Classification System that provides an integrated hierarchy of parks, natural areas and open space at four functional service levels: Neighbourhood, Community, City-wide and Regional (**Attachment 5**)
- Manage open-space resources to reflect the values of Richmond citizens
- Manage green infrastructure to achieve an attractive, livable community and to become a park like city whose distinctive character celebrates Richmond’s heritage island setting
- Preserve natural areas for their ecological, recreational and educational values
- Promote an expanded, attractive public realm to foster civic pride and interaction and help build a sense of community
- Promote and foster economic development
- Protect historical landmarks
- Respond to emerging trends

Richmond 2010 Trails Strategy

Implement the Trails Strategy with a focus on creating a continuously linked trail system, waterfront and neighbourhood connections.

Urban Forestry Strategy

Implement the Urban Forestry Strategy with a focus on tree retention, tree removal, hazardous-tree policies and a city-wide tree plan.

Natural Areas Strategy

A Natural Areas Strategy will ensure that:

- Natural areas are incorporated into the overall open-space network within the City
- A network of environmental groups/agencies is established
- Further opportunities for community stewardship are identified through the existing Partners Program
- Community gardening opportunities are provided
- Interpretation opportunities are made available to increase public awareness of the value and diversity of natural landscapes

Civic Beautification

Continue the beautification initiative established as part of the City's vision, expanding the program to other areas of the City:

- Focus on key areas within the City such as gateways, medians, boulevards and streetscapes
- Design a "kit of parts" to achieve well-designed and coordinated improvements to sidewalks, boulevards, streets and open spaces
- Incorporate public art into public open spaces
- Coordinate with the development of the Richmond • Airport • Vancouver Rapid Transit Project (RAV) to ensure inclusion of beautification improvements

Sports Field Strategy

Develop, adopt and advance the 2005-2015 Outdoor Sports Field Strategy to ensure the broadest possible public awareness, development and access to the City's sports fields by all segments of Richmond's community and to ensure equitable allocation of City-owned sports fields.

Waterfront Strategy

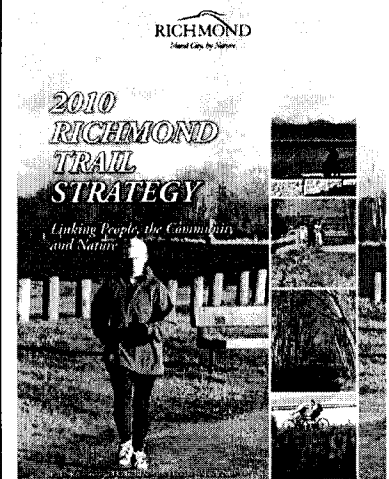
Implement the existing Waterfront Strategy, with special focus on:

- Integrating water-based (or blueways) activities and amenities as an integral part of the open-space network (e.g. eco-tours, aqua buses, fishing piers and water-based festivals)
- Promoting water safety awareness
- Developing specific master plans for key sites along the river, such as the Middle Arm, McDonald Beach, the Riverport Lands and No. 7 Road/Triangle Beach

Memorial Park Feasibility Strategy

Adopt and implement the City of Richmond Memorial Park Feasibility Strategy as a guideline for potentially providing a memorial park facility in the future and/or as a benchmark to evaluate private-sector proposals. This Strategy also recommends creating opportunities for individual, family and community memorialization in addition to the existing Memorial Bench Donation Program.

A Parks and Open-Space Strategy will provide the blueprint for purposefully acquiring, planning, developing and maintaining publicly accessible open space.





McDonald Beach

Through the DCC Program the City will acquire land and funding to develop parkland requirements, preservation of open space including natural areas and preservation of heritage areas. Richmond will establish and review guidelines for parkland acquisition that may vary according to the location within the City.

Parkland Development and Acquisition Cost Charge Policy

In addition to the strategies above the City will maintain the Parkland Development and Acquisition Cost Charge (DCC) Program to provide and enhance neighbourhood, community and city-wide parks and trails for a growing and developing community.

Through the DCC Program the City will acquire land and funding for parkland requirements, preservation of open space including natural areas and preservation of heritage areas. Richmond will establish and review guidelines for parkland acquisition that may vary according to the location within the City.

The guidelines used for parkland acquisition are:

- 7.66 acres city-wide for every 1000
- Location goals as stated in the City of Richmond Park Classifications will be considered evaluative criteria for acquisitions

While these guidelines provide quantitative targets for which to aim, qualitative aspects such as the quality, special or unique features and programmed and non-programmed use of the parks must be considered when acquiring land for parks purposes.

- When developing open space, consider integrating programs, gathering places and arts, cultural and environmental aspects to meet local and community needs
- Continue to pursue all opportunities for providing public open space, as per British Columbia's Community Charter, which recommends dedicating 5 per cent of land in new developments
- Preserve cultural landscapes that help maintain connection with the past

City Centre Acquisition and Development Policy

Develop a new standard for open space for City Centre. In City Centre, given high land costs, a new development standard for open space is required. The standard calculation of 7.66 acres per 1000 residents will still be applied to developments to maintain the overall City goal of adequate parkland for all residents.

The City will set a target to acquire and physically develop a minimum of 3.25 acres of land per 1000 residents in City Centre due to the high cost and unavailability of land. While there may be less land the focus will be on creating unique and vibrant urban spaces of the highest quality.

7.3 5 Year Parks Capital Program

The five year Parks Capital program is designed to support the development of new park and open space infrastructure, as well as the lifecycle replacement of assets within the parks and open space system. The program is based on a horizon build-out date as established by the City's Official Community Plan. The process of capital planning is continuous in response to community preferences, deteriorating infrastructure, official community plan directions, and as opportunities for new development arise.

Advanced Planning & Design

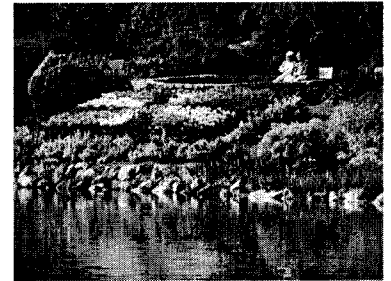
The 5 year Parks Capital program plans will be reviewed and revised as necessary on an annual basis to keep them current. Even in parks with strong traditions and entrenched patterns of use and development, decision makers benefit from occasionally stepping back and reassessing the overall goals for a park or open space site, particularly if resources are threatened, or the park's built environment requires extensive rehabilitation or maintenance.

Advanced planning and design gives everyone with a major stake in the park an opportunity to revalidate the park's role in the community and region and to reconfirm that the kinds of resource conditions and visitor experiences being pursued are the best possible mix for the future.

Funding for the 5 year Parks Capital development and land acquisition is possible from the following sources:

- Dedicated parkland development cost charge funding from new development in the community
- Developer initiated capital projects
- Other civic capital projects developed in conjunction with other City Departments including Engineering, Public Works, Policy Planning & Transportation
- Community initiated capital projects and local area improvements funded by residents
- General civic revenue and Richmond School District joint projects
- Grants and donations

The City will set a target to acquire and physically develop a minimum of 3.25 acres of land per 1000 residents in City Centre due to the high cost and unavailability of land. While there may be less land the focus will be on creating unique and vibrant urban spaces of the highest quality.



Minoru Lakes



Richmond Trails

The following significant annual programs form a large part of the Parks 5 year capital program, some projects are one year programs, other annual or phased development:

Ongoing Parks Capital 2005-2010	Major Parks Capital 2005 to 2010
<ul style="list-style-type: none"> • General Development: fencing, paving, and other park amenity provision 	<ul style="list-style-type: none"> • Garden City 21-acre community park development
<ul style="list-style-type: none"> • Trails & Greenways 	<ul style="list-style-type: none"> • Steveston Water park and vision plan implementation
<ul style="list-style-type: none"> • Interpretive signage and open space signage 	<ul style="list-style-type: none"> • King George Park major playground upgrade
<ul style="list-style-type: none"> • Sports amenity and sports field development 	<ul style="list-style-type: none"> • Terra Nova Rural Park 64-acre site
<ul style="list-style-type: none"> • Park drainage 	<ul style="list-style-type: none"> • Garden City Greenway development
<ul style="list-style-type: none"> • Infrastructure replacement 	<ul style="list-style-type: none"> • McLennan South Neighbourhood park development
<ul style="list-style-type: none"> • Urban forestry and tree planting 	<ul style="list-style-type: none"> • Garden City lands open space development
<ul style="list-style-type: none"> • Playground installations and upgrades 	<ul style="list-style-type: none"> • South dyke 50-acre City Farm park site
<ul style="list-style-type: none"> • Park characterization of older neighbourhood parks 	<ul style="list-style-type: none"> • Richmond Memorial Garden Implementation
<ul style="list-style-type: none"> • New park construction in response to the DCC program 	<ul style="list-style-type: none"> • West Cambie neighbourhood parks, greenways and natural area
<ul style="list-style-type: none"> • Waterfront park development 	<ul style="list-style-type: none"> • Richmond Oval waterfront park and plaza
<ul style="list-style-type: none"> • Median and boulevard beautification 	<ul style="list-style-type: none"> • Fraser River Middle Arm linear waterfront park and blueway
<ul style="list-style-type: none"> • Parking lot construction 	<ul style="list-style-type: none"> • Minoru Park future retrofit program
<ul style="list-style-type: none"> • Community garden development 	<ul style="list-style-type: none"> • Richmond High School artificial turf field
<ul style="list-style-type: none"> • Park concessions and washrooms 	<ul style="list-style-type: none"> • Synthetic turf sports field development
<ul style="list-style-type: none"> • Natural area preservation 	<ul style="list-style-type: none"> • Shell Road Greenway
<ul style="list-style-type: none"> • Park fieldhouse, concession and washroom amenity development 	<ul style="list-style-type: none"> • King George Park Gathering Place

To complement the Parks capital projects and ensure the longevity and safety of Richmond's open space assets, operating budget impacts are prepared for all new capital improvements, and resource management maintenance plans are prepared for implementation.

7.4 Facilities and Amenities

Richmond's quality-of-life facilities and amenities are among British Columbia's best. They have been well planned and constructed and are well used. Most are in the first half of their lifecycle, while some are nearing the end of their life. Others are heritage structures worthy of preserving and protecting. (See Attachment 3 Current Reality for a profile of existing facilities and amenities.)

Facility Lifecycle

In 2001, the City of Richmond undertook a Facility Lifecycle study to review the following recreation and cultural facilities:

- Minoru Place Activity Centre
- East Richmond Hall
- Sea Island Community Centre
- Thompson Community Centre
- West Richmond Community Centre
- Gateway Theatre
- Minoru Aquatic Centre
- South Arm Pool
- Steveston Pool
- South Arm Community Centre & Hall
- Minoru Arenas
- Cultural Centre & Library
- Steveston Community Centre including: Japanese Cultural Centre Martial Arts Centre & Tennis Centre
- Minoru Pavilion
- Nature Park Visitor's Centre and Kinsmen Pavilion

The Facility Lifecycle study identified the condition and effectiveness of major infrastructure components such as HVAC, life safety, roofs and flooring. The study is being used to guide the annual infrastructure lifecycle and building improvement budget planning. There is currently a short fall between what is required to maintain the existing condition of facilities. Without adequate funding to address lifecycle infrastructure needs, these facilities will further decline and the lifespan of facilities will be reduced.

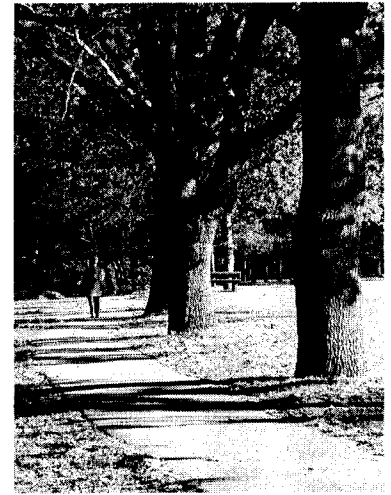
Future Facility Development

The Community Needs Assessment (Attachment 2) identified a number of recreation and cultural facility needs:

- Invest in community centre facilities that are below the level of service of other community centres
- Upgrade Minoru Aquatic Centre
- Create a specialized wellness facility
- Expand capacity of sports fields
- Expand capacity of Performing Arts facility
- Increase indoor pool capacity

Through the Master Plan process, a number of community-based organizations that support and/or provide programs and services indicated that there is a need for additional access to facilities of almost all types. They are particularly interested in multi-purpose facilities that can be used for a variety of programs and services and prefer a blend of facilities that support neighbourhood, community and city-wide programs.

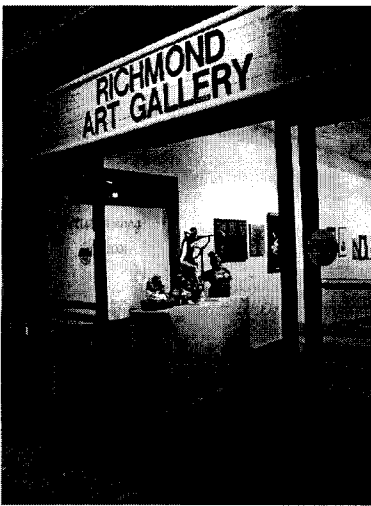
The current Reality Document (Attachment 3) examines the current number of facilities and the mix of recreation and cultural facilities.



Minoru Park

Through the Master Plan process, a number of community-based organizations that support and/or provide programs and services indicated that there is a need for additional access to facilities of almost all types. They are particularly interested in multi-purpose facilities that can be used for a variety of programs and services and prefer a blend of facilities that support neighbourhood, community and city-wide programs.

“Richmond’s quality-of-life facilities and amenities are among British Columbia’s best.”



Richmond Art Gallery

In addition to these considerations, direction from Council has been received on a variety of projects including the Richmond Oval, City Centre facilities and recently the City entered into Memorandum of Understanding to transfer a portion of the Garden City Lands to the City. Included in the potential uses for the City portion of the land is parkland and public amenity space.

Recognizing that there are many needs and opportunities for facility development in addition to the needs for infrastructure lifecycle and that it will be challenging to identify capital funding to meet all of the needs, the City of Richmond will need to consider the following when considering any new facility development:

- Completing Feasibility Studies and through Business Case analyses prior to any capital facility development being undertaken
- Developing multi-use facilities and, where appropriate, creating precincts or programmatic themes in order to maximize support services and improve operational efficiencies
- Developing facilities, where possible, with streetfront or waterfront orientations, to make them more visible, accessible and connected to the neighbourhood and community
- Investing appropriately in both existing facilities lifecycle and new facilities, based on program demand and funding availability
- Planning and developing new facilities in two, five-year capital program segments
- Establishing a dedicated Reserve Fund to finance the capital costs of new facilities
- Establishing a dedicated Lifecycle Fund to maintain and protect existing infrastructure and thereby extending the life of existing facilities
- Seeking external funding opportunities where possible

Recommended Five-Year Capital Programs

The City of Richmond will plan and develop new facilities in two, five-year capital program segments. These programs will be reviewed and confirmed annually as part of the City’s ongoing financial planning and budget development processes and may be adjusted according to emerging opportunities and/or the availability of funding.

The result will be a sustainable mix of neighbourhood, community, city-wide and regional facilities and amenities that is unique to Richmond. The existing and future facilities will support a broad range of programs offered by a variety of service providers, all responding to priorities identified by the City in collaboration with others.

Proposed facility developments are responding to growth particularly in the Richmond City Centre area, demographic shifts such as in the older adult population, the acquisition of the Garden City Lands, previous plans for sport field use, retiring older facilities that do not respond to new trends and business opportunities such as a new Aquatic facility. City staff have been directed to assess the needs for community facilities, potential locations and funding options for the City Centre area.

Capital Priorities: Years 2005 - 2010

This program will focus on developing new facilities and amenities to meet the needs of residents living in the City's core areas. It will also focus on developing the Richmond Oval, which will be the flagship high-performance sport and wellness facility and a host venue for the 2010 Winter Olympic and Paralympic Games. A third focus will be on developing and connecting outdoor social gathering areas in neighbourhoods throughout the City. Proposed capital projects are in order of priority based on consultation, research and opportunities.

The following are major capital initiatives:

Britannia Heritage Shipyards

This important heritage landmark will continue to be restored as a regional attraction and community legacy (as outlined in the Britannia Business Plan and Historic Zone Development Plan). The 14-building complex is an important reminder of Richmond's proud history and a showcase for pioneering resolve and resilience. With ongoing capital funding preservation and restoration will be completed in Summer 2009.

Richmond Oval and Waterfront Park

This signature, multi-purpose facility will be Richmond's premiere sport, wellness and festival centre. It will be an international destination and community gathering place; the Oval and surrounding Waterfront Park will be a catalyst for a vibrant new urban neighbourhood. The Waterfront Park will be connected with the City's perimeter Dyke Trail program. The Richmond Oval will be available for pre-Games use in Spring 2008 and for post-Games use in September 2010.

City Centre Community Centre and Park

This multi-use facility will be one of two community centres required to meet the program and service expectations of Richmond residents living in the City's core. It will be an important activity and social gathering place, especially for Richmond residents in the south City Centre area.

Capital Priorities Post-Olympics Program: Years 2011 - 2015

This program will focus on developing new facilities and amenities and repositioning existing ones, including those located in the Minoru Precinct. It will also focus on developing a new outdoor tournament centre and a new performing and visual arts centre.

A key factor influencing this program will be the Richmond Oval's operating success. The Oval will be a major draw in attracting more Richmond residents to engage in quality-of-life programs and services, especially wellness. Experience from other jurisdictions with major legacy facilities from international games suggests that existing facilities will require repositioning and renovation to keep pace with market changes.

Aquatic Centre

This new aquatic centre will replace the existing aquatic facility in Minoru Park. The Minoru Aquatic Centre is an older facility nearing the end of its lifespan. Planned and designed to meet the program and services demands of Richmond and regional residents, the new facility will be located on the Garden City Lands to ensure ready access for those living in the City's west and north sector. Consistently when asked, residents say their top priority for facilities is a new aquatic facility. It will complement program and service offerings available at Watermania.



Minoru Aquatic Centre

This signature, multi-purpose facility will be Richmond's premiere sport, wellness and festival centre. It will be an international destination and community gathering place; the Oval and surrounding Waterfront Park will be a catalyst for a vibrant new urban neighbourhood.

“The existing and future facilities will support a broad range of programs offered by a variety of service providers, all responding to priorities identified by the City in collaboration with others.”



Murikami House at Britannia Heritage Shipyards

Minoru Place Activity Centre Expansion

This popular facility will be expanded to better meet the needs of active older adults. Richmond's increasing older adult population and the finite space available for programming in addition to requests for additional space at Minoru Place Activity Centre supports this expansion. Planned and designed to complement the program and service offerings available elsewhere, the expansion will enhance the facility's inter-relationship with Minoru Park's passive green spaces. The expansion of this facility is dependant on the new aquatic centre being developed away from Minoru Park.

Richmond Sports Tournament Centre

This new outdoor sports and tournament centre will be a venue for a range of outdoor turf and court sports to be located at the Garden City Lands. It will augment existing indoor facilities and will be a focal point for regional, provincial, national and international tournaments and sport use. It is expected to include multiple artificial turf sports fields, spectator seating and a field house with spectator and user amenities. The relocation of the tennis facilities from Minoru Park to this location will also occur.

City Centre Community Centre and Library

Located in the north City Centre area, a combined community centre and Richmond Public Library branch, this facility will be an important learning and socializing place, especially for new Richmond residents.

Performing and Visual Arts Centre

This new facility will provide additional space for City and regional residents active in the performing and visual arts. Planned and designed to complement the program and service offerings available at Gateway Theatre and the Richmond Cultural Centre, the new facility will include a performance hall, classrooms, studios, rehearsal spaces, a recital hall and gallery spaces. Its location will serve as an anchor for other developments.

Cultural and Heritage Facilities

Post 2010, the City needs to further investigate the demand and requirements for expanded cultural and heritage facilities in the Minoru Precinct including the Richmond Museum, Richmond Art Gallery, Richmond Arts Centre and Richmond Public Library main brach.

Richmond Museum

Currently located in the Library/Cultural Centre, the exhibit and program space is inadequate to preserve Richmond's diverse history and to increase public awareness and appreciation of that history. Due to lack of storage space associated with the Museum the City's collection of artefacts, which provide a window into the past, are stored at off-site locations. A Heritage and Museum Strategy is currently being prepared and will form the basis for additional space requirements for exhibits and programs as well as a consolidation of the collection in the same location.

Richmond Art Gallery

With a vision to be one of the most important public galleries in Canada and to increasingly enlarge audiences and their understanding and enjoyment of contemporary art, the Richmond Art Gallery is a critical component in the cultural life of the City. As the City grows and matures there is an increasing demand on the Gallery for more extensive exhibitions and more related programming. Current space constraints do not allow for expansion. In addition to providing contemporary art exhibits there is a demand in the City for more exhibition spaces for community artists to showcase their work.

Richmond Arts Centre

The demand for the eight speciality art studios located within the Arts Centre has outstripped the ability of the space to accommodate it. With the changing population and increased demand and expectations the need for increased studio space for children and adults will continue to grow. Expansion at the existing facility as well as finding other opportunities for studio space should be a priority.

Richmond Public Library Main Branch

Brighthouse is the main library branch in Richmond. It is located at the Cultural Centre location in Minoru Park and houses the administration staff for the Richmond Public Library. It enjoys a strong identity and high levels of circulation and use. Should the trend of strong support for this main branch continue, additional space would be required for Library programs and collections. This will ensure that the Library continues to be responsive to community demands and meet the expectation of the City for a world class library. Future priorities are directed to branch library development in City Centre, Cambie and Steveston areas. Consideration should be given to whether the Brighthouse Library is maintained as the main branch or whether Brighthouse becomes the City Centre branch and a new main library be considered in the long term.

7.5 Garden City Lands

The Garden City Lands provide a significant opportunity for the City of Richmond. Significant public consultation will take place to determine the use of this land.

On City land, the City of Richmond has the potential to develop the following public amenities:

- Community recreation facilities, aquatic facilities, trade and exhibition facilities, public safety and cultural facilities
- Greenways connecting the Garden City Lands with major open spaces throughout the community to the Richmond Nature Park to the east
- Neighbourhood park space integrated with future development on the site
- Sports fields and facilities, artificial turf fields and diamonds, stadium, field house, track and field facility and tennis facilities.

Richmond's City Center will accommodate a major portion of the City's population and employment over the next two decades. Direct community benefits associated with the development of the Garden City Lands include:

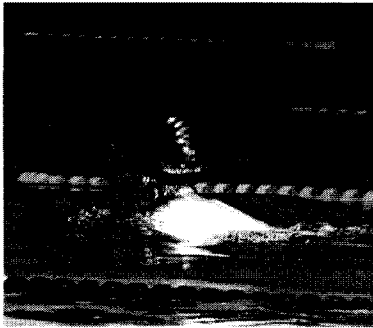
- A more equitable distribution of publicly owned open space within the City to better meet the needs of a rapidly growing population
- An expanded, attractive public realm to foster civic pride and interaction and build a sense of community
- Needed community facilities including community safety, recreation and cultural facilities in the central area of the City
- Improved economic development
- An increased and improved open space system in Richmond through expanded trails, streetscapes and greenways

Parks, public amenities and open space situated within the Garden City Lands will be the key to the community's livability and quality of life.

The City Centre of Richmond will accommodate a major portion of the City's population and employment over the next two decades, parks and open spaces will be key to the community's quality of life.

Today, the City Centre Area Plan and OCP direct that much of Richmond's growth is to be focussed in the City Centre. At present, using Richmond's parkland acquisition standards the City Centre is short over 100 acres of open space.

Community Facilities are proposed to meet the future recreation and cultural facility needs in the City Centre Area, which could include a major recreation facility, a cultural facility and aquatic component.



Watermainia

Continued increase in Richmond's older adult population and the finite space available for programming in addition to requests for additional space at Minoru Place Activity Centre supports this expansion.

7.6 Recommendations and Action Plan

2005 – 2015 Recommendations:

Parks and Open Spaces

1. Develop and adopt a Parks and Open Space Strategy.
2. Adopt the parks classification system that provides an integrated hierarchy of parks, natural areas and open space at four functional service levels: neighbourhood, area, city-wide and regional.
3. Develop a framework to achieve well-designed and coordinated improvements to sidewalks, boulevards, streets and open spaces.
4. Develop a Natural Areas Strategy to ensure that natural areas are incorporated into the overall open-space network within the City.
5. Develop and adopt an Outdoor Sports Field Strategy.
6. Encourage the development of welcoming passive gathering places and spaces in public facilities.
7. Adopt and implement the City of Richmond Memorial Park Feasibility Strategy as a guideline for the City potentially providing a memorial park facility in the community in future and/or as a benchmark to evaluate private-sector proposals.
8. Implement and fund the 2010 Trails Strategy.
9. Implement the 2001 Urban Forestry Strategy, with a focus on tree retention, tree removal, hazardous tree policies, tree removal policies and establishing a city-wide tree plan.
10. Continue and expand the beautification initiative to all areas of the City and coordinate beautification improvements around RAV.
11. Continue to implement the existing Waterfront Strategy.
12. Adopt and fund on-going capital program to ensure upgrades, improvement and minimize risks to existing parks and open spaces.
13. Adopt and advance the acquisition and development of parkland through the 2021 Land Acquisition Development Cost Charge Program (DCC).

Facilities and Amenities

1. Adopt the development of new facilities as per the 2005-2015 proposals and include in the 5-year capital budget program.
2. Adopt and fund a lifecycle program for ageing facilities.
3. Adopt and fund on going capital to ensure upgrades and improvements to existing facilities.
4. Develop feasibility studies and business plans for all future major facility development.
5. Develop multi-use facilities and, where possible, co-locate them with other community service facilities.
6. Focus on City Centre improvements as a response to RAV and increased growth in the City Centre area.
7. Invest appropriately (balance between lifecycle and expansion) in existing facilities, based on program demand and funding availability.

8. Prepare a plan for cultural and heritage facilities for the development of expanded theatre and performance space, an expanded library, an expanded art gallery, increased arts studio space and a new City Museum, reviewing the facilities in Minoru Park and need for expansion or relocation.
9. Seek external funding opportunities for future facility development.

Desired Outcomes From Our Actions

Parks and Open Spaces:

- The City will have a Parks and Open Spaces Strategy to ensure that we have equitable distribution and access throughout the City
- The City will taken a leadership role in developing and implementing 9 strategies and 3 open space acquisition programs
- The parkland acquisition target of 7.66 acres for every 1000 residents city-wide has been met in most communities including the 3.25 acres target in the City Centre
- The City is a steward of parks, open spaces and public resources
- Richmond will have attractive, connected, sustainable parks and open spaces
- Richmond will have preserved cultural landscapes that help maintain connection with the past

Facilities and Amenities

- The City will have a business model for foundational planning and development of all facilities and amenities
- External resources support facility development and renewal
- The 2005 – 2015 capital program is included in the City's 5-year capital budget
- The City is a responsible steward of the City's facilities and amenity infrastructure
- The City will have a sustainable asset renewal and lifecycle maintenance program
- The Richmond Oval project is complete and is a sustainable operation

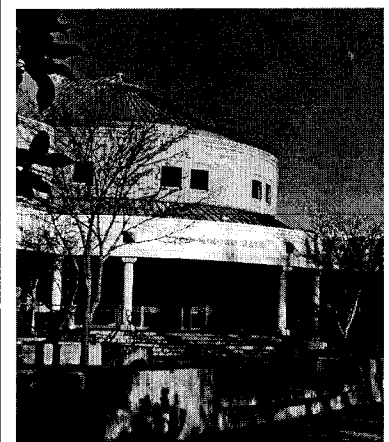
2005-2008 - 3 Year Action Plan

Parks and Open Spaces

- Refine and update the Parks Development Cost Charges (DCC) program for park acquisition and development
- Develop and implement the Minoru Park Strategy
- Continue implementation of Urban Forest Strategy
- Develop a Parks and Open space Strategy
- Support the community-driven Outdoor Field Sport Strategy
- Implement recommendations of the Memorial Garden Feasibility Study
- Implement recommendations of the Trails Strategy
- Continue to implement the Waterfront Strategy with a focus on integrating blueways with open space network
- Adopt updated parks classification system
- Develop a framework to achieve well-designed and coordinated improvements of sidewalks, boulevards, streets and open spaces
- Develop and implement the RAV public realm/streetscape

Complementing service offerings available at Gateway Theatre and the Richmond Cultural Centre, the new performing and visual arts facility will include a performance hall, classrooms, studios, rehearsal spaces, a recital hall and gallery spaces.

Currently located in the Library/Cultural Centre, the Museum exhibit and program space is inadequate to preserve Richmond's diverse history and to increase public awareness and appreciation of that history.



Richmond Cultural Centre

As the City grows and matures there is an increasing demand on the Art Gallery for more extensive exhibitions and more related programming.



The City will have a Parks and Open Spaces Strategy to ensure that there is equitable distribution and access throughout the City



Minoru Chapel

Facilities and Amenities

- Complete planning for City Centre facilities and park space
- Develop Garden City Lands Facility and Park Plan
- In all space planning, include space for artistic expressions
- Initiate feasibility studies for recommended capital projects
- Forward facility priorities to be considered in the City's five-year Capital Program

8.0 Financial

This chapter deals with the financial implications of the Master Plan. An outside consulting firm, Grant Thornton LLP participated in this financial review. They have reviewed, assessed and provided advice on the financial performance of the existing and proposed operations, particularly focusing on future facility and amenity development.

This section of the plan addresses two key directions provided by Council:

- Master Plan Guiding Principle: “to ensure financial sustainability”
- The City’s Financial Sustainability Strategy which was adopted in 2003. “To develop a sustainable management strategy that diversifies the City’s revenue sources, controls expenditure growth, rationalizes resources, reviews the relevancy of existing operating and capital costs, reduces our reliance on property taxation and establishes appropriate funding for capital and operating requirements over the long term”.

The commitment to achieving this goal and ensuring that the measures of success are achieved are contained within the recommendations.



Minoru Park Concert in the Plaza

“The City serves its residents’ parks, recreation, cultural and heritage needs with a range of places and spaces, programs and services, provided both directly and in partnership with a variety of different organizations.”

8.1 Current Operating Situation

The City serves its residents’ parks, recreation, cultural and heritage needs with a range of places and spaces, programs and services, provided both directly and in partnership with a variety of different organizations. The facilities and infrastructure are listed below and a complete description is provided in (**Attachment 3**). In addition Richmond makes extensive use of schools, additional leased space and provides non-facility based services to youth and special populations through outreach programs and organizational and financial support.

Culture/Heritage, Recreational and Parks Facilities / Infrastructure

Culture & Heritage	Recreation	Parks / Outdoor Sports
<ul style="list-style-type: none"> • 1 arts centre • 1 art gallery • 2 museums • 1 archives • 1 theatre • 4 libraries • 1 nature park • 1 historic church <p>4 historic sites:</p> <ul style="list-style-type: none"> • Britannia Heritage Shipyards • Scotch Pond • London Heritage Farm • Steveston Museum and Post Office 	<ul style="list-style-type: none"> • 4 swimming pools in 2 aquatic centres • 2 outdoor pools • 8 ice rinks in 2 ice centres • 8 community centres • 1 seniors’ centre • 1 pavilion • 2 community halls 	<p>1427.27 acres of park land comprised of:</p> <ul style="list-style-type: none"> • city-wide parks • community park • neighbourhood parks • school/park sites • planted boulevards • tot lots • natural areas • 500 hanging baskets • 30,000+ trees • 40 km of trails • tree nursery • 3 community gardens • 6 off leash dog parks • 54 playgrounds • 35 mini soccer fields • 51 soccer fields • 93 softball / baseball diamonds • 54 tennis courts • 4 lacrosse boxes • 1 400-metre track • 1 skateboard park • 1 artificial turf • 1 athletics training centre • 1 roller hockey court • 14 fieldhouses / caretaker suites • 1 lawn bowling • 1 pitch and putt golf course • 1 bike park

Source: City of Richmond and Cannon Design

There has been a long tradition in Richmond of relying on the strength of the community and community volunteers to assist in the provision of facilities and services. The City uses a variety of models to operate, maintain and program these facilities and infrastructure.

There has been a long tradition in Richmond of relying on the strength of the community and community volunteers to assist in the provision of facilities and services. The City uses a variety of models to operate, maintain and program these facilities and infrastructure.

Facility Operating Models:

- Owned and operated by the City (eg. Minoru Aquatic Centre)
- Owned by the City and operated by a not-for-profit Society (i.e. Gateway Theatre)
- Owned by the City and jointly operated by the City and a NFP Society (i.e. Community Centres)
- Leased by the City from the private sector (i.e. Watermania)
- Library Services – funded by the City under the Library Act

The management and reporting of financial resources varies from facility-to-facility, based on the specific operating models.

Current Funding

The City funds Parks, Recreation and Cultural Services through a variety of sources. City staff develop annual and 5 year operating and capital budgets. The funding sources for annual operating budgets come from general revenue (taxes), grants and revenues from fees and charges from City operated facilities. Capital projects are funded from the City's revolving fund, debt, DCC's (Development Cost Charges), contributions from development, casino revenues, contributions from community organizations, grants and dedicated reserves.

Current Operating – Demand/Facility Use

Historical visitation figures reflect participation for the majority of the existing facilities as outlined in (Attachment 3). At the time of report writing, it was only possible to provide visitation statistics for the fiscal year 2003 due to data collection methods becoming automated in 2003.

Actual facility utilization for 2003, excluding library and parks users, was approximately 3,272,000 visits.

The management and reporting of financial resources varies from facility-to-facility, based on the specific operating models.

The City funds Parks, Recreation and Cultural Services through a variety of sources.

“While it is important for the operational models to be able to respond to each department’s or unit’s specific needs, the entire Division should be guided by a common set of business principles which are aimed at encouraging business-like practices.”

Current Operating - Finances

Currently, the revenues and expenses for parks, recreation and cultural facilities are received by a combination of the City of Richmond and the various Community Associations and not-for-profit organizations that assist with the operation of facilities and provision of services. Various departments and units within the Parks, Recreation and Cultural Services Division utilize different operating models based on each department’s/unit’s unique user needs and City funding policies.

Some units are able to rely more heavily than others on user fees to generate operational revenue. Community recreation facilities, for example, generate more revenue than the parks or cultural facilities. Overall, the contribution from the City operating budget is approximately \$150 per capita for all services.

While it is important for the operational models to be able to respond to each department’s or unit’s specific needs, the entire PRCS Division should be guided by a common set of business principles which are aimed at encouraging business-like practices.

The table below outlines the most recent complete financial data (2003) on current operations.

City of Richmond Parks, Recreation and Culture Financial Data (2003)

City Financial Data	Parks	Recreation	Culture/ Heritage	Total
Revenue	\$ 233,013	\$ 5,219,132	\$ 249,658	\$ 5,701,803
Expense	\$ 7,562,627	\$ 15,967,252	\$ *8,484,866	\$ 32,014,745
Net	\$ (7,329,614)	\$ (10,748,120)	\$ (8,235,208)	\$ (26,312,942)
Association Financial Data	Parks	Recreation	Culture/ Heritage	Total
Revenue	No Association	\$ 6,708,782	\$ 405,015	\$ 7,113,797
Expense	No Association	\$ 6,350,817	\$ 504,340	\$ 6,855,157
Net	No Association	\$ 357,965	\$ (99,325)	\$ 258,640

Source: Adapted by Grant Thornton LLP from City of Richmond Financial Records

As demonstrated in the table above, the City incurs a large annual operating deficit, while some of the Associations/not-for-profit groups record a surplus primarily as a result of the current operating arrangements in place between the City and the Associations.

* Includes City contribution to Library and Gateway Theater.

The City covers the following expenses for Association/Society operations:

- Salaries of all City operational, programming, customer service and maintenance staff
- Facility operational supplies and insurance
- Most marketing and advertising
- Travel and publications
- Utilities
- Computer/Communications Infrastructure, core software programs
- General and facility maintenance and all safety programs
- Lease payments and property taxes where applicable

Associations/not-for-profit groups are typically responsible for direct costs related to programming. These are the instructor / leader and program supplies expenses. In some cases, Associations also hire specialized programming staff in areas such as fitness and seniors. Revenues generated from programming and rental of facilities are retained by the individual Associations/Societies, with the exception of the Richmond Arenas Community Association, where the majority of revenues are returned to the City.

Typically, Associations carry an accumulated surplus and reinvest that surplus back into additional services or community-initiated capital projects.

8.2 Projected Future Operating

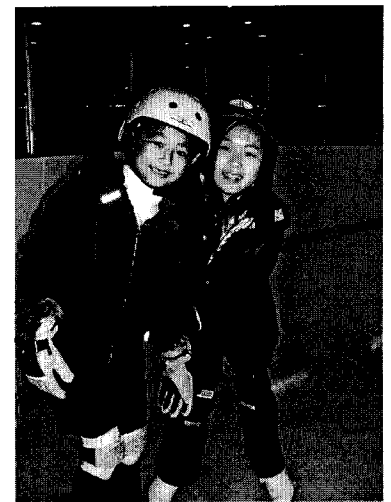
Assessment Assumptions

Several assumptions were considered to project future visitation and revenues. The assumptions as listed below were considered:

- Impact of population growth and demographic changes - 0.6% growth per year
- Impact of introducing a new facility - 23% one-time increase
- Demand Projections- increase by 13.3% over the projection period
- Annualized average increases in operating expense for Parks, Recreation and Cultural Services is 4.8% per year (based on 1999 – 2003)
- Association/NFP year-ends differ from each organization; amounts are based on year-end statements for each organization
- Financial estimates are based on the current operating scenario
- Facilities and Services include Richmond Library, Gateway Theatre, PRCS Division Administration, Parks Department, Recreation and Cultural Services Department and various not-for-profit partners

It must be noted that demand and financial projections are based on preliminary concepts for new facilities. The projects have yet to be fully defined. Consequently the information provided is preliminary and will require more rigorous review once the vision and concepts for each facility or amenity are defined. This would be part of the Feasibility Study and Business Case analysis.

Revenues generated from programming and rental of facilities are retained by the individual Associations, with the exception of the Richmond Arenas Community Association, where the majority of revenues are returned to the City.



Richmond Ice Centre

“ It is projected that demand for facilities and services will continue to grow based on the City’s projected population growth and the projected change in age demographics. ”

Between 2005 and 2015, the Master Plan proposes that Richmond develop facilities to meet growing needs in the community.

Projected Demand (City-Wide)

It is projected that demand for facilities and services will continue to grow based on the City’s projected population growth and the projected change in age demographics. Key assumptions and facts important to this analysis are:

- Population growth will be most significant amongst older adults (55+)
- Most of the population growth will occur in the City Centre area
- While this report does comment on the Richmond Oval and Park (the “Oval”), the analysis does not include projections for the facility
- All estimates are completed without the benefit of advanced concepts, feasibility studies and business plans. Prior to the development of these facilities, business plans and feasibility studies will need to be completed to identify the structure, financial model and sustainability requirements. Planning will define details such as size, layout, capacity, specific facilities, programs and service delivery.
- Preliminary demand projections indicate that an expanded 55+ centre, development of a new aquatics complex and development of City Centre facilities should be considered in future capital planning

Projected Funding - Major Capital

Between 2005 and 2015, the Master Plan proposes that Richmond develop facilities to meet growing needs in the community. The estimated capital costs for the proposed facilities, excluding the museum/heritage facilities and parks are presented in the table below. These facilities as outlined in the report are phased over 10 years.

Preliminary Capital Costs - Proposed Facilities 2005 - 2015

Facility	Estimated Capital Costs (2004 \$)
Britannia Shipyard*	\$ 616,000
City Centre Community Centre & Library (new-South area)	\$ 10,000,000
Outdoor Sport Tournament Centre (new)	\$ 10,000,000
Aquatic Centre (new – replace Minoru)	\$ 25,000,000
Performing and Visual Arts Centre (new)	\$ 20,000,000
Minoru Place Activity Centre (expansion)	\$ 15,000,000
City Centre Community Centre and Park (new-North Ave.)	\$ 10,000,000
<i>Total</i>	<i>\$ 90,616,000</i>

** City of Richmond Capital Program 2004-2008*

It should be noted that this does not include Museum facilities or Richmond Oval

Source: Cannon Design

Projected Funding - Operating Based on Current Model

Revenues and expenses for Parks, Recreation and Cultural Services have been projected based on the actual historical financial results for the City and Associations and projected on the aforementioned assumptions.

Summary of Projected Revenues and Expenses

	Actual 2003	2015
City Revenues	\$ 5,702,000	\$ 8,599,000
Association Revenues	\$ 7,114,000	\$ 10,798,000
Total Revenues	\$ 12,816,000	\$ 19,397,000
City Expenses	\$ 32,015,000	\$ 51,128,000
Association Expenses	\$ 6,885,000	\$ 10,429,000
Total Expenses	\$ 38,870,000	\$ 61,557,000
Operating Deficit	-\$ 26,054,000	-\$ 42,160,000

Source: City of Richmond 2003 revenues and expenses and Grant Thornton LLP analysis

As illustrated in the table above, the projected operating deficit for 2015 is substantial. Over the twelve-year period, operating expenses increase by 60%, while revenues increase by 51%. The operating deficit is projected to increase by 65%. A note to check for the large increase in the operating deficit is the fact that a number of the facilities and parks do not generate revenue.

The City's operating deficit will continue to grow as expenses such as labour costs and maintenance for ageing buildings increase each year.

Future Visitation and Demand Projections

Three factors were used to project future visitation: population growth, demographic characteristics and the assumed impact on user demand resulting from adding a new facility to the market. In addition, the projections reflect the same operating structure as 2005.

Actual facility utilization for 2015, excluding library and park users, is projected to be approximately 3,707,000 visits, an increase of 13.3% from 2003.

“The City's operating deficit will continue to grow as expenses such as labour costs and maintenance for aging buildings increase each year.”

Actual facility utilization for 2015, excluding library and park users, is projected to be approximately 3,707,000 visits, an increase of 13.3% from 2003.

While the proposed facilities offer opportunities to increase revenues, the City must carefully consider the impact of this additional capital investment on its financial performance.



Badminton Program

Funding Options

While the proposed facilities offer opportunities to increase revenues, the City must carefully consider the impact of this additional capital investment on its financial performance. Additional due diligence and feasibility analysis is required to define the exposure over time. Alternative funding options will need to be thoroughly explored during the feasibility phase of development.

The capital development priorities over the ten-year period to 2015 are presented in a tight fiscal environment. Tax based funding options are limited and there are both opportunities and expectations to look elsewhere to reduce the burden of both the capital and subsequent operating costs. The following are some options to be considered:

Working Co-operatively with Development

- Density Bonusing Allowance for developers to produce a higher number of units per area in exchange for contributions to or development of, community facility space
- Negotiate the purchase at reduced cost, where there is an over supply of commercial space within an area where community facilities are planned
- Build community spaces as integral parts of residential developments as value added features of development, utilizing both capital and operating economies

Adopting a Business Model

The City can develop business space in conjunction with community space for market rate return such as medical services or healthy lifestyle services and consider profit centres where programs are offered that are net-revenue generating.

Grants

The City can seek a range of grants for capital development, facility operation and innovative program development, as are available from foundations, private sector and other levels of government.

Community Fundraising

Community organizations can support facility development through accessing grants, corporate sponsorship programs and grassroots fundraising programs.

Service and Program Pricing

Through provision of programs or through partnerships with community or private agencies, the City may build amounts into program fees to be directed to new services development. This funding source proposed as a "Community Initiatives Fund" can be used in conjunction with other initiatives in leveraging grants or fund matching programs.

Development Cost Charges

Although Development Cost Charges cannot be applied to recreation facility development, they can be increased to cover a larger proportion of growth-based park development. The City could set rates at a level that would allow for more general tax funds to be applied to facility development.

Referenda

The option of one or more referenda to approve borrowing over the life of this plan can be considered. Some or all of the proposed facility developments can be combined in groupings that consider both cost and priority.

Corporate Sponsorship / Naming Rights

Depending on the size and scope of a proposed facility, corporations may have an interest in name association and will contribute funding and/or services in-kind to facilities that promote their brand.

Philanthropy

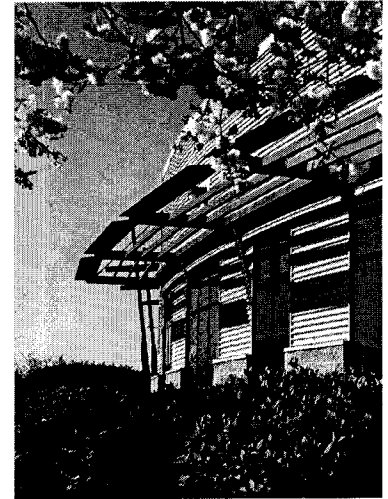
With a well-developed program, charity giving can be promoted as a means of funding community service facilities.

Private Public Partnership

Entering into partnerships with the private sector for the construction and/or operation and/or maintenance of facilities that lend themselves to a private sector model

Reserves

Annually contribute funds from the tax draw or surplus for new facilities and for lifecycle replacement.



Richmond City Hall



Adult Program

8.3 Recommendations and Action Plan

2005 – 2015 Recommendations:

1. Improve financial and operating performance.
2. Ensure the City has responsibility for financial management of its facilities, staff and resources.
3. Assess the financial effectiveness of current operating models to benchmark their efficiency and effectiveness and to potentially restructure or adopt new models to meet any shortfalls.
4. Design business principles to guide departments/units.
5. Improve financial reporting.
6. Explore all avenues for alternative funding to minimize impact on tax base, expand fund development and build reserves.

Desired Outcomes From Our Actions:

- Within existing operation, the City will have improved its financial and operating performance
- Revenues will be tied to expenditures
- For new facilities or operations, there will be a solid revenue stream
- City resources, including staff time, will be directed to priorities identified in the Master Plan
- The City will have financial models that meet current and future needs
- Business Plans and Service Plans will guide decision-making
- Financial systems will provide data to report on financial status and performance
- For major capital projects, alternative funding contributes to capital and/or operating costs and for community projects, alternative funding contributes to capital and/or operating costs

2005-2008 3 Year Action Plan

Improving Financial and Operational Performance:

- Increase efficiencies by working differently, streamlining processes, and evaluating specific target operations such as fleet and food services and exploring other methods of providing these services for lower costs or increased revenues
- Develop and implement Service Plans, including financial plans and performance measures
- Work with the community to assess the current financial effectiveness of operating models and develop strategies to create efficiencies and effectiveness
- Create Terms of Reference to hire a financial analyst to analyze current funding models and develop strategies to meet community needs for the future
- Improve financial reporting within the PRCS system by establishing common financial reporting requirements for all partner organizations. Encourage Community Associations to coordinate their fiscal year-ends and standardize accounting practices
- Ensure that revenues and expenditures for programs and services in City facilities and spaces are linked and that a portion of revenues are recovered to offset some operating and administrative costs associated with those services
- Develop Business Plan templates for use by community organizations and provide staff assistance to organizations in developing realistic plans

Ensure the City has Responsibility for Management of its Facilities, Staff and Resources:

- Direct resources (staff time and funding) to Master Plan priorities
- Ensure the Pricing Policy to be developed addresses:
 - Balance between public and private benefit
 - A fee structure that is fair, equitable and accessible
 - Appropriate cost recovery to ensure financial sustainability
 - Programs and services that should be subsidized
 - Fee setting at an appropriate level and complimenting these fees with an effective safety net
 - Consistency – same price for similar service, program, space or place
- Establish a capital asset and equipment inventory
- Develop and implement a Facility Lifecycle Funding Strategy

Explore Alternate Funding Sources to Minimize Impact on Tax Base, Fund Development and Build Reserves:

- Research and develop alternate funding and revenue sources
- Welcome and encourage community investment in capital projects
- Support and encourage community initiatives to access grants, corporate sponsorships and grassroots fundraising
- Establish a Community Initiatives Fund with a portion of net income from programs and services being allocated to this fund. Guidelines for use of the Fund to be established with the community.



Childrens Playground

9.0 Vision Realized – Imagine Richmond in 2015

In 2015, a decade from now, nearly a quarter of a million people will proudly call Richmond home. Richmond will be the community of choice for those who want to live and work in the Lower Mainland region of British Columbia.

The vision and direction outlined in Richmond's Master Plan will have been achieved by working together, as one community, to achieve a shared goal. Richmond will be a dynamic city, where quality of life is unmatched.

Citizens value and celebrate the City's social, economic, environmental and cultural sustainability. They are active in all aspects of community life, energetically working together to continue building the City's extraordinarily bright future – especially its quality of life.

The City is:

- **Celebrated** for its achievements in reaching new levels of individual, family and community well-being and for being a best-practice role model for others.
- **Committed** to enabling, encouraging and supporting individuals of all ages, abilities and interests in achieving their best personal level of active living and wellness.
- **Vibrant** in its variety of festivals, arts and cultural pursuits, historical and contemporary attractions and support for creativity and innovation.
- **Modelled** by others for its ability to preserve and protect rural and natural environments and for its ability to integrate and connect parks and open spaces in the urban environment.
- **Connected**, at all levels, with its neighbours regionally, nationally and internationally.
- **Rich** in diversity, attracting and welcoming residents from around the world who are seeking a community in which to Live. Connect. Grow. with others.
- **Dynamic** in its blend of economic enterprise, made possible by its gateway location and integrated air, water and land transportation networks.
- **Better** in Every Way, reflecting shared commitment and capacity to work together to achieve greatness.

“In 2015, a decade from now, nearly a quarter of a million people will proudly call Richmond home. Richmond will be the community of choice for those who want to live and work in the Lower Mainland region of British Columbia.”

Citizens value and celebrate the City's social, economic environmental and cultural sustainability. They are active in all aspects of community life, energetically working together to continue building the City's extraordinarily bright future – especially its quality of life.

“By developing new roles and relationships with volunteers, by providing training and development programs for individuals and organizations and by providing ongoing support, the community’s volunteer capacity has grown significantly.”



Children Festival

9.1 How it Happened

The vision has been realized by working together, as one community, to achieve a shared goal. Today in Richmond, individuals can **live** the lives they choose, **connect** with each other and those around them and **grow** to their full potential.

9.2 The Keys to Success

Adopting a Well-Being Framework that Emphasizes Live. Connect. Grow.

The City pioneered an original approach to the traditional role of parks, recreation and cultural service providers. The City accepted a new purpose and challenged all to make a significant difference in the community. The City was challenged to create a community where individuals, families and groups with shared interest could **live** fully, **connect** with each other and **grow** to their full potential.

Creating Mutually Satisfying Relationships with Others

Finding ways to involve others in fulfilling community expectations and needs is rewarding, satisfying and sustainable. Connections were created at many levels – in neighbourhoods, across the City, regionally and beyond. The City played both lead and contributing roles and discovered that a commitment to a shared interest is a powerful and unifying force that can help achieve greatness.

Being Focused on Markets and their Expectations

There are many different markets throughout the community. By understanding target markets and by ensuring that programs and services are tailored to the market needs, more residents are accessing the activities that are important to them.

Understanding and Capitalizing on the Strengths of Cultural Diversity

With nearly 60 per cent of residents being what Statistics Canada defines as visible minorities, this international perspective and experience was leveraged to full advantage. The richness of international cultures, traditions, attitudes and behaviours makes the community stronger.

Providing Service by Design

By listening to the community, being strategic and focusing on outcomes, more was accomplished with available resources. Expertise in market analysis, community engagement and entrepreneurial behaviour was invested in and developed.

Developing Community Capacity

The City has a proud heritage and tradition of volunteerism, reflecting its agricultural origins. In the 20th century, volunteers were instrumental in helping create community spirit and amenities. As the City developed and grew, the “new” volunteer had equal talent, capacity and desire to contribute, yet wanted a different role. By developing new roles and relationships with volunteers, by providing training and development programs for individuals and organizations and by providing ongoing support, the community’s volunteer capacity has grown significantly.

Investing in the Environment

The City enjoys a rich natural environment. Rural areas include some of the nation's finest agricultural land and the water's edge includes natural habitats for marine and bird life. The City is committed to protecting and preserving its natural amenities, while at the same time opening them for all residents to experience and enjoy. It is also committed to creating and protecting open spaces, trails and parklands in the urban core, ensuring that social gathering spaces are available in all parts of the City.

Developing New Places and Spaces

The City is committed to providing the community with high-quality facilities and amenities, indoors and out. International-calibre facilities were created that support a broad spectrum of functions and activities that are important to citizens and to visitors. These new facilities enable the City to showcase community spirit, to host regional, national and international events and to provide programs and services that meet the needs of Richmond residents.

Focusing on Sustainability

The community is committed to being responsible stewards of its assets. Residents have a heightened sense of responsibility for preserving and protecting the natural environment, for respectfully using and maintaining built amenities and for being accountable for the financial well-being of the public, not-for-profit and for-profit organizations that contribute to the community's vitality.

The City is committed to protecting and preserving its natural amenities, while at the same time opening them for all residents to experience and enjoy.



"Span 2000"

The community is committed to being responsible stewards of the community's assets. Residents have a heightened sense of responsibility for preserving and protecting the natural environment, for respectfully using and maintaining built amenities and for being accountable for the financial well-being of the public, not-for-profit and for-profit organizations that contribute to the community's vitality.

Glossary

“The beginning of wisdom is to call things by their right names.” – Chinese Proverb

Accessible: Able to access and participate in a wide choice of quality programs and services.

Best practices: Successful innovations or techniques of top-performing organizations. These can be an entire program or a single idea.

Blueways / Greenways: Natural and semi-natural areas, both land and water, that have ecological, scenic, renewable-resource, outdoor recreation and/or blueways / greenways value. They may include public and private spaces that are developed, partially developed or undeveloped.

Collaboration: Exchanging information, modifying activities, sharing resources and enhancing the capacity of another for mutual benefit and to achieve a common purpose.

Community: A group of individuals, families or organizations that shares common values, attributes, interests and/or geographic boundaries.

Community Based Recreation and Cultural Services: Working collaboratively with the grassroots community to plan for and deliver services

Community Capacity: The sum of the assets and capabilities of a community, which can be developed and applied through the community-development process.

Community Development: A dynamic process in which all citizens are encouraged to participate in enhancing quality of life for their community.

Community Engagement: The process of working collaboratively with and through groups of people who are affiliated by geographic proximity, special interest, or similar situations, to address issues affecting their well-being. It implies a two-way communication.

Community Hub: A central, multi-use place that fosters community vitality and brings people together to share information, gather and obtain services.

Community Wellness / Well-Being: A broad indicator of quality of life. It is measured through individual and community health, fitness, lifestyle, environment, safety and cultural and social indicators. It also defines a policy and service approach to community health and well being. Building community wellness is an investment in people and society.

Consumer: An individual who is currently or potentially engaged in programs and services, places and spaces, such as parks, trails, special events, swimming and heritage. ‘Consumer’ describes the broadest range of potential opportunities by implying all levels – from the individual to the City. There is no financial connotation.

Coordination: The planned collaboration of the different individuals, departments and organizations concerned with achieving a common goal.

Culture: Includes the arts as well as heritage including explorations of our history as a community or as individuals. It relates to the interaction of society with arts in formal and informal settings.

Cultural Diversity: The presence and participation of many different cultural communities within the general culture of a society, and the explicit recognition that the contribution and participation of all cultural communities have the potential of equal value and benefit to society at large.

Diversity: All the ways in which we differ.

Facility-Based Approach: The facility and amenities drive the program/service response.

Governance: The process by which stakeholders articulate their interests, their input is absorbed, decisions are made and decision-makers are held accountable.

High Five Program: A program designed to support the safety, well-being and healthy development of children in recreation and sport programs.

Integrate: Coordinate resources, services and programs to address common goals, to reduce duplication and improve efficiency and effectiveness. The result is better service to citizens.

Leadership: Creating an environment and processes that foster innovation and makes something extraordinary happen.

Market: A group of current or potential customers. 'Market' identifies and defines customer segments to target. It is quantifiable demand with definable characteristics.

Market-Driven: This starts with the customer, anticipates opportunities and keeps the business focused on well defined market segments. It responds to marketing requirements and anticipates changing market conditions. It is based on finding needs and filling them, rather than just on the products and services themselves.

Needs: The gaps between what are defined as essential conditions in the community for adequate quality of life and what actually exists there. These conditions are not absolute; they are relative to the criteria used by whoever is defining the needs.

Neighbourhood: A small but relatively self-contained section of a larger urban area. A separately identifiable area within a community retaining some quality or character that distinguishes it from other areas.

Outcomes: The actual effect, benefit or change for the participant(s) or the community during or after the program or service.

Outcome-Based: Making decisions and taking actions with a focus on the desired outcomes.

Playground to Podium: Introducing children to the joy of sport and physical activity at the "playground level", through to providing young athletes with the tools and services to improve performance from local, regional, provincial, national and international levels.

Public Goods: Services that are available to all. Consumption by one person does not reduce the amount available to another and there are no feasible means to exclude any consumer from sharing in the benefits of the goods. Public goods are used jointly.

PRCS: Parks, Recreation and Cultural Services Division, City of Richmond

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 accumulating wealth and maintaining good health.

Quality of Life Sector: An umbrella term embracing all organizations that provide 'people services' which contribute to individual, family and community well being. The sector includes, but is not limited to, those involved in play, recreation, active living, sport, outdoor activities, well being, environment, health promotion, arts, culture, heritage, social services, libraries, education and lifelong learning and safety.

Recreation: All those things that a person chooses to do to make his or her leisure time more interesting, enjoyable and personally satisfying. Recreation includes sports, physical activity and artistic, creative, cultural, social and intellectual activities. It is a fundamental human need for citizens of all ages and essential to psychological, social and physical well being.

Service-Based Approach: Planning for services with an understanding of market needs and demand, targeting outcomes and working within a policy framework that guides decisions and actions.

Stewardship: Managing, caring for and maintaining well being, accepting responsibility and being accountable.

Sustainable: The ongoing maintenance of an initiative or program through the development of resources, community organizations and capacities.

Sustainable Community: Balancing ecological, social, cultural and economic aspects of the community. It meets the needs of the present without compromising the ability of future generations to meet their own needs.

Trails System: Includes the cycling routes, walkways, park pathways, expanded sidewalks and boulevards, greenways, staging areas, nodes and specific features, blue ways and rural roadways.

Values: What a community believes in and what it stands for. Values provide motivation to keep focused on why and what is done. Values serve as plans for resolving conflict and making decisions.

Vision: Based on values, this describes a desired future. It uses language to convey a sense of how success will look and feel. It should be memorable, evocative and compelling. It is the destination.

Voluntary Sector: An umbrella term encompassing not-for-profit volunteer organizations and all volunteers participating in the community.

Wellness: 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.

Wellness Recreation: Purposeful activities and services that play a vital role in educating and empowering all individuals to make positive lifestyle choices.

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Richmond Arts Strategy
Richmond Fitness Association “Wellness Education Centre Feasibility Study”,
April 2002
Richmond City Wide Facilities Task Force Report, 1992
Richmond Community Associations Youth Programming Task Group Final Report,
June 2002
Waterfront Strategy
Youth Strategy

Attachment 1

Community Organizations

Advisory Committee on the Environment
Advisory Design Panel
Agricultural Advisory Committee
Aquatic Services Board
Arts Strategy Steering Committee
BC Centre for Ability
BC Lung Association
BC Medical Foundation
BC Wakayama Kenjin Kai
BC Wheelchair Sports Association
BC Recreation & Parks Association
Big Brothers of Greater Vancouver
Big Sisters of BC Lower Mainland
Board of Variance
Boys' and Girls' Clubs of British Columbia
Britannia Heritage Shipyard Advisory Board
Canadian Wildlife Services
Caring for Kids (Exec. Dir.)
Canadian Mental Health Assoc. (Rmd Branch)
Child & Family Counselling Services
Child Care Development Board
Child Health Clinic
Chimo Crisis Services
Chinese Cultural Centre
City Centre Community Association
City Centre North Transportation Task Force
Coast Hockey League
Community Office, 12 Service Battalions
Community & Environmental Affairs, YVR
Community Mental Health
Connaught Figure Skating
Community Arts Council
Council of Community Association
Cycling Committee
Developmental Disabilities Association
Diabetic Support
Disability Resource Centre
East Richmond Community Association
Economic Advisory Task Force
Fairchild Property Group Ltd.
Family Court of British Columbia
Family Services of Greater Vancouver
Farmers Institute
Fraser River Coalition
Fruit Tree Sharing Project
Gateway Endowment Committee
Gateway Theatre Society
Girl Guides of Canada
GMS
Go-Ju Ryu Karate Do
Greater Vancouver Youth for Christ
Hamilton Community Association
Healthiest Babies Possible
Heart and Stroke Foundation of BC and Yukon
Henderson Livingston Stewart
Heritage Commission
Hunting Advisory Committee
International Council on Active Aging
Jones Nurseries Ltd.
Kajaks Track & Field Club
Kwantlen University College
London Farm Historical Society
Lord Byng Elementary School
Ministry of Children & Family Development
McPhail's Group of Companies
Ministry for Children and Family Development
Minoru Seniors Society
Miscellaneous Productions
Mitchell Elementary School
Museum Society Board
Nature Park Society
Palmer Senior Secondary School
Pathfinder Youth Centre Society
Persons Granted Freedom of City
Phoenix Art & Framing
Population Health (Richmond Health Services)
Public Art Commission
Richmond Minor Hockey
Richmond Arenas Community Association
Richmond Art Gallery Association
Richmond Badminton Club
Richmond Children's First
Richmond Chinese Community Society
Richmond Chinese Mental Health Support Group
Richmond Child Care & Referral Service
Richmond Committee on Disability
Richmond Family Place Society
Richmond Fitness and Wellness Association
Richmond Food Bank Society
Richmond Girls Ice Hockey
Richmond Girls Soccer Association
Richmond Girls Softball Association
Richmond Health Services
Richmond Heritage Commission

Richmond Intercultural Advisory Committee
Richmond Mental Health
Richmond Men's Senior Soccer Club
Richmond Minor Football League
Richmond Minor Lacrosse
Richmond Multicultural Concerns Society
Richmond Museum Society
Richmond Public Library
Richmond Ringette
Richmond School Board
Richmond School Trustees
Richmond Senior Mixed Slow-Pitch League
Richmond Society for Community Living
Richmond Sockeyes
Richmond Special Olympics
Richmond Sports Council
Richmond Therapeutic Equestrian Society
Richmond Women's Resource Centre
Association
Richmond Youth Service Agency
Richmond Youth Soccer
Salvation Army Resource Centre
Satori Integrative Health Centre
Save Our Parkland Association
Sea Island Community Association
Steveston Historical Society
Substance Abuse Task Force

Seafair Minor Hockey
Seniors Advisory Council
Sister City Committee
Sister City Committee Resigned June 2003
South Arm Community Society
Steveston Advisory Task Force on Parking
Steveston Community Society
Steveston Interurban Restoration Society
Steveston Judo Club
Steveston Karate Club
Steveston Kendo Club
Steveston Senior Men's Fastball
SUCCESS
T.O.P.S.
TD Canada Trust
Thompson Community Association
Touchstone Family Association
Tourism Richmond
Traditional Kung Fu Training Centre
Turning Point Recovery Society (1984)
University Women's Club
Vancouver Natural History Society
Volunteer Richmond Information Services
W & A Farms Ltd.
WayLand Sport Ltd.
West Richmond Community Association
West Richmond Soccer Association

Richmond Community Needs Assessment 2001:

Prepared for:
City of Richmond Parks, Recreation and Cultural Services

Prepared by:
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Some copies of this report may not include the Appendix which is very long and expensive to print. If this copy does not have the Appendix included, readers should note that the appendices are available as a separately bound document from the City.

Appendix I - Community Wide and Facility Based Survey Information
Detailed Community Survey Results (Statistical Report)
Facility Based Survey

Appendix II - Focus Group
Focus Group Notes (Neighbourhood, Agency and Disconnected)

Executive Summary

This Needs Assessment found that citizens highly value the services and facilities provided by the Recreation and Cultural and Parks Departments and that they perceive the system as well developed and delivering quality services. It also identified citizens' perceptions of needs, gaps, barriers, priorities and opportunities. By building an awareness of these dimensions and using them as a reference point for service delivery, the Division will be well positioned for the future.

Contained in this report are the results from a Community Wide statistically valid survey, a Facility-based survey, twenty-six (26) focus groups with neighbourhoods, partners, community organizations and associations, and focus group surveys. Detailed notes from the focus groups, which provide very rich in depth information, are contained within the Appendix.

The results are consolidated into 36 community needs. These needs are subsequently prioritized to provide the Division with direction as to those needs that are of the highest priority and ought to be addressed in the short term. The report also contains 12 strategic recommendations to help the Division focus its energy on responding to needs assessment learnings.

1. Introduction

Community needs are changing faster than ever before. It is a challenge for municipalities to keep pace with these changes, not only in the provision of services, but in understanding the nature of citizens' needs. What do citizens value, what are their aspirations for their community, what is important about their community, and what are their perspectives and issues? These are questions that shape a process of getting to know citizens and the community better.

The assessment of community needs, values and preferences is critical for a Parks, Recreation and Cultural (PR&C) service delivery system to be relevant, responsive, deliver value and benefits and meet the needs of all residents.

The City of Richmond met this challenge by undertaking a Needs Assessment to identify priorities for Parks, Recreation and Cultural Services over the next five to ten years. They retained the consulting team comprised of Wilson & June Consultants and PERC to develop a process and conduct the assessment of needs for Parks, Recreation and Cultural services.

The objectives of the Needs Assessment, as defined in the Proposal Call are to:

1. identify awareness of and participation levels in Parks, Recreation and Cultural services, facilities and programs.
2. identify unmet needs and determine gaps in services, programs and facilities and;
3. develop strategies for addressing the gaps and better meeting the needs of Richmond residents

These objectives generated the following outcomes for the Richmond Parks, Recreation and Culture Needs Assessment:

- documentation of citizens' needs and priorities
- the compilation of an up-to-date list of the needs of citizens, along with gaps in services, programs and facilities
- a priority listing of the expressed needs
- a set of recommendations outlining the critical actions required to best respond to the information collected



2. Role of Needs Assessments in Planning Processes

Needs Assessments are typically precursors to or components of strategic planning processes such as Master Plans. The focus of this project is on the Needs Assessment only. Diagram 1 depicts the components of the two processes, how the two are interrelated and identifies the results of each of these planning process.

Purpose of Master Plans

Master Plan processes are comprehensive in nature. All aspects of the system (all pieces of the puzzle) are analyzed, with an intended outcome of creating a set of integrated and long-term recommendations for the full delivery system.

The process combines an understanding of community **needs**, societal **trends**, shifts in community **demographics** and **values** with the current service delivery **approach** (e.g., services and facilities provided and their level of use; policies, procedures, operating principles, service delivery methods) with current **resources** (e.g., physical, fiscal and human). This information allows informed decision-making on how and where resources should be allocated in the future.

Purpose of Needs Assessments

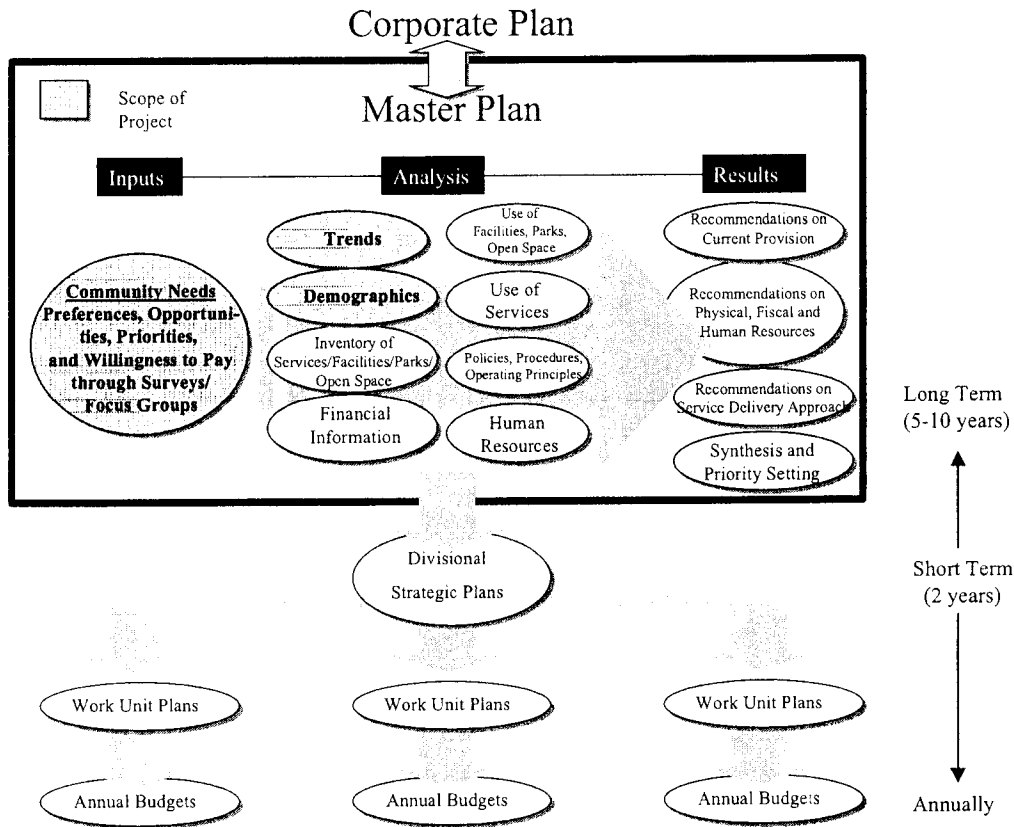
Needs Assessments are just one, albeit critical, component of Master Planning processes. And while it is sometimes necessary to conduct the two independently, the information generated by the two processes is vital to each other. The Needs Assessment will identify community needs and priorities, and articulate strategic recommendations for responding to the gaps.

Implications for City of Richmond Parks and Recreation Needs Assessment Process

Given that the Needs Assessment is not designed to research and analyze the full parks and recreation system (e.g., assessment of current services, facilities, fiscal and human resources), this report presents “strategic recommendations” as opposed to more specific “how to” recommendations.



Diagram 1



3. Conceptual Framework for Richmond Needs Assessment Process

Community Needs Assessments are both a process and a method. Learning through the process is just as important as the final results. It can also build a common vision, encourage partnership cohesion, and create a sense of involvement, pride and support for community initiatives. Through the process Associations and community stakeholders gain a much deeper understanding of the perspectives and needs of citizens and can respond accordingly in service delivery.

The Consultants have taken a “Knowledge Management” approach (See Diagram 2) – one that is based on the importance and power of turning data to information, information to knowledge and finally knowledge to wisdom. A key success factor of any Needs Assessment is to ensure that the data collected is translated into clearly articulated, relevant and practical strategies.

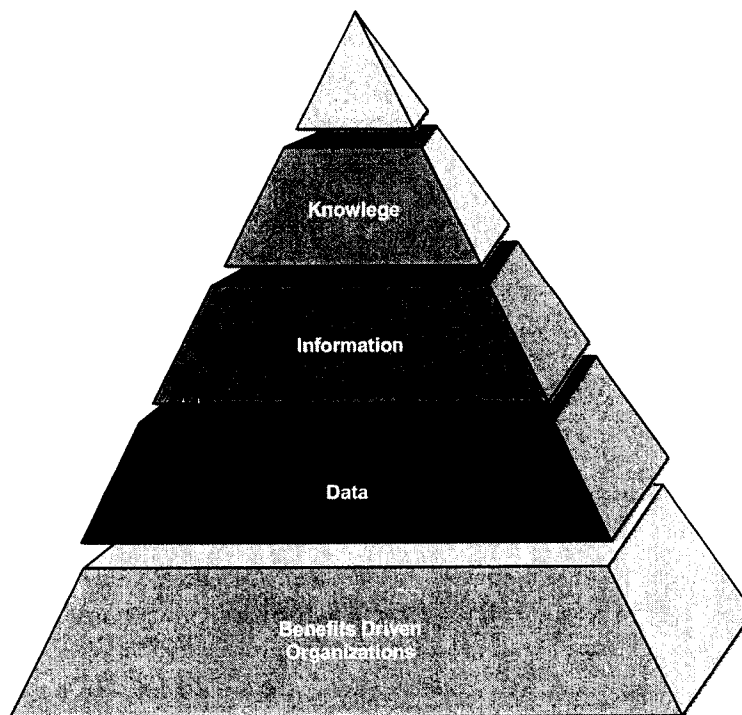


At the base level is the foundation of the organization—a strong culture of benefits driven practices and approaches. Richmond Parks, Recreation and Cultural Services has a strong grounding in benefits and is well recognized for its innovative benefits based practices.

Diagram 2

Next is the data found both within and outside the organization. The data for this Needs Assessment is comprised of a community wide survey, facility surveys, focus groups surveys, focus groups and an analysis of trends. A detailed description of each of these components is presented in the next section.

The Needs Assessment data is organized and clustered around relevant themes (See list of needs). It is synthesized and presented in a way that moves it from data to information. At this stage, a picture of the needs and preferences of the community emerges.



Transforming information to knowledge requires distilling all the information gathered into the most meaningful pieces. In order to accomplish this task and to identify priorities, the Consultants applied the following filters:

- 1) Societal Trends
- 2) Community Trends
- 3) Community Wide Survey
- 4) Consultants professional expertise and
- 5) Incorporating the magnitude of a theme (number of times a theme was raised in the different focus groups)

Wisdom is the utilization of accumulated knowledge. It is linking areas of knowledge together to create the capacity for action. It blends data, information and knowledge with creative thinking, experience and intuition. This is where the strategies and recommendations are acted upon based on the wisdom generated through moving up the knowledge management ladder. Several techniques were implemented to create “wisdom”.



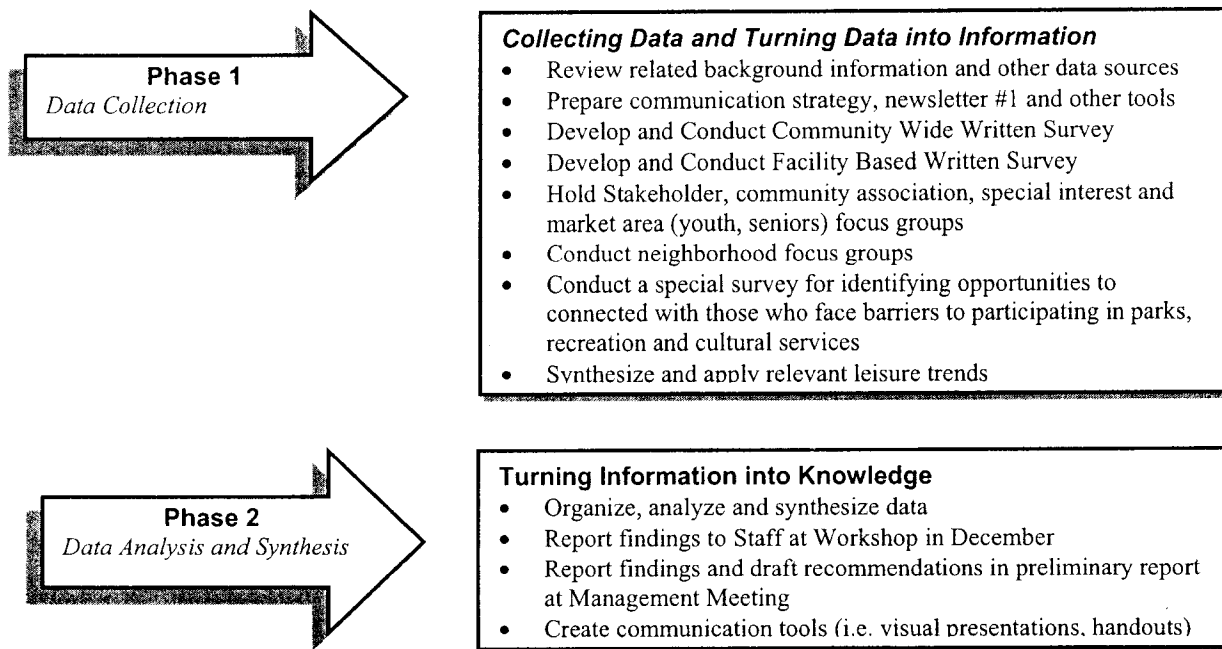
As described in the next section, a Community Futures Conference was held to update citizens on findings and recommendations. This forum helped to validate the information, identify missing information, gather feedback on the priority needs, and engage the community in responding to the Consultants interpretation of the data. A similar process was conducted with Stakeholders and Staff.

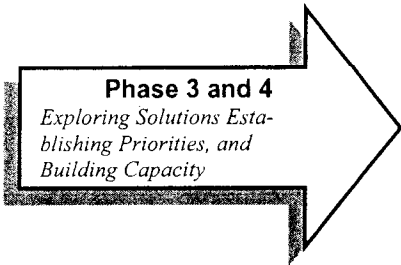
An important component in the transition from knowledge to wisdom is to create the capacity for action. One approach to create capacity for action is by creating an implementation strategy for the ongoing assessment of community needs. This report recommends that one be developed in concert with staff to honour internal expertise, integrate the information in a practical manner, and build buy-in by staff.

4. Needs Assessment Process

The process collected both quantitative (statistical valid) and qualitative information through a community-wide survey, facility survey, focus group survey and focus groups.

The diagram below indicates the steps undertaken to complete the project within the parameters of the knowledge model presented in the previous section.





Transforming Knowledge into Wisdom

- Workshops with staff, citizens and partners and stakeholders to present findings and method used, to validate information and to seek insight into solutions.
- Create communication tools (powerpoint presentation/handouts)
- Prepare final report
- Workshop to build a strategy for ongoing assessment
- Communicate the results (i.e. post on web site, articles in newspapers, using existing communication structures within facilities/association)

Key Components

Community Wide Survey

In the fall of 2001, a mail survey of 1,000 Richmond residents was conducted in order to determine attitudes, preferences, priorities, expectations and satisfaction about parks, recreation and cultural services. In addition, the survey gathered information regarding facility use and participation in recreation and cultural programs.

The data was broken down by age, household characteristics, and postal code to provide additional insights into differences (See Appendix I for postal code map)

The survey methodology involved the following tasks:

- Compiling a comprehensive list of residents and address provided by Dominion Directory
- Selecting a random sample of 1,000 residents from the database
- Preparing a questionnaire in consultation with the Project Steering Committee
- Printing the survey in English and Chinese, and inviting Chinese-speaking respondents to contact the City to receive a Chinese version
- Mailing the survey to each of the residents in the sample, along with a personal letter signed by the Mayor, and a self-addressed stamped envelope
- Sending a reminder notice to those who had not responded to the initial mail-out
- Entering and analyzing the data

Facility Surveys

The purpose of the facility surveys was to derive additional information and to provide another opportunity for residents to participate. The facility survey was the same as the community wide survey except it was printed in a different colour. It was distributed to all community centres, libraries, the cultural centre, Richmond Centre Mall, and SUCCESS. The results were analyzed separately from the community wide survey. This ensured the statistical validity of the Community Wide Survey was not compromised. Interestingly, the community wide survey generated similar responses as the facility survey.



Focus Groups

Dialogue sessions were held with the following twenty-six (26) groups between October and December. The purpose of the focus group sessions was to augment the quantitative data with additional qualitative detail. Equally important was the opportunity to engage citizens in the process and hear from them first hand about their thoughts and opinions of current services and future opportunities. The issues explored include:

- Needs associated with each group/neighbourhood
- The expectations of the role that parks, recreation and culture plays in the lives of citizens
- Benefits derived through participation
- General awareness of, expectations for and satisfaction with the Division's services
- Insight into which segments of the community's needs are not being met
- Barriers to participation and gaps in service
- Advice on how to foster volunteerism
- And top priorities for the short term

The groups are listed below:

- Allied Agencies (RCMP, Health, etc)
- Multi-Cultural Agencies
- Citizens who are experiencing significant barriers to participation
- People with disabilities
- Indoor Sports Organizations
- Outdoor Sports Organizations
- Sports User Groups
- Visual and Performing Artists
- Arts Organizations
- Heritage
- Health and Wellness Organizations
- Seniors
- Youth
- Parks
- Neighbourhood based – City Centre (2 meetings), Steveston, Thompson, West Richmond, East Richmond, Sea Island, South Arm, Hamilton, and Steveston
- Associations



Focus Group Surveys

Three additional surveys were created to gather additional data from 1) neighbourhood citizens, 2) community organizations and partners, and 3) agencies that worked with those citizens who have difficulty accessing recreation services.

Neighbourhood surveys were distributed at the neighbourhood focus groups to explore additional areas that could not be covered in the focus groups due to time constraints.

These areas were:

- Perceived quality of the local facilities
- Feedback on the cost of local services
- Kinds of leisure activities, facilities, and open spaces that citizens utilize within their local community, outside their local community and in the region
- Reasons that citizens choose to recreate outside of Richmond
- Degree of involvement in the community and desire to be more involved

At the focus groups conducted with the community agencies, a survey was distributed to find out additional information on the following:

- The specific mandate of each organization
- Their membership and trends
- Feedback on the City's parks, recreation and cultural services and facilities

A special set of questions was prepared to help create a better understanding of the opportunities and capacities of those citizens who don't traditionally access recreation and cultural services. The survey delved into their concept of free time, what they like to do and why, barriers to participation and perceived skills and abilities. The questions were a vehicle for seeking new entry points for engaging them in recreation services. Representatives from 2 key agencies supporting these populations asked these questions of the clients/citizens/people that they serve.

In addition to the information gathered per se, the sessions fostered an even stronger relationship between the Division and the citizens of Richmond. Citizens valued being asked their opinions and felt their needs were forming the basis for a foundational piece of work

Staff Meeting, Community Futures Conference and Stakeholders Workshop

A forum for three (3) target audiences (staff, citizens/partners and stakeholders) was hosted to share the project learnings, validate the findings and explore solutions.



5. Societal Trends

This section outlines the 10 trends that will have the most impact on the parks and recreation industry over the next decade.

1) Aging Population

The post-war baby boomers are now turning 50. The world has always adapted to the needs and wants of this large segment of the population, giving the group the "Me generation" label. Many baby boomers refuse to believe they are seniors and are very active, which likely means less demand for seniors centres in the future.

2) Widening gap between the "haves" and "have nots".

The gap between those that have resources and those that do not is polarizing our society. The "have nots" are becoming more marginalized and less able to access services. Sixty per cent of wealth is controlled by those who are over 50 – and this is accelerating dramatically. The parks and recreation industry cannot continue to treat seniors as disadvantaged (by offering discounts for example) and must come up with strategies to change this pattern. There will be more focus on ability to pay as a barrier to participation.

3) Increasing diversity.

Society is becoming more diverse, both in terms of ethnic backgrounds and culture and abilities. There are more people with special needs now than in the past. Parks, Recreation and Cultural services need to embrace and serve all members of society and departments need to recognize serving a population as a whole will not reflect the diversity of needs existing in communities today. Even teens should not be classified as one segment. According to Michael Adams, president of Environics, teens can be broken into four very distinct groups, all requiring different approaches and services.

4) Experiential Hedonism

The pursuit of pleasure – and stimulation of the senses: this is what people are after. Quick, "one-off" experiences are becoming more popular than long term commitments. This trend is an example of how the social values of Canadians are changing. Packaging services in smaller and shorter pieces is required for Parks, Recreation and Cultural departments to continue to be relevant.

5) Spiritual Quest – or what is life all about?

This is the trend that is driving the eco-tourism movement, extreme activities and adventure challenges. People are looking for meaning in their lives and are searching for answers by re-connecting with nature or facing extreme challenges, such as climbing a mountain or running a marathon. The result is more interest in the environment, passive park experiences, cultural activities, yoga, meditation and aroma therapy.



6) Declining trust in (big) institutions.

In the past, community members were generally content to elect a government to represent their needs and to make the right decisions. Individuals are much more knowledgeable about a wide variety of issues today and do not trust government to act in their best interests. People are demanding input into all decisions that affect them. Parks, Recreation and Culture Departments have to figure out how to get this public input and how to handle the cadre of people who “act against anything”. Ironically society wants more input but has less time to contribute.

7) Structured to Informal (activity).

Organized team sports are in decline. In Alberta where comprehensive surveys have been undertaken, for example, over the past 20 years, households involved in hockey have gone from 40 per cent to 18 per cent. And, twice as many Canadians own inline skates as own ice skates. This represents a preference for unstructured activity, such as that offered by trails. People will look for choice and flexibility in their leisure experiences.

8) Declining volunteers.

As reported in the last issue of PROFile, the 2000 Statistics Canada survey on volunteerism reported a dramatic decline in volunteer hours in Canada. From 1997 to 2000, Canada lost one million volunteers and 53 million volunteer hours. Parks, Recreation and Culture departments will need to be creative in how volunteers are used and cared for. Offering shorter and more defined volunteer experiences is one strategy to consider.

9) Activity levels in children declining.

In 1998, one-third of Canadian children did not have the minimum amount of activity required to sustain basic health. In 2000, two-thirds do not have sufficient activity for basic health. Communities must find a way to re-engage kids because if this trend of inactivity (from 1/3 to 2/3 in thirteen years) continues, the pressure on health care will be disastrous. Parks, Recreation and Cultural services have a tremendous role to play in addressing this trend.

10) Facilities

Certain kinds of parks and recreation facilities are in decline, while others are becoming more popular.

In decline:

arenas
curling rinks
seniors' centres
sports fields

Safer bets:

pools (including leisure pools)
theatres
Yoga studios, health and wellness centres
trails, natural areas/gardens/interpretive areas



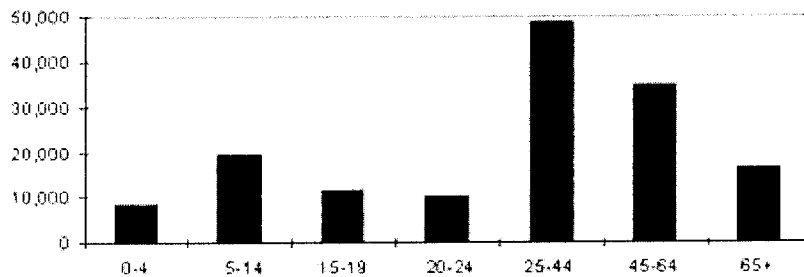
6. Community Context

Socio-demographic Trends

In this section key aspects of the demographic make-up of the community are described as well as some of the local trends that have been identified through the 1996 Census Information, various City reports, and a series of strategic planning sessions held for recreation and culture staff. To make this section easier to reference, it is presented in point form.

Population Distribution

- Richmond's population is projected to increase from 159,772 in 2001 to around 212,200 in 2010
- Between 1991 and 1996, Richmond's population grew by an average of 3.5 annually; and it has the highest growth rate among the inner municipalities of the lower mainland
- While the population is aging Richmond has fewer seniors than other municipalities in the inner core of the lower mainland
- 11% of Richmond's population is over 65 and 27% of the population is under 19



Ethnic Origin

- Richmond's population reflects the fact that Canada is a nation of immigrants. About half of Richmond residents are Canadian by birth and half are immigrants
- Of Richmond's total population, 33% are Chinese, 7% are South Asian (i.e., East Indian, Pakistani, Punjabi, Sri Lankan) and 3% are Filipino
- Recent immigrants (those who have arrived between 1991 and 1996) represent 43% of all immigrants.

Language

- Home language represents the language spoken most often at home. Ninety-seven percent of residents speak only one language at home: 52% report speaking English most often, 30% speak Chinese, 3% speak Punjabi and 2% speak Tagalog most often
- Between the 1991 and 1996 Census, there was a significant decline in the proportion of residents who identified English as their mother tongue, 69% in 1991 and 52% in 1996



Education

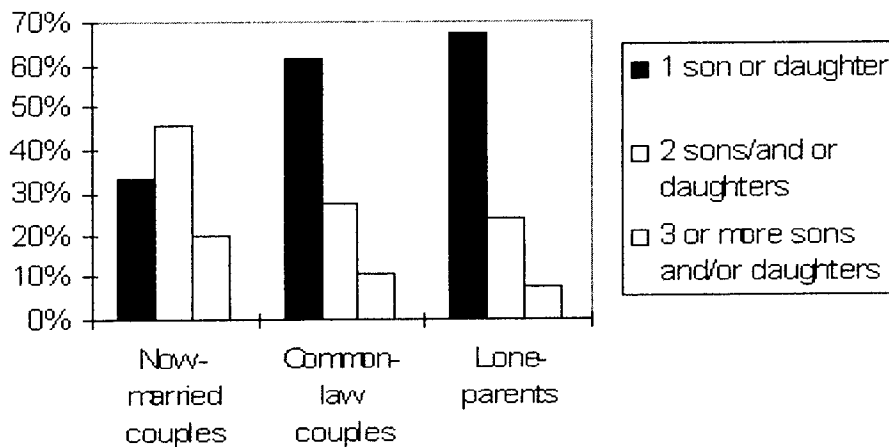
- 59% of Richmond's population has some form of post-secondary education. The graph below shows the distribution by type of education
- the percentage of people with a university degree in Richmond has increased from 14% in 1991 to 18% in 1996
- Growing number of home schooling

Households

- There are 50,925 households in Richmond, with almost the same quantity of single family dwellings as multi-family dwellings
- 70% of Richmond residents own their own home

Families

- Out of the total of 50,925 households 40,570 are families. 38% are two person families, 24% are three person families and 27% are four, while 11% are five or more person families
- As noted in the graph below, Lone parents and common law couples are most likely to have small families. Most lone parent families are headed by women.



Marital Status and Family size

- 12% of Richmond's families are lone parent families, headed mainly by women

Other Community Trends and Implications for Recreation and Cultural Services

In the previous section, the trends that appear to impact the community of Richmond were outlined. This section suggests the implications of these trends for the provision of Recreation and Cultural Services within Richmond.



Population Growth

- It is anticipated that the Richmond's population growth rate will slow down. This may impact the resources available to invest in indoor and outdoor facilities through taxes, user fees, and Development Cost Charges (DCC's).

Diversity

- Richmond's population will continue to be diverse.
- Sizeable groups of visible minorities are located in most planning areas, except for Gilmore and Sea Island. West Cambie has the highest concentration of ethnic minorities with Blundell, Broadmoor, City Centre, Seafair, and Steveston's populations having over 1/3 of residents from a minority ethnic background.
- People of Chinese decent are found throughout Richmond, although the majority live in either City Centre or West Richmond.
- More recent immigrants live on the West Side
- This ethnic mix provides ample opportunity for the development of cultural events and celebrations; the need for programs and services reflecting the unique characteristics of the various cultures; and it opens the door for new immigrants to learn about the local culture.
- Responding to the needs of a diverse population presents many challenges. Effective communication, assisting residents through complex processes such as registration and instruction and ensuring the make-up of staff is representative of this diversity are three of the most significant.
- Barriers such as language may be preventing participation and needs to be considered in service delivery, especially given the trend away from English as the language spoken most often at home.
- Cultural differences leads to demand for different sports (e.g., badminton and table tennis). Very few visible minorities participate in hockey and other rink sports, for example.

Families

- An increase in "home schooling" and "kids at home alone" are trends that supports the need for community centres to play a role in offering opportunities for socialization and for staff to mentor children
- Increasing pressures on families is clearly evident. Poverty, single parent families, and demands on family time are other family related trends that are on the increase.
- The number of families without extended families is on the increase and therefore there is a trend towards greater isolation.
- Parks, Recreation and Cultural services are critical in mitigating the implications of these trends



Seniors

- Currently 11% of the population is classified as a senior. By 2021, this is projected to increase to 22%. As is the case throughout North America, this is leading to an increased emphasis on health and leisure industries.
- Many seniors will choose to live in City Centre to be close to support services, facilities and transportation.
- All seniors needs are not the same, which means service delivery must be customized to seniors of different ages.
- Seniors are staying in their own homes longer, want to stay fit and healthy and be active in their community. Therefore, accessibility will be an important issue for Parks, Recreation and Cultural services and facilities (e.g. accommodating scooters).

Youth

- Youth comprise a significant proportion of the population (12%). There is a greater awareness of the social cost of failing to invest in children and youth. Research confirms that recreation makes a significant impact on healthy and competent development of children and youth. While society in general is aging, Richmond has a significant proportion of youth living in the community. The Division is well known for its innovative work in youth services and this will need to continue in the future. For example, Youth need financial resources and work experience – perhaps an opportunity for part time work or more volunteer opportunities targeting youth could be offered.

Adults

- A decline in the adult population (from 30% down to 25% by 2021) combined with an aging population will negatively impact ice rental and field rental bookings for adults in the future.

Income

- The gap between the have and have nots is increasing. Therefore the reliance on public recreation in Richmond will likely increase, especially if the Department continues to commit to providing services for all, regardless of income.

Housing and Communication

- Housing densities are increasing and less time is being made for social interaction and “over the fence” conversations. It may be that word of mouth as form of communication is being undermined.

Transportation

- Public transit is a significant barrier in accessing facilities and services throughout the community. There is a need to ensure that services are located and planned with accessibility as a foundational consideration.



Labour Force

- The labour force is shifting from traditional places of employment to home based businesses and telecommuting. One half of Richmond residents work in Richmond. As well the trend is for more local employment opportunities for Richmond residents especially in the service oriented sectors, partially driven by rapid growth of the airport. Offering leisure services close to home will grow in importance.

Other trends

- The quest for personal health is growing as individuals and families focus on **prevention** rather than use of the health care system; Parks, Recreation and Cultural services help to ensure this happens.
- Connecting with others and creating a **sense of community** is important to people today.
- Two thirds of Canada's population is **not active**; it is anticipated that this is probably true in Richmond.
- **Lifelong learning** plays an important role in the lives of Richmond residents.
- The Division must ensure that recreation services are **accessible** to people of all ages, ability, income, culture and geographic location within the community.
- There is an increasing awareness of Parks, Recreation and Culture as a major contributor to the **economic viability** of the community (e.g., tourism, special events, attracting new residents). This prompts the need for staff training in the area of "super host" and in being ambassadors for the City.
- Increasing demand for the Parks, Recreation and Cultural Services division to be part of an overall effort to address broader **societal issues** – creating a sense of community, safety, security and quality of life.
- Greater expectation that the Parks, Recreation and Cultural Services Division be part of an overall **integrated** service delivery model – one that enables all community based sectors to work together to provide coordinated services, meeting community needs and leveraging declining resources.
- Due to the economic climate of B.C., citizens are demanding public recreation to be more **efficient, effective and accountable**. Collaboration will be essential and duplication of services will need to be eliminated.
- Growing use of **technology** in Richmond creates an opportunity for the Division to provide coaching, educational programs and mentoring over the Internet.
- An increase emphasis on **health and wellness** pursuits and preventative models will broaden the role the Division plays in the community.
- Citizens want to be engaged in **decision-making**.
- The **connection with nature** is getting stronger, leading to a greater use of parks, open spaces and trails, and a greater demand for awareness, education, and interpretation of the natural environment.



- There is a greater expectation for activities and facilities to be **environmentally friendly** which may impact on use of chemicals and other operational systems.
- A greater concern for **safety** may impact the way indoor and outdoor facilities are designed and operated in the future.
- **Costs** are on the rise such as utilities, supplies from the states (decline of the Canadian dollar) and staffing.
- Aging parks, recreation and culture facility **infrastructure** is putting pressure on capital budgets and will continue to do so in the future.
- The proportion of the overall City's **budget** allocated to Parks, Recreation and Culture is declining.
- Increasing cost recovery ratio's by increasing **fees** is difficult as participation rates may be affected.
- **Volunteerism** is declining. It is more difficult to get new volunteers, existing volunteers are feeling burned out, and there is an increase in the number of older volunteers. The roles that volunteers can play could be broadened to facility tour guides and greeters, for example.
- The gap between **have and have-nots** and know and know-nots is increasing in terms of technology (access to Internet for example). The Division should continue with the subsidy program, free family programs, and low cost programs. Not all segments of the population can easily access technology dictating the need for providing other options for access to computers.
- The Changing/aging **workforce** impacts the way services need to be delivered. There is a trend to more part-time workers which could lead to a larger pool of part time staff and volunteers.
- The societal trend for feeling **time poor**, changes in hours of work and increasing family demands will dictate the need for different service structures (e.g., number of sessions, programs versus drop-in opportunities, types of program). A renewed focus on promoting all of the benefits of participating in parks, recreation and cultural services will be important in encouraging participation.

7. Results

Community and Facility Based Survey Highlights

The following presents a summary and comparison of the community wide (statistically) and facility based survey results. The detailed statistical report is presented in Appendix I.

- Residents generally expressed a **high level of satisfaction** with current parks, recreation and cultural services (In the community survey, 84% of the respondents were either satisfied or very satisfied. In the walk-in survey, 89% were either satisfied or very satisfied.)

- Very large number of Richmond residents feel that their household and the community **benefit** from parks, recreation and cultural services. In the community survey, 94% of the respondents suggested that their household benefit from these services and 98% suggested that the community benefits. In the walk-in survey, 97% suggested that their household benefits from these services, and 99% of the households.
- There is **significant use of indoor and outdoor facilities**. In the community survey, 92% of the respondents indicated that they had used outdoor spaces in the past 12 months, and 93% had used indoor facilities in that period of time. In the walk-in survey, 96% of the respondents indicated that they had used outdoor spaces in the past 12 months, and 91% had used indoor facilities.
- The **facilities** used by the largest number of respondents in both surveys were walking and jogging paths, libraries, community centres, indoor swimming pools, ice arenas and fitness centres.
- **Local newspapers** and the Recreation and Cultural Guide are used by the largest numbers of residents to learn about parks, recreation and cultural opportunities. Younger families are more likely to make use of the Guide than older residents.
- Sixty-nine percent of the respondents to the community survey, and eighty percent of the respondents to the walk-in survey indicated a **need for new and improved parks and outdoor facilities**. Respondents to both surveys placed greater emphasis on facilities **for quiet and informal use**.
- Sixty-one percent of the respondents to the community survey, and 78% of the respondents to the walk-in survey indicated a need for **new and improved recreation and cultural facilities**. Facilities at the top of each list included indoor swimming pools, youth centres, seniors centres, community centres and fitness centres.
- Respondents to both surveys suggested that the greatest need, in terms of recreation and cultural program opportunities was in the area of **youth and seniors**.
- Support for **tax or rent increases** to help improve and / or expand parks, recreation and cultural services, support is not quite as high. Forty-nine percent of the respondents to the community survey, and 33% of the respondents to the walk-in survey indicated that they did not support any increases. In both surveys, the greatest support - 35% in the community survey, and 41% in the walk-in survey - was for an increase of \$10 to \$20 per year.

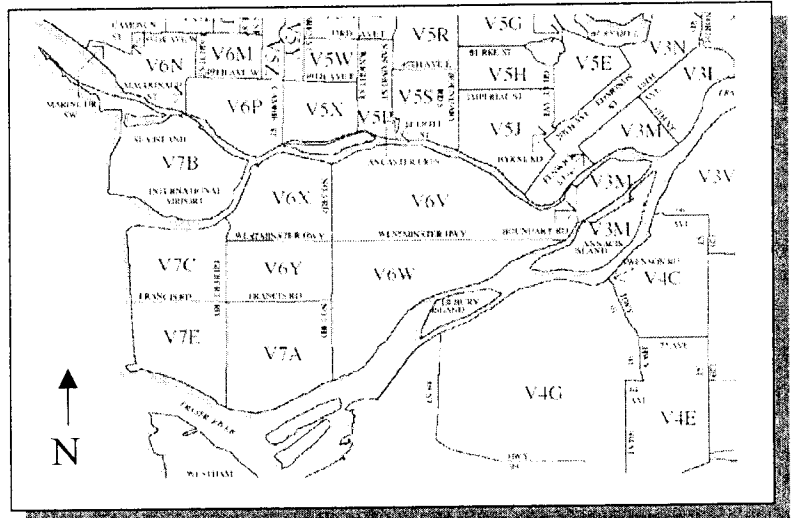
- Large numbers of respondents (59% or more) support **increased corporate sponsorships and increased commercial advertising** to reduce operating costs for parks, recreation and cultural services, and less than (30% or less) favour increases in program fees, rental charges and admission fees.
- A **lack of time** is the reason most frequently mentioned that limits respondents' participation in leisure time activities. Money was mentioned by 18% of the respondents to the community survey, and by 29% of those responding to the walk-in survey.
- Respondents to both surveys cited the friendliness of people, safe neighbourhoods, trust in their neighbour and places to meet and socialize as things that make it easy to **interact with their neighbours**. A lack of common interests, a lack of time to socialize and a lack of friendliness were most often mentioned as reasons limiting interaction and connections.
- Currently, 41% of the respondents to the community survey, and 78% of those responding to the walk-in survey indicated that they were involved or very **involved in the community**. In the future, 50% of the community survey respondents, and 43% of those responding to the walk-in survey, would like to be either more, or much more involved.

Community Wide Survey

In the fall of 2001, a mail out / mail return survey of 1,000 Richmond residents was conducted in order to determine attitudes about parks, recreation and cultural services, as well as to gather information regarding the use of facilities and participation in recreation and cultural programs.

Eighteen of the surveys were returned as undeliverable, indicating that the person to whom the letter was addressed was no longer at this address. A total of 481 surveys were completed and returned - 49.9% of the original sample.

Map 1



This represents a 95% level of confidence, +/- 4.5% - well within industry standards for this type of survey - and means that if the survey were conducted 20 times, the results would be similar 19 times out of 20.

The following information provides a summary of each of the questions asked of the respondents.

1. Likes and Dislikes

Figure One indicates what residents like best about living in Richmond.

**Figure One
Reasons Residents Like Living In Richmond**

REASON	PERCENTAGE OF RESPONDENTS
The Setting	64
Parks and Open Spaces	62
My Neighbourhood	55
Library Services	45
Recreational Opportunities	41
Community Spirit	21
Health Services	19
Educational Services	19
Arts and Cultural Opportunities	18
Social Support Services	13

Highlights

- Residents in the V7E area were more likely than others to suggest that they like their neighbourhood best
- Residents of V7E and V7C suggested that they liked the setting the best
- Residents of V6X were less likely to rate arts and cultural opportunities highly
- Single parents rated recreation opportunities, community spirit, the parks and open space, and the setting best
- Residents over the age of 65 were less likely to rate recreation opportunities highly



2. **Use of Parks, Natural Areas, Playgrounds and Public Trails**

Ninety-two percent of the respondents indicated that they had used outdoor spaces in Richmond in the past year. *Figure Two* indicates the types of outdoor spaces residents of Richmond use.

Figure Two
Use Of Parks, Natural Areas, Playgrounds And Public Trails

IF YES, WHAT TYPE OF USE	PERCENTAGE OF RESPONDENTS
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

Highlights

- Single parents were more likely to make use of playgrounds and areas for picnics and socializing than other residents
- Older residents were less likely to use areas for sports, as were residents of V6X and V7A
- Households with no dependent children were less likely to use facilities with playgrounds and other active facilities



3. Use of Indoor Facilities

Ninety-three percent of the respondents indicated that they had used one or more of Richmond's public indoor facilities in the past year. *Figure Three* shows which facilities respondents had used.

Figure Three
Use Of Indoor Facilities

IF YES, WHICH FACILITY(IES)	PERCENTAGE OF RESPONDENTS
Libraries	83
Indoor Swimming Pool	63
Community Centre	53
Ice Arena	32
Fitness Centre	28
Gateway Theatre	24
A School outside of school hours	23
Outdoor Swimming Pool	19
Museums / Heritage Sites	18
Public Art Gallery	14
Seniors Centre	9
Arts and Crafts Studio	8

Highlights

- Libraries were well used by all demographic groups, with slightly less use by those who are aged 65 and older
- Respondents between the age of 35 and 54, and those with dependent children were more likely to use pools and ice arenas, while those who are 55 or over were less likely to use these facilities
- Residents of V6V were more likely than others to use indoor pools while residents of V7A were less likely to do so
- Community centres were used less by respondents over the age of 55, and significantly more by households with dependent children
- The Gateway Theatre is used more by adults over the age of 55, and less by couples with dependent children
- Fitness centres were used less by adults over the age of 55



4. *How Respondents Find Out About Services*

Figure Four indicates how survey respondents learn about parks, recreation and cultural services and opportunities in Richmond.

Figure Four
Sources of Information

SOURCE	PERCENTAGE WHO USE IT
Local Newspapers	62
Recreation and Cultural Guide	58
Word-of-Mouth	56
Flyers through Schools	15
City Website	10
Cable Television	7

Highlights

- Residents are most likely to learn about parks, recreation and cultural opportunities through local newspapers, the Recreation and Cultural Guide, and word-of-mouth
- Residents of V6Y are less likely than other areas to learn about services through the newspaper and the Guide, as are those with no dependent children



5. Need for New and Improved Parks and Outdoor Areas

Sixty-nine percent of the respondents indicated that new or improved parks or outdoor recreation areas are needed in the community. *Figure Five* provides an overview of the facilities needed for "active" uses.

**Figure Five
Need For New / Improved Outdoor Facilities For Active Uses**

OUTDOOR SPACES NEEDED	PERCENTAGE OF RESPONDENTS
Walking / Running Tracks	42
Water Spray Parks	35
Playgrounds	28
Sports Fields / Diamonds	22
Golf Courses	21
Youth / Skate Parks	20
Outdoor Basketball Courts	18
Lawn Bowling	8

Highlights

- Younger families were more likely to express the need for facilities such as water parks and sports fields
- Older respondents were more likely to express the need for golf courses and lawn bowling facilities

Figure Six provides an overview of the facilities needed for "quiet and informal" uses.

**Figure Six
Need For New / Improved Outdoor Facilities For Informal Uses**

OUTDOOR SPACES NEEDED	PERCENTAGE OF RESPONDENTS
Walking Paths / Trails	62
Natural Open Spaces	50
Access to Waterfront	49
Community / Neighbourhood Parks	45
Community Garden Plots	28



Highlights

- Respondents over the age of 55 were more likely to suggest the need for community garden plots
- Access to water appears to be less important to residents over the age of 65, and to residents of V7E
- Natural open space was less important to those between 35 and 54, as well as to those living in V6X and V6Y, and more important to those between 55 and 64
- Walking paths were less important to those between 25 and 34, and to residents of V6V

6. Need For New / Improved Recreation And Cultural Facilities

Overall, 61% of the respondents expressed the need for new or improved recreation and cultural facilities.

Figure Seven indicates the level of support for a variety of facilities.

Figure Seven
Need For New / Improved Recreation / Cultural Facilities

FACILITY	PERCENTAGE OF RESPONDENTS
Indoor Swimming Pools	31
Youth Centres	31
Seniors Facilities	26
Child Care Facilities	24
Community Centres	23
Fitness Facilities	22
Museums	18
Outdoor Swimming Pools	15
Arts and Cultural Facilities	15
Ice Arena	12



Highlights

- Older adults, generally, suggested less need for new or improved facilities than younger adults
- Respondents between 35 and 64 were more interested in youth centres than other age groups, and there was more interest among residents of V6V and V7A than those in other areas
- People over the age of 55 and those with no dependent children expressed a need for seniors facilities
- Fewer respondents with no dependent children identified community centres as a need

7. Parks, Recreation And Cultural Opportunities And Services

Figure Eight shows whether or not respondents feel that are enough opportunities / services in Richmond.

**Figure Eight
Parks, Recreation and Cultural Opportunities And Services**

OPPORTUNITY / SERVICE	PERCENTAGE OF RESPONDENTS		
	ENOUGH	NOT ENOUGH	DON'T KNOW
Performing Arts	39	24	37
Visual Arts / Crafts	38	22	40
Recreational Sports	50	31	19
Competitive Sports	42	31	27
Social Activities	41	31	28
Special Events / Festivals	41	40	19
Fitness Activities	54	23	23
Outdoor Activities	50	33	17
Heritage / Museum Services	44	27	30
Multicultural Services	44	28	28



Highlights

- Older respondents, and those with no dependent children were more likely to feel there are enough opportunities in the performing arts and visual arts - however, residents in V6V and V7C were more likely to suggest that there were not enough visual arts opportunities
- Couples with no dependent children generally felt that there were enough sports opportunities; respondents living in V6V and V7C indicated were less likely to suggest that there were enough opportunities in this area
- Single parents with dependent children suggested that there were not enough social activities and fitness opportunities

8. Age Groups Served

Figure Nine indicates which age groups respondents feel are best served in terms of parks, recreation and cultural services.

**Figure Nine
Activities and Services**

AGE GROUPS	PERCENTAGE OF RESPONDENTS		
	ENOUGH	NOT ENOUGH	DON'T KNOW
Up to 5 years	41	21	38
6 - 12 years	42	24	33
13 - 18 years	31	37	32
19 - 34 years	37	28	35
35 - 54 years	43	27	30
55 - 64 years	35	23	43
65 - 74 years	33	21	46
Over 75 years	30	17	52

Highlights

- General responses to questions regarding recreation opportunities were quite consistent for all demographic groups
- There was an indication, however, that more opportunities were needed for 13 to 18 year olds, and among single parents, for 19 to 34 year olds



9. **Benefits of Parks, Recreation and Cultural Services**

In total, 94% of the respondents feel that their "household" benefits from parks, recreation and cultural facilities. *Figure Ten* provides an indication of how the respondents rated those benefits.

**Figure Ten
Household Benefits**

BENEFIT	PERCENTAGE OF RESPONDENTS
A great deal	54
Somewhat	43
Very little	3

Highlights

- Responses regarding benefits to "households" were consistently high for all demographic categories.

Ninety-eight percent of the respondents feel that the "community" benefits from these same services. *Figure Eleven* provides an overview of how the respondents rated the benefits.

**Figure Eleven
Community Benefits**

BENEFIT	PERCENTAGE OF RESPONDENTS
A great deal	70
Somewhat	29
Very little	1

Highlights

- Responses regarding benefits to the "community" were consistently high for all demographic categories



10. Satisfaction with Parks, Recreation and Cultural Services

Eighty-four percent of the respondents indicated that they were either satisfied or very satisfied with parks, recreation and cultural services in Richmond. Thirteen percent expressed no opinion, and only 3 percent expressed dissatisfaction.

High levels of satisfaction were expressed for library services, as well as the aquatic facilities, Garry Point, Minoru Park, community centres, the dyke, sportsfields and children's playgrounds.

Lower levels of satisfaction were expressed for culture and the arts, the museum, and several specific park features. A number of respondents also indicated concerns with local aquatic facilities.

11. Financing Parks, Recreation and Cultural Services

Figure Twelve shows the property tax (or rent if a renter) the respondents would support to help improve and / or expand parks, recreation and cultural services and spaces in Richmond.

**Figure Twelve
Support For Tax / Rent Increases**

INCREASE	PERCENTAGE OF RESPONDENTS
None - no tax increase	49
\$20 to \$40 per year	35
\$41 to \$60 per year	9
\$61 to \$80 per year	2
\$81 to \$100 per year	4
More than \$100 per year	1

Highlights

- Respondents over the age of 65 were more likely than other age groups to express support for no increase in taxation or rent
- Support for an annual increase of \$20 to \$40 was lower for older adults and higher for single parents with dependent children



Figure Thirteen indicates how survey respondents feel that operating costs for parks, recreation and cultural services can be reduced.

**Figure Thirteen
Support for Reductions In Operating Costs**

REDUCTION	PERCENTAGE OF RESPONDENTS
Increase corporate sponsorship	71
Increase commercial advertising	62
Implement user fees for sport fields	28
Increase rental charges for facilities	23
Increase fees for programs	18
Increase admission fees	16
Reduce hours of facility operations	15
Implement pay parking in parks and facilities	9

Highlights

- Increased corporate sponsorships and commercial advertising were generally supported by all demographic categories, with the exception of those over the age of 65 - support was somewhat higher among single parents
- The implementation of user fees for sports fields received lower support from those between the ages of 35 and 54, and from those who were 65 and over
- There was generally low support by all demographic groups for reduced hours of facility operations



12. Limits To Participation

Figure Fourteen provides an overview of those things that limit respondents' participation in leisure time activities.

Figure Fourteen
Factors Affecting Participation In Leisure Activities

FACTOR	PERCENTAGE OF RESPONDENTS
Lack of time	50
Money / cost	18
Lack of information / communication	17
Programs / facility schedules	16
Lack of interest	10
Language barriers	8
Lack of childcare	6
Lack of transportation	5
Programs don't reflect my culture	5
Physical barriers / disability	4
Don't feel welcome	4

Highlights

- Twenty-four percent of the respondents indicated that nothing limits their participation
- A lack of time was more of a limitation for respondents between the age of 35 and 54 year of age, and less of a concern for single adults with dependent children and those who are older than 55
- The cost of programs appears to be more of an impediment for single parents than for other demographic categories



13. **The Neighbourhood - Interaction And Connections**

Figure Fifteen indicates those things that make it easy to interact or connect with neighbours.

Figure Fifteen
Things That Make Interaction / Connections Easy

CONSIDERATION	PERCENTAGE OF RESPONDENTS
People are friendly	66
Neighbourhood is safe	57
Trust in our neighbours	46
Places to meet / socialize	45
Common interests	29
People make time to socialize	18
Lots of things to do	17
People celebrate cultural differences	16

Highlights

- Single parents were somewhat less likely to find friendliness to be a positive factor in terms of connecting with neighbours
- Respondents over the age of 65, and those residing in V6V were less likely to feel safe in their neighbourhoods, while residents of V6X and V7C were more likely to feel safe
- Trust in their neighbours was lower among residents of V6X and V6Y than other areas in the community
- Places to meet and socialize was lower in terms of connectedness among single parents



Figure Sixteen indicates those things that make it difficult to interact or connect with neighbours.

**Figure Sixteen
Things That Make Interaction / Connections Difficult**

CONSIDERATION	PERCENTAGE OF RESPONDENTS
People don't make time to socialize	43
No common interests	36
People are not friendly	29
People don't celebrate cultural differences	19
Little or no trust in our neighbours	18
Neighbourhood is not safe	16
Little of nothing to do	14
No places to meet or socialize	14

Highlights

- Respondents who were 34 or younger, and who lived in V6X and V7C, were more inclined to suggest that people don't take time to socialize - residents of V6X were less likely to suggest this
- Those over the age of 65 were more likely to suggest that there are no common interests
- More residents of V6V suggested a lack a friendliness as an impediment to connecting with neighbours, while people living in V7A and those over 65 years of age were less likely to suggest this



14. Involvement In The Community

Figure Seventeen shows how involved respondents feel the members of their household are currently in the community.

**Figure Seventeen
Current Level Of Involvement In The Community**

LEVEL OF INVOLVEMENT	PERCENTAGE OF RESPONDENTS
Very Involved	6
Involved	35
Not very involved	48
Not involved at all	11

Highlights

- Thirty-five to fifty-four year olds, as well as couples and single parents with dependent children were more likely to be feel that they are more involved than other demographic groups, as were those with no dependent children
- Residents of V6V were more likely to feel that they are involved, and residents of V6Y were less likely to be involved

Figure Eighteen shows how involved residents would like their household to be in the future.

**Figure Eighteen
Future Level in the Community**

LEVEL OF INVOLVEMENT	PERCENTAGE OF RESPONDENTS
Much more involved	6
More involved	44
About the same level of involvement	46
Less involved	2
Much less involved	1



Highlights

- Twenty-five to fifty-four year old respondents , as well as couples and single parents with dependent children were more likely to feel they would be more involved in the community in the future - respondents with no dependent children were less like to have the same level of involvement
- Residents of V6V expressed a greater likelihood of involvement, and residents of V6Y suggested that they would likely be less involved

15. The Sample

The characteristics of the survey respondents were as follows:

Gender

- 50% of the respondents were female
- 50% of the respondents were male

Age

- 3% of the respondents were under 25 years old
- 12% of the respondents were 25-34 years old
- 55% of the respondents were 35-54 years old
- 14% of the respondents were 55-64 years old
- 16% of the respondents were 65 years or older

Type of Household

- 43% of the respondents were couples with dependent children
- 27% of the respondents were couples with no dependent children
- 25% of the respondents were one or more single adults sharing a residence
- 5% of the respondents were single parents with dependent children

Area of Residence

- 7% of the respondents live in V6V
- 11% of the respondents live in V6X
- 21% of the respondents live in V6Y
- 15% of the respondents live in V7A
- 20% of the respondents live in V7C
- 27% of the respondents live in V7E

Language spoken in the Home

- 69.7% of the respondents speak English
- .8% of the respondents speak French
- 7.2% of the respondents speak Mandarin
- 18.6% of the respondents speak Cantonese
- .2% of the respondents speak Punjabi



Facility Based (Walk-in) Survey

In the fall of 2001, a survey identical to the mail out / mail return survey was distributed to various public locations in Richmond for residents whose names had not been selected as part of the random sample to pick up and complete. Two hundred and seven completed surveys were returned and analyzed. As noted previously, this survey was not random and therefore was not statistically representative of the opinions and preferences of the larger community. The highlights from this survey were noted in a previous section entitled Survey Highlights. Since it is not statistically representative and to save on space we have included the findings in Appendix I.

Detailed Focus Group Information

As mentioned in the previous section, twenty-six (26) sessions were held with neighbourhood, partners, citizens, associations and community agencies to augment the quantitative data gathered from the community wide survey. Due to the sheer volume of information, the major themes that emerged from these sessions have been highlighted as part of the list of needs in the next section. Detailed notes and focus group survey results are presented in Appendix II.

8. List of Needs

This section provides list of the needs expressed by citizens throughout the needs assessment process. Gaps in services, programs and facilities are also identified. The list of needs is presented below. It is a compilation of data collected from the Community Wide Survey, Facility Survey, and Focus Groups. In the next section, these needs will be prioritized using a filtering process developed by the Consultants.

A Need made the list if it came from more than one source and if improved services are required to better meet one or more legitimate public objectives. It is important to note that just because one person identified a need (via the survey or in a focus group), it did not automatically make the list. Suggestions for improvements are noted with each need; some suggestions are currently being implemented but more work is needed.

Each of the needs is summarized under one of six categories. Within each category the needs are listed in no particular order nor are they mutually exclusive. The sources for each need are referenced. Any suggestions proposed by citizens through the survey and focus groups is noted in italics. This information has been included to add some more substance around the description of the need. It is not intended to appear to imply the suggestions are viable nor pre-empt an in depth discussion around all potential solutions. The viability and strategy for each should be considered in the context of further information (financial/physical/human resources, usage, etc.) and technical analysis. This typically occurs through a Master Planning process.



1. Foundational Needs (Using Existing Resources or by Reallocating Resources) – The outcome of addressing this category of needs is that services in general will be more equitably and appropriately accessed by citizens. Service level standards per se will not be increased. This category of needs is comprised of two types. The first type are those that must be addressed because they are fundamental to a public leisure service system. The second type are those that can be accomplished operationally through fine-tuning and reallocating existing resources as opposed to requiring new resources. And, no capital costs are associated with this type of need. Since these needs are foundational they have not been prioritized – they simply must be met.
2. Resources At Risk of Being Permanently Lost – The need listed in this category relates to preserving heritage resources. Preservation will require capital investment; if the investment is not made the heritage resource will be lost forever. The historical significance is what separates this need from other types of facilities (e.g., a pool). Since the resource is at risk of being permanently lost, this need must be addressed and is not prioritized. The outcome is a unique, irreplaceable community resource protected for future generations.
3. Service Enhancement Needs Requiring Operating Budget Investment – The needs presented in this category will require some investment of operating dollars but no capital investment. In the absence of a Master Plan and more comprehensive information, the Division will need to evaluate alternate ways to address the priority needs within the context of the availability of resources and a cost benefit analysis. Since resources are required to address this category, the needs have been prioritized in the next section to show which are most highly supported by the Community Wide Survey, Focus Groups, and by local and societal trends. The outcome of addressing this group of needs is a higher level of service.
4. Service Enhancement Needs Requiring Both Operating and Capital Investment – Needs within this category require both operating and capital investment. The priority listing will provide guidance to future planning. (Please note solutions are not included as they would be typically developed within a Master Planning Process where more information is available).
5. Suggested Approaches – Listed in this category are ideas that were proposed through the Survey and Focus groups which are not true “needs” per se. Instead, they reflect a way of doing business, are tactical in nature or advocate an approach that the Division could find effective. The outcome of meeting these needs is enhanced service levels.
6. Needs that are outside the scope of Municipal Government – This category encompasses those needs that are not within the mandate of the Parks, Recreation and Culture Division nor the City of Richmond.



Category 1—Foundational Needs (can be responded to by using existing resources or reallocating resources)

1. Foundational Needs Using Existing Resources or by Reallocating Resources – The outcome of addressing this category of needs is that services in general will be more equitably and appropriately accessed by citizens. Service level standards per se will not be increased. This category of needs is comprised of two types. The first type are those that must be addressed because they are fundamental to a public leisure service system. The second type are those that can be accomplished operationally through fine-tuning and reallocating existing resources as opposed to requiring new resources. And, no capital costs are associated with this type of needs. Since these needs are foundational they have not been prioritized – they simply must be met.

1. **Celebrate and Share between Different Cultures** - The Community Wide Survey showed that the 4th highest ranking barrier to neighbourhood interaction was that people don't celebrate cultural differences. Through the focus groups this need and the desire to "mix" between cultures was consistently expressed as being extremely important to citizens. The importance of providing a safe a welcoming environment for people to get to know each other, learn about other cultures and make new social connections was underscored. They also felt that strategies needed to be neighbourhood based. Source: Community Wide Survey and Focus Groups

Suggestions included neighbourhood based special events, which could focus on food, dance or other cultural aspects.

2. **Engage citizens with barriers to participation in leisure and community life** - The public survey shows that individuals living alone and couples without dependent children are significantly less likely to use many of the outdoor and indoor leisure services available in Richmond. And, through the Focus Groups it became apparent that many segments of the population were not finding ways to feel connected with their local community (e.g., young teen moms, people from different cultures, low income families, people with mental, physical and psychological barriers). This inequity in service provision could become an increasing concern. Appropriate ways to connect with the disconnected need to be found as well as ways for them to participate in services and programs. Source: Community Wide Survey, Focus Groups and Special survey created by the Consultants and conducted by agencies who work with the disconnected

Suggestions included having a food bank at the community centre where staff sit and eat with participants, regularly offer and advertise free programs/ demo programs, have programs for adults when children are participating, have child care to support parent participation, go to where they are versus making them come to the community centres and have equipment demonstrations and facility open houses.



- 3. Integrate programs and services for able bodied participants into programs for those with disabilities** – For those who face physical and mental disabilities the need to integrate the community at large into their community was important. Notwithstanding, this group still felt some segregated opportunities and specialized equipment were needed in order to build confidence and to target specific challenges. They felt that programs for other segments (specifically seniors) could be opened up to people of all ages who share the same challenges. It was also emphasized that some disabilities are not visible and therefore staff (reception and instructors) need to be better trained in this area. Building awareness around disabilities was an area of concern for many. Source: Focus Groups

Suggestions included opening up seniors programs such as arthritis classes at Seniors Centre, having programs during the day and weekend, and including cultural opportunities in the programming mix. In terms of broadening awareness, suggestions ranged from in school awareness programs to putting strong messages and images that celebrate diversity in the Centres.

- 4. Foster a sense of community in the local community** – There is a strong desire by citizens to develop the neighbourhood as the hub of recreational activity with 1) opportunities for people of all ages and abilities 2) spaces that promote socialization i.e. lounging spaces with coffee being served 3) better connections via all modes of transportation 4) better access for local citizens to local parks and special events (multi-cultural, BBQ's, seasonally appropriate events) and 5) improved physical appearance of neighbourhoods to foster pride. Source: Focus Groups
- 5. Create a balance between locally based services and city wide services** – Citizens articulated the desire to have some services provided close to home and to reflect the unique needs of the local community (unique special events, specialized programs, etc.). On the other hand there are some services that they believe need to be offered across all communities in order to ensure equity (e.g., seniors opportunities, youth opportunities). Still at another level, some facilities can not be replicated in each community due to facility and operating costs as well as not having the critical mass to make these facilities and programs sustainable (i.e. indoor pools). Citizens also supported the notion of housing community services within local community centres as a way of improving local access to these services and strengthening the community fabric. A model needs to be developed that strikes the balances between local and community wide opportunities. A critical component to this model is establishing a service delivery decision-making process to ensure that the resultant activities reflect local and community trends as well as opportunities to collaborate on a broader scale to best meet the needs of all citizens. Source: Focus Group
- 6. Engage citizens from all ages, cultures, and lifestyles in planning processes** - Citizens in all of the focus groups were concerned that all segments of the community are not being involved in the service planning process to the extent they need to be. They believe more involvement will not only reshape and reprioritize services but will also further increase awareness and support for services. They also mentioned that staff need to be more skilled at structuring ways to involve people who have different confidence levels, backgrounds and language skills. Source: Focus Groups



Examples included having the City engage citizens at a young age through the school system, revisiting very structured forums such as meetings for getting input, talking more slowly so that people for whom language is a barrier can better follow the conversation, etc.

7. **Increase Number of Volunteers and Types of Volunteer Opportunities** – The Community Wide Survey indicated that 41% of those who responded were involved or very involved in the community. In the future, 50% of the respondents say they would like to be either more, or much more involved. This indicates that citizens are contributing to the community through volunteerism at quite a high level. Yet, there is also a tremendous opportunity to further tap into this resource. Focus Groups suggested increasing the number of volunteers by structuring volunteer opportunities to reflect smaller time commitments, requiring less responsibility, being doers instead of leaders, and having less intimidating labels for work being done (i.e. “coordinator versus worker bee”). They also suggested finding ways to engage volunteers from all cultures who don’t have the confidence with their language skills and ensure they feel they can contribute. Communication methods need to be improved. In terms of target segments, youth emphasized that they are an important volunteer resource (i.e. the Youth Council in East Richmond does a great deal of volunteer work and is committed to contributing to the community). As well, seniors felt they have a great deal of time and expertise to contribute as volunteers. Finally, volunteer recognition is seen as an important way to increase the awareness of the value of volunteerism, to show the City’s appreciation for volunteer contributions, and to inspire others to be involved. Source: Community Wide Survey and Focus Groups
8. **Review Park allocation practices** – Enabling local people to use local parks/fields is seen by citizens as important way to foster more local opportunities for activities and a sense of connection with neighbours. Many citizens mentioned that their inability to use local parks is undermining their ability to participate in structured and unstructured activities. As well, by having to go outside the community to access parks and fields undermines the number of times one sees their fellow neighbours and therefore is detracting from creating more social connections with neighbours. This situation combined with the lack of public transportation is precluding many citizens from accessing their park system. Source: Focus Groups
9. **Improve the relationship with the local Schools** – Many citizens mentioned their frustration with not being able to access school facilities and the fact that at the last minute their activities can be cancelled to make way for a school activity. Citizens want increased access to these publicly funded facilities and they want improved allocation policies. They believe the critical success factor is the attitude of the principals. They also mentioned that the City assign appropriate gyms to the right groups with right sports and age groups. Source: Focus Groups
10. **Upgrade Aquatics Registration practices** – Many aquatics users mentioned the need to create easier access to swimming sessions through improved registration practices. A significant number of people who have the ability to go to New Westminster and Delta mentioned that they choose to go to outside Richmond because of better access. Source: Focus Group



11. **Improve Customer Service** - For the most part people feel well treated by facility staff however citizens note that staff are sometimes too busy to talk to people for more than a few minutes. They also mentioned that while staff know the names of people they see regularly but don't make the same effort for those they don't. Citizens believe that staff need to reflect the population they are serving—ethnicity, age, abilities—because it promotes a higher level of comfort, acceptance and the ability to relate to the target groups. Source: Focus Groups
12. **Increase Coordination of Heritage operations and marketing of assets** – Different groups that share a connection with the importance of the heritage resources would benefit from coordinating their activities. Specific areas include marketing, packaging of experiences, and creating a critical mass of assets through supporting the protection of existing resources as well as having the ability to mobilize (either public or private resources) when opportunities arise. Source: Focus Group
13. **Review and Improve Relationship with Associations** – Richmond has a long standing model of partnership with the Associations that have helped to develop and operate the Community Centres in the City. However, as the scale and variety of spaces and uses of Community Centres has grown and the format of use has changed in recent years, the needs of the partnership have changed. Stresses and strains on the partnership need to be dealt with in order to continue to have the Associations and the City play the roles each wants to and is positioned to play. Both Associations and the City staff have identified these problems. Source: Focus Group
14. **Ensure indoor and outdoor facilities, services and programs are responding proactively to a range of changing circumstances** - There are many external factors that are or will affect the Division's ability to provide value in the community: A steadily increasing population, greater demand than supply, an aging baby boomer generation with specific health and lifestyle expectations, a work force that with varied work hours, stay at home parents that need activities while their children are participating in programs, an aging recreation and park infrastructure, etc. Citizens want needs assessment to be done regularly and for the City to commit to implementing solutions that meet real needs – not the needs perceived by staff or put forward by those with the loudest voices. They challenged the City to ensure that the "Needs Assessment" information be acted upon and not sit on a shelf. Many citizens felt that strategic planning needed to be tied to land development. Source: Focus Groups

Category 2—Related to Resources at Risk of being Permanently Lost

2. Needs that Relate to Resources At Risk of Being Permanently Lost – The need listed in this category is one that relates to preserving heritage resources. Preservation will require some capital investment, however, if that investment is not made the resource will be lost forever. This need is different than all other facilities types (i.e. a pool) which could be replaced because they don't have historical significance. Due to the fact that the resource is at risk of being permanently lost, this need must be met and is not prioritized. The outcome of meeting this need is that a unique irreplaceable community resource is protected for future generations.

15. **Reinvest in Existing Heritage Assets** – Some existing heritage sites are in need of significant maintenance in order to protect the assets. This should be done to reduce risk of losing these important heritage assets. Source: Focus Groups



Category 3—Service Enhancements (requiring operating budget investment)

3. Service Enhancement Needs Requiring Some Operating Budget Investment – The outcome of addressing these needs is a higher level of service. The needs presented in this category will require some investment of operating dollars but no capital investment. In the absence of a Master Plan and therefore more comprehensive information, the Division will need to evaluate alternate ways to address the priority needs within the context of the availability of resources and a cost benefit analysis of each. Since resources are required to address this category of needs, these needs have been prioritized in the next section in order to show which are most highly supported by the Community Wide Survey, Focus Groups, and by local and societal trends.

16. **Increase awareness about and access to the financial assistance program**—Eighteen percent (18%) of survey respondents and twenty nine percent (29%) of the facility survey respondents mentioned financial resources as a limitation to their participation. This is the second highest ranking barrier after lack of time. Specifically, users and agencies which link with those who have financial challenges said the financial assistance program shouldn't be accessed by only those people who have connections with "people in the know". Source: Community Wide Survey, Facility survey, and Focus Groups

Suggestions include access cards that enable access to all facilities, investigate community and business partnerships to sponsor activities for those who are financially disadvantaged, and advertise "free" programs and opportunities.

17. **Customize program, service, facility, and special event information to target audiences** – Local newspapers and the Guide are used by the largest number of residents to learn about parks, recreation and cultural opportunities. Respondents to the community wide survey stated that the 3rd highest barrier to participating was lack of information/communication. In the Focus Groups, most people who felt there could be improvements to communication tools suggested having material specific to age groups rather than having to read through the whole guide. Source: Community Wide Survey and Focus Groups.
18. **Provide more child care and before and after school care.** Many citizens in the Focus Groups identified that the lack of child care and before/after school care has a profound impact on the financial and social fabric of the family. As well the Community Wide Survey identified the need for child care facilities as ranking fourth highest (22.3%) for those who thought new or improved indoor facilities were needed (60%). By not being able to access quality care, many families are forced to keep one parent at home which in turn restricts financial resources to invest in recreation and cultural activities. For those who do stay at home, the lack of services and the lack of transportation tend to isolate not only parents but children (for ESL children this severely impacts their language and social skills). Opportunities need to be provided for parents to participate in their own activities while children attend their program. Source: Focus Groups



19. **Make Arts a higher priority** – There is the perception that the arts is seen as a low priority and is in need of investment in staff, spaces (multi-purpose as well as performance spaces), communication, and broader exposure through outreach services. Source: Focus Group
20. **Improve Staff's Relationship with Community** – This Needs Assessment project was not only about collecting strategic information. It was also about forging a stronger connection 1) with citizens at large and 2) between citizens and their local community centre staff and board members, partners, and allied agencies. An important outcome of this process is that expectations have been heightened in terms of the type of relationship citizens, partners, and allied agencies expect to have with staff and the way in which they will be engaged in the future. In order to respond and to further foster excellent relationships, the Division needs to invest in staff training in the area of community and partnership development. Source: Focus Groups

Category 4—Service Enhancements (requiring both operating and capital investment)

4. Service Enhancement Needs Requiring Both Operating and Capital Investment – The outcome of these needs are significant service enhancements which require both Operating and Capital Investment. Again, it is particularly important to emphasize that needs are being presented here. And, the solutions to address these needs must be considered as part of a Master Plan process where more information is available to assist with decision-making and strategies to meet needs. In the next section, these needs are prioritized to provide guidance to future planning initiatives.

21. **Invest in Safe and social places that Youth can call their own** – The Community Wide Survey revealed that citizens believe the greatest need in terms of recreation and cultural opportunities is in the areas of youth and seniors. Of those who felt there should be improved recreation and cultural facilities in Richmond (61%), 30% (the second highest priority) felt youth centres were needed. Specifically it was suggested that the community invest in, ideally, centres for youth within each community. Youth noted that the centre should be comfortable, casual, and easily accessed by public transit. It should have regularly scheduled activities as well as unstructured indoor activities (such as arts and crafts) for drop in. Youth also expressed the need for outdoor spaces (basketball hoops and skateboard parks). Sources: Community Wide Survey and Focus Group
22. **Address lack of pedestrian linkages, local parks and easily accessible programs in the City Centre area** - With the lack of local parks with pre-school play equipment and a facility of sufficient size to house programs, people must travel outside their local community if they want to access these services. The reality is that many people who live in this area don't have vehicles and therefore they are being underserved. Walking or cycling to various destinations aren't options because the pedestrian and cycle route system is disjointed. Source: Focus Groups
23. **Address lack of services in East Richmond (around Cambie area)** - A library, community police station, youth facility and skateboard park are desperately needed in East Richmond. More local opportunities for youth are needed i.e. volleyball, badminton, youth aerobics at convenient times, and organized outdoor sports located close to home. Installing banners, lamp standards and flowers in East Richmond would significantly help create a sense of community identity. Fostering better local retail and support services like Ironwood would reduce the need to go out of the local community for quality retail services, would help create a sense of place and would enable shoppers and shopping dollars to stay in the community. Source: Focus Groups



24. **Balance the level of investment in the Seniors Centre with local opportunities for seniors** - The Community Wide Survey indicated that one of the segments of the population in most need of parks, recreation and cultural services is the seniors age group. The seniors from the Seniors centre noted their priorities included installing more fitness equipment at the Seniors Centre, improving the pool room, and programming for a variety of ages and abilities within the seniors age group. They also mentioned issues such as isolation and fear of going out at night as being barriers to participation. They supported intergenerational opportunities to break down the fear between youth and seniors.

The Community Wide Survey indicated that the age group that was not accessing public recreation and cultural facilities in the past year were those who were 65 and older. The gap was dramatic – 17% were from this age group versus 9 % for those aged 55 – 64, 3.9% 35-54 years old , and 7 % of the 25-34 year olds. This result was echoed at the neighbourhood focus groups. Seniors mentioned the need to have opportunities available through their local community centre.

Incorporating the needs of seniors who are able to travel to the Seniors Centre and the need to provide local opportunities for seniors who are less mobile needs to be pursued. Source: Community Wide Survey and Focus Groups.

25. **Reinvest in Older Facilities and Aging Equipment** – There is significant use of indoor facilities. Ninety three percent (93%) of the Community Wide Survey respondents had used indoor facilities in the past 12 months. In addition, survey respondents indicated a greater interest in improvements than in new facilities. Some facilities and much equipment in a number of facilities are approaching the end of its functional life span or no longer fully meets the needs they were intended to meet. Bringing these spaces and equipment up to more modern standard and a level that again meets the needs is required. Source: Community Wide Survey and Focus Groups
26. **Invest in Community Centre facilities that are below the level of service of other Community Centres** – There has been significant investment in indoor facilities in general over the past years. However, some Community Centre facilities have not been adequately resourced and are in need of investment to ensure the surrounding community have equitable access to services. These are:

- City Centre: an adequately sized facility is seen not only as an important venue to host recreation and cultural activities but as a social gathering place. Lang Centre does not have space to accommodate sufficient programs. In a new facility, one of the key features identified is an auditorium with good acoustics which could house programs as well as special events and performances
- Hamilton – local citizens strongly support a free standing community centre which blends recreation and cultural services (especially a gym and fitness facility) with community services (i.e. emergency services and community policing)



- Sea Island – While the community strongly relates to Sea Island Community Centre its value is being undermined by the fact that it is often closed and locked up due to short operating hours. Citizens feel an investment in staff time to enable the centre to be open more hours and to offer more programs is imperative.

Source: Focus Groups

27. **Improve trail linkages and water access** – In the Community Wide Survey, 92% of the respondents indicated that they had used outdoor spaces in the past 12 months. Sixty-nine percent (69%) indicated a need for new and improved parks and outdoor facilities. Respondents placed a greater emphasis on places for quiet and informal uses. Of those who responded positively to the needs for quiet and informal spaces, strong support was given to walking paths/trails (61%), natural open spaces (50%), access to the waterfront (49%), and community/neighbourhood parks (45 %). In the focus groups, citizens wanted staff to address the disparity between parks/open space and trails in East Richmond versus West Richmond; increase the number of access points to the water beyond Garry Point and west; and improve the connectivity of trails, urban pedestrian routes and bike route. Source: Community Wide Survey and Focus Groups

Suggestions included converting Railway Avenue to a linear park

28. **Broaden the benefit of parks** through improved interpretative signage, maintenance, and lighting. Parks, streetscapes, and rural/farm landscapes are a source of pride for many citizens. However there is the need to broaden the benefit of parks by pursuing better educational signage and opportunities, improved maintenance, increased lighting to improve safety and enable longer hours of use, and dog litter awareness. Source: Focus Groups.
29. **Upgrade Minoru Aquatics Centre** – 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 Aquatics Centre. Specifically, citizens wanted improvements to the weight room, family change rooms, and better water temperature in the showers. Source: Community Wide Survey and Focus Group
30. **Create a Specialized Wellness Facility** – Allied agencies who work in the area of health and wellness strongly support the development of a specialized wellness facility as a way to address a lack of services and spaces for those with specialized physical barriers (people with health issues resulting from heart attacks, stroke, diabetes, respiratory problems, arthritis, accidents, sedentary lifestyle). Citizens who have health issues and attended the neighbourhood based focus groups mentioned the need to have more support services to enable them to become healthier and active in their local community centre. Currently the need is not being met because public fitness spaces can't be booked for this population. This group requires a lot of time to move on and off equipment, require special equipment, and feel intimidated by “young and healthy” users. They also need other support services such as programs to learn how to manage their health issues and meeting spaces for their support groups. The purpose of a specialized



facility would be as a transition place – a place to build confidence and competence and they could move to local community centres to participate in existing activities. Source: Focus Group

Suggestions included converting the old Zellers store to a fully equipped facility with meeting spaces.

31. **Expand Capacity of Sports Fields** – The Community Wide Survey indicated that of those who thought there should be more outdoor recreation areas (69%), 22% felt there should be more sports fields/diamonds. While the capacity of Richmond sports fields, diamonds, courts and pitches has expanded somewhat over the past decade, the expansion has not kept pace with growing needs, standards for field provision in surrounding communities and increased investments in indoor facilities. More capacity is needed, especially in the areas of high level tournament quality spaces and in high capacity surfaces. Source: Community Wide Survey and Focus Groups
32. **Expand Capacity of Performing Arts** – The capacity for performing arts in Richmond has remained relatively constant for many years, while the needs have grown. Some performing arts groups expressed the need for different kinds of performing spaces than currently exist (e.g. recital hall) while others expressed the need for larger performing arts venues. Some citizens at the neighbourhood focus groups suggested investing in portable stages which could be moved between outdoor spaces. Source: Focus Groups
33. **Increase Indoor Pool Capacity** – Sixty one percent (61%) of the respondents to the Community Wide Survey indicated a need for new and improved recreation and cultural facilities. Of those, 31% (highest ranking) mentioned the need for an indoor swimming pool. 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 (e.g. if the indoor capacity is added by redeveloping the well used outdoor pool at Steveston). Source: Community Wide Survey and Focus Groups

Category 5—Suggested Approaches

5. Suggested Approaches – Listed in this category are ideas that were proposed through the Survey and Focus Groups which are not true “needs” per se. Instead, they reflect a way of doing business, are tactical or advocate an approach that the Division can take to address a need or barrier or take advantage of an opportunity. The outcome of this category of need is that service levels will be enhanced by approaching the underlying need in a specific way.

34. **Target partnerships with business to support and expand services** – A significant number of respondents (59%) support increased corporate sponsorships and increased commercial advertising to reduce operating costs for parks, recreation and cultural services. In the Focus Groups, citizens felt the City needs to actively pursue more partnerships with the business community to provide space for recreational activities (i.e. Zellers, the mall, common spaces in condominium development for public use) and cultural performances, equipment donations and more revenue by creating employee wellness programs for their employees. It was felt that the investment was justified by significant health and performance benefits to employees and employers alike. Citizens noted that business employees are part of the community even if they don't work in Richmond. The local tourism centre is keen to work with the Division to promote activities for marketing purposes. Sources: Community Wide Survey and Focus Groups.
35. **Focus Investment in New Heritage Assets** – There will always be more need to protect heritage assets than there are resources to respond to the need. Instead of attempting to do more than the City is capable of doing, and failing to do each project fully, the City should take a more strategic approach to identifying what it can do and then doing those things well. That doesn't mean that the City is the only entity with resources to protect heritage assets, but that doing fewer things well will be more productive than attempting to react to all the needs expressed. Source: Focus Groups



Category 6—Outside the Scope of Municipal Government

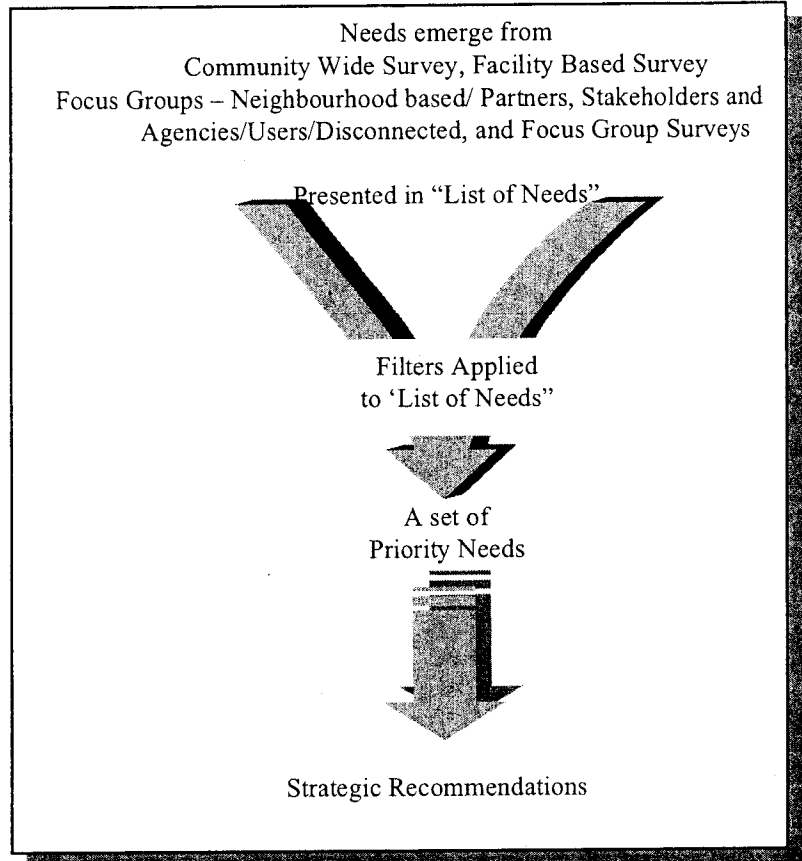
6. Needs that are outside the scope of Municipal Government – This category of needs encompasses those needs that are not within the mandate of the Parks, Recreation and Culture Division nor the City of Richmond.

36. **Improve Public Transit to make programs, services and indoor/outdoor facilities more accessible** - The lack of public transit is seriously undermining people's ability to access service as well as to connect with other citizens in their community, overcome isolation and feel a sense of belonging. While this theme did not come out as a priority in the survey, it was the top ranking barrier mentioned at most focus groups. Source: Focus Groups



9. Priority Needs

In this section, the list of needs from Categories #3 and #4 are prioritized by passing them through a number of filters. (Category #1, #2, #5 and #6 have not been prioritized. Category #1 has not been prioritized because it is comprised of foundational needs – needs that have to be met by the Division as they are integral to a public leisure system. Category #2 has not been prioritized because it relates to heritage resources that will be permanently lost if the need isn't met. Therefore this need must be met. Category #5 and #6 have not been prioritized because they are methods for addressing needs or outside the mandate of the City. The process for establishing priorities is shown below:



The filters that have been applied are:

- Societal Trends
- Community Trends (twice the weighting of other factors)
- Community Wide Survey
- Focus Groups/Surveys

Since the Community Wide Survey is statistically valid, quantifiable and represents a city wide perspective, it has been given a weighting of "2". All other filters have a weighting of "1". If a filter is silent on the need (i.e. does not support or contradict the need) it is shown as blank and is not included in the total score calculation.

For each need, a score between 1 and 5 is possible and indicates the magnitude of support for the need. The score of 1 indicates there is a significant contradiction between the filters and the need. A score of 5 indicates strong support for the need by the filters. In the case of the Focus Groups, a score of 5 means the need was mentioned several times across

50



several different Focus Groups. A score of 3 indicates no clear support for the need at all. A blank means that the filter didn't apply to the need.

A total score is provided for each need based on the score given for each filter multiplied by the weighting. A maximum score of 25 is possible. Since some needs will have filters that don't apply not all scores will be out of 25. Consequently, all scores have been recalibrated to all have a common denominator of 25. Based on the total scores, those needs that scored over 20 are considered top priorities.

The priority needs in the context of the scope of this Needs Assessment Project provide the foundation for eleven strategic recommendations. These are presented in the next section.

Matrix of Priority Needs

Foundational Needs (Can be met Using Existing Resources or by Reallocating Resources)	Source	(Not prioritized as all needs must be met by Division as foundational to a public leisure service system)					
1. Celebrate and Share between Different Cultures	Community Wide Survey and Focus Groups						#1
2. Engage citizens with barriers to participation in leisure and community life	Focus Groups and discussions with Agencies who work with the disconnected.						#1

Foundational Needs (Can be met Using Existing Resources or by Reallocating Resources)	Source	(Not prioritized as all needs must be met by Division as foundational to a public leisure service system)					
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3. Integrate programs and services for able bodied participants into programs for those with disabilities	Focus Groups						#1
4. Foster a sense of community in the local community	Focus Groups						#1
5. Create a balance between locally based services and city wide services	Focus Group						#1
6. Engage citizens from all ages, cultures, and lifestyles in planning processes.	Focus Groups						#1
7. Increase Number of Volunteers and Types of Volunteer Opportunities	Community Wide Survey and Focus Groups						#1
8. Review Park allocation practices	Focus Groups						#1
9. Improve the relationship with the local Schools	Focus Groups						#1
10. Upgrade Aquatics Registration practices	Focus Group						#1
11. Improve Customer Service	Focus Groups						#1
12. Increase Coordination of Heritage operations and marketing of assets	Focus Group						#1
13. Review and Improve relationship with Associations	Focus Group						#1
14. Ensure indoor and outdoor facilities, services and programs are responding proactively to a range of changing circumstances	Focus Groups						#1



||

Needs Relating to Resources At Risk of Being Permanently Lost	Source	(Not prioritized as this resource must be protected and cannot be replaced)
15. Reinvest in existing heritage assets	Focus Groups	#1



Service Enhancement Needs Requiring Some Operating Budget Investment	Source for Need	Filters (Weighting in brackets) Legend: 5 = strong support for need 4 = some support for need 3 = no clear support for need 2 = contradicts the need 1 = significantly contradicts need blank = filter didn't include information on the need				Total Weighted Score (Maximum 25)	Top Ranking Priorities (scores over 20)
		Societal Trends (1)	Community Trends (1)	Community Survey (2) - Cell includes the calculation of the score based on weighting (in brackets)	Focus Groups /Survey (1)		

16. Increase awareness of and access to the financial assistance program:	Community Wide Survey, Facility survey, and Focus Groups	3	5	4 X (2) = 8	4	20/25	
17. Customize program, service, facility, and special event information to target audiences.	Community Wide Survey and Focus Groups	5		4 X (2) = 8	5	18/20 Adjusted score: 22.50/25	#1
18. Provide more child care and before and after school care.	Focus Groups	3		3 X (2) = 6	5	14/20 Adjusted score: 17.5/25	
19. Make Arts a higher priority	Focus Group	4	4	4 X (2) = 8	5	21/25	#2
20. Invest in Safe and social places that Youth can call their own	Community Wide Survey and Focus Group	4	4	4 X (2) = 8	5	21/25	# 5
21. Improve staff's relationship with community	Focus Groups				4	4/5 Adjusted score: 20/25	



Service Enhancement Needs Requiring Some Operating Budget Investment	Source for Need	Filters (Weighting in brackets) Legend: 5 = strong support for need 4 = some support for need 3 = no clear support for need 2 = contradicts the need 1 = significantly contradicts need blank = filter didn't include information on the need				Total Weighted Score (Maximum 25)	Top Ranking Priorities (scores over 20)
		Societal Trends (1)	Community Trends (1)	Community Survey (2) - Cell includes the calculation of the score based on weighting (in brackets)	Focus Groups /Survey (1)		

22. Address lack of pedestrian linkages, local parks and easily accessible programs in the City Centre area	Focus Groups	3.5		3.5 X (2) = 7	4	14.5/20 Adjusted score: 18/25	
23. Address lack of services in East Richmond (around Cambie)	Focus Groups	3			4	7/10 Adjusted score: 17.5/25	
24. Balance investment in the Seniors Centre with local seniors' opportunities	Community Wide Survey and Focus Groups		5	4 X (2) = 8	4.5	17.5/20 Adjusted score: 22/25	#3
25. Reinvest in Older Facilities and Aging Equipment	Community Wide Survey and Focus Groups	4	4		4	12/15 Adjusted score: 20/25	
26. Invest in Community Centre facilities that are below the level of service of other Community Centres	Focus Groups	3	4	4 X (2) = 8	5	20/25	
27. Upgrade Minoru Aquatics Centre	Community Wide Survey and Focus Group				4	4/5 Adjusted score: 20/25	
28. Create a Specialized Wellness Facility	Focus Group	5	4		3.5	12.5/15 Adjusted score: 20.80/25	#4

Service Enhancement Needs Requiring Some Operating Budget Investment	Source for Need	Filters (Weighting in brackets) Legend: 5 = strong support for need 4 = some support for need 3 = no clear support for need 2 = contradicts the need 1 = significantly contradicts need blank = filter didn't include information on the need				Total Weighted Score (Maximum 25)	Top Ranking Priorities (scores over 20)
		Societal Trends (1)	Community Trends (1)	Community Survey (2) - Cell includes the calculation of the score based on weighting (in brackets)	Focus Groups /Survey (1)		

29. Expand Capacity of Sports Fields	Community Wide Survey and Focus Groups	2		2 X (2) = 4	5	11/20 Adjusted score: 13.75/25	
30. Expand capacity of performing arts facility	Focus Groups	4		2 X (2) = 4	4	12/20 Adjusted score: 15/25	
31. Increase Indoor Pool Capacity	Community Wide Survey and Focus Groups	4		5 X (2) = 10	4	18/20 Adjusted score: 22.5/25	# 2

Suggested Approaches	Source for Need	(Not prioritized as is a tactic that should be employed to enable above needs to be met)
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32. Target partnerships with business to support and expand services.	Community Wide Survey and Focus Groups						
33. Focus investment in new heritage assets	Focus Groups						

Needs that are outside the scope of Municipal Government	Source for Need	(Not prioritized as falls outside the mandate of the City)
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34. Improve public transit to make programs, services and indoor/outdoor facilities more accessible	Focus Groups						
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Presented below is a summary of the priority needs in priority order:

Foundational Needs		
1. Celebrate and Share between Different Cultures		#1
2. Engage citizens with barriers to participation and community life		#1
3. Integrate programs and services for able bodied participants into programs for those with disabilities		#1
4. Foster a sense of community in the local community		#1
5. Create a balance between locally based services and city wide services		#1
6. Engage citizens from all ages, cultures, and lifestyles in planning processes.		#1
7. Increase Number of Volunteers and Types of Volunteer Opportunities		#1
8. Review Park allocation practices		#1
9. Improve the relationship with the local Schools		#1
10. Upgrade Aquatics Registration practices		#1
11. Improve Customer Service		#1
12. Increase Coordination of Heritage operations and marketing of assets		#1
13. Review and Improve relationship with Associations		#1
14. Ensure indoor and outdoor facilities, services and programs are responding proactively to a range of changing circumstances		#1
Needs Relating to Resources at Risk of Being Permanently Lost		
15. Reinvest in existing heritage assets		#1

Service Enhancement Needs Requiring Some Operating Budget Investment		
17. Customize program, service, facility, and special event information to target audiences.	22.5	#1
19. Make Arts a higher priority	21	#2
16. Increase awareness of and access to the financial assistance program	20	
20. Improve staff's relationship with community	20	
18. Provide more child care and before and after school care.	17.5	



Service Enhancement Needs Requiring Both Operating and Capital Budget Investment		
27. Improve trail linkages and water access	23.5	#1
33. Increase Indoor Pool Capacity	22.5	#2
24. Balance investment in the Seniors Centre with local seniors' opportunities	22	#3
26. Invest in Community Centre facilities that are below the level of service of other Community Centres	22	
30. Create a Specialized Wellness Facility	20.8	#4
21. Invest in Safe and social places that Youth can call their own	21	#5
25. Reinvest in Older Facilities and Aging Equipment	20	
28. Broaden the benefit of parks	20	
29. Upgrade Minoru Aquatics Centre	20	
22. Address lack of pedestrian linkages, local parks and easily accessible programs in the City Centre area	18	
23. Address lack of services in East Richmond (around Cambie)	17.5	
32. Expand capacity of performing arts facility	15	
31. Expand Capacity of Sports Fields	13.75	

10. Strategic Recommendations

This section builds upon the learnings derived from the Community and Facility-based Surveys, national and local trends, Focus Groups workshops and surveys, and a prioritization methodology. In this final section, a set of strategic recommendations (that are consistent with the parameters of a Needs Assessment process) are outlined to position the Division to effectively respond to the information collected.

The recommendations have been grouped under two streams:

1. Overarching recommendations which focus on foundational actions that will position the Division for success; and
2. Recommendations that focus on rebalancing the current Divisional emphasis and efforts to better respond to priority needs in specific market or service segments

Overarching Recommendations:

1. Ensure staff and encourage partners to become intimately familiar with all the **detailed notes from the Surveys and Focus Groups** to garner an in depth understanding of citizen's needs, concerns and priorities. By simply increasing awareness, it is believed that many new initiatives can be implemented which respond to actual citizens' desires without significant fiscal resources.
2. Develop an **Implementation Strategy** for the Needs Assessment to ensure staff are well positioned to fully understand, integrate, develop strategies and act upon the learnings from this project
3. Incorporate the detailed Needs Assessment information from this project into a **broader strategic planning exercise** (i.e. Master Plan) in order to integrate this information with an analysis of physical, fiscal and human resources.
4. Review the Division's **relationship with the Associations** and establish a model that best serves the community and values the contribution of both types of partners.
5. In partnership with all service providers, reconcile what services should be provided on a (i) **city wide basis** and (ii) on a **community/neighbourhood basis** (driven by local community characteristics and needs)
6. For services provided by the City, ensure these services are responsive to citizen needs by establishing a **service delivery decision-making framework** which is grounded in data collection and knowledge management practices. For services that are offered in partnership with other agencies, incorporate the requirement for a data based decision-making framework into their operating agreements.
7. Improve the effectiveness of **communication tools** to reflect how citizens make decisions around participation in special events, structured and unstructured parks, recreation and cultural activities, and volunteerism
8. Train staff in **partnership and community development techniques** to foster stronger community relationships, more effectively leverage community resources, be in touch with changing demands and opportunities, and be better positioned to engage citizens and partners in Divisional activities.
9. Integrate the Needs Assessment information into the work being done on the **2001-2003 Corporate Plan**

Rebalancing Recommendations:

10. As part of a larger strategic planning exercise, further investigate ways to address the need to focus more resources on the **sectors that are relatively weak** (such as culture and informal outdoor spaces)



11. As part of a larger strategic planning exercise, investigate strategies to address the need for those **community centres** which are not adequately resourced to provide equitable levels of services to their local community (Sea Island, Hamilton, and City Centre)
12. Using the information collected in this project on opportunities and barriers, investigate ways to **increase the participation of those who are relatively underserved** (i.e. individual and families who are isolated, have cultural and language barriers, have disabilities, have financial barriers, who can't participate because of the lack of before and after school care, youth, and who don't have children and therefore find it more difficult to connect with their local community)



**Parks, Recreation and Cultural Services
Master Plan (2002–03)**



Market Profile – Current Reality

September 2003

Introduction

The City of Richmond has changed with remarkable speed and complexity. Richmond is now considerably larger in population, older and more ethnically diverse than ever, with most of the changes occurring within the last two decades. Further growth is anticipated and must be planned for.

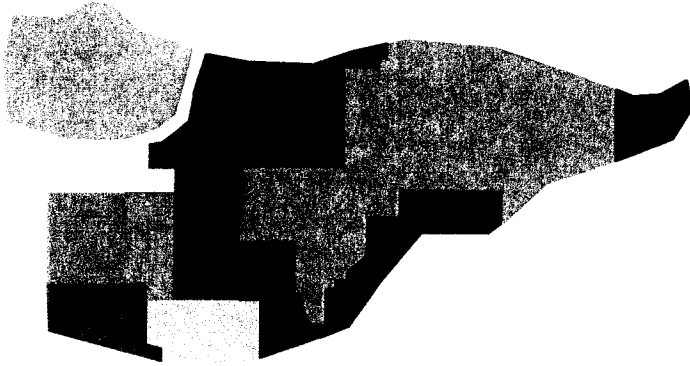
To assist participants in the Parks, Recreation and Cultural Services Master Planning process, CannonJohnston and RecreationSolutions have prepared a series of profiles for each of the fifteen planning areas in the City of Richmond.

Market Profile	An overview of planning area – by – planning area demographic information of the present and future direction
Program Profile	A snapshot of availability and participation in current programs and services by community catchment area
Facilities Profile	A snapshot of current infrastructure (buildings, trail networks and parks) categorized by planning area and including facility age and condition information

The Market Profile qualifies and quantifies demand for each planning area identified by the City. These profiles outline current (and projected) population as well as a picture of ethnicity, education, average household size and housing type. In addition, the areas within each planning area likely to be impacted by patterns and trends present in our constantly changing community and will aid in decision-making. The Market Profile has been compiled from Planning Department resources and StatsCan 2001 Consus.

Programs and facilities overview profiles have been compiled from information provided by Parks, Recreation and Culture staff as well as the Facility Management section. The profile information herein is only a cursory introduction to the service delivery infrastructure and additional information is available from City staff.

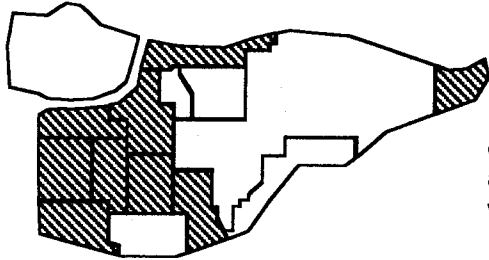
Overall



Key Highlights:

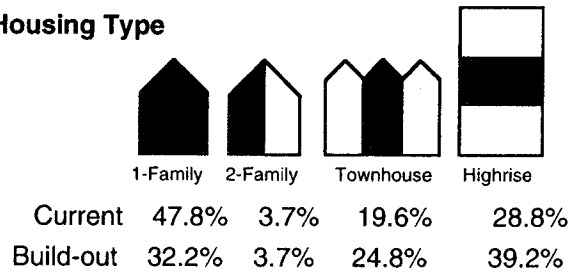
- Population projected to increase 28% from based on GVRD growth targets (land-based capacity higher)
- Population is aging faster than replacing workforced-aged and almost 60% are visible minorities
- 6 planning areas are net employment areas generating 30,000 more jobs than residents

Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
129	49.8	166,700	212,000	+28%	12.9 / ha (5.2 / ac)	16.5 / ha (6.6 / ac)



Projected major densification areas shown with hatch

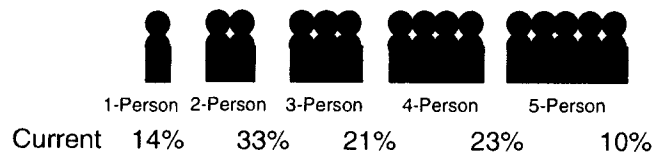
Housing Type



Approximately 30% of all dwellings are rental and 70% owner-occupied, a ratio which has not changed significantly since 1986.

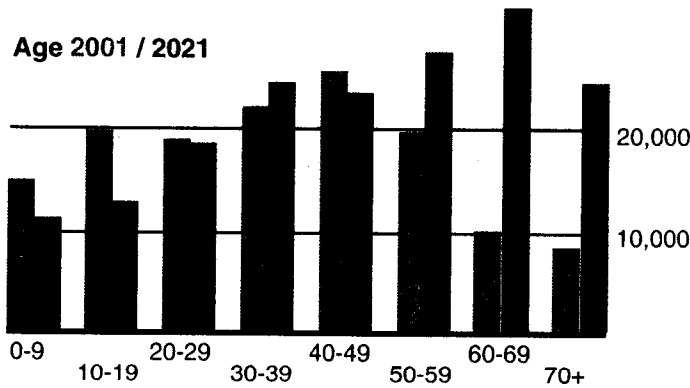
Household Size

Richmond Average 3.1 (2.3 by 2021)



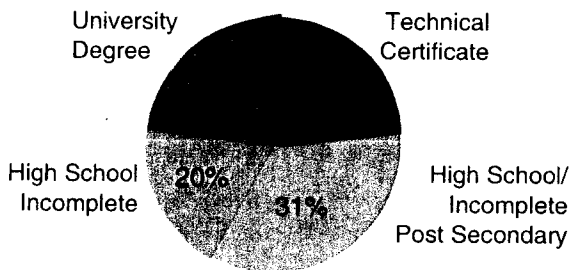
Approximately 14% of all households are single-person dwellings. Community-by-community distribution was not available but presumed to be concentrated in City Centre.

Age 2001 / 2021



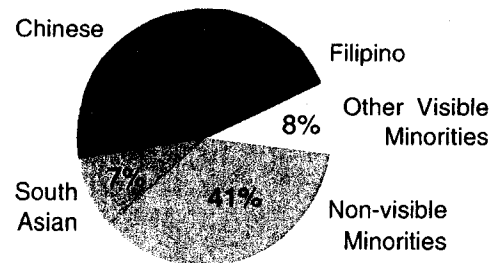
Females exceed males in all age groups except 0-9 and 10-19 which may reflect recent cultural influences.

Education

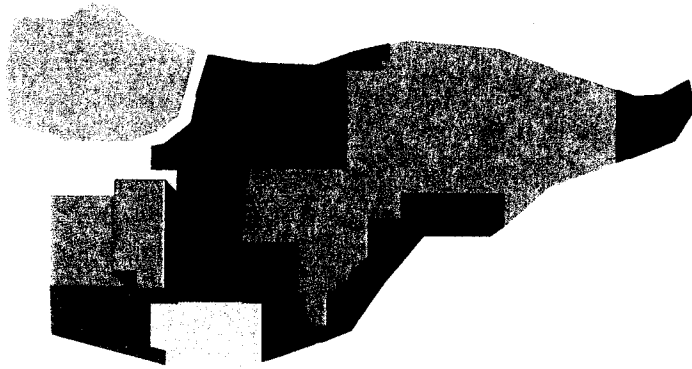


67% of Richmond residents have some post-secondary education. 1991 to 2001 those with a university degree increased 14% to 24%.

Ethnicity



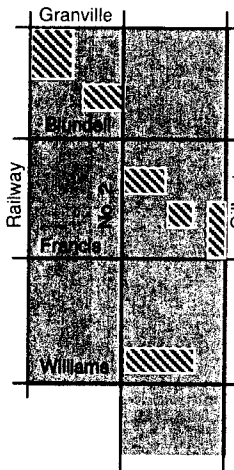
Blundell



Key Highlights:

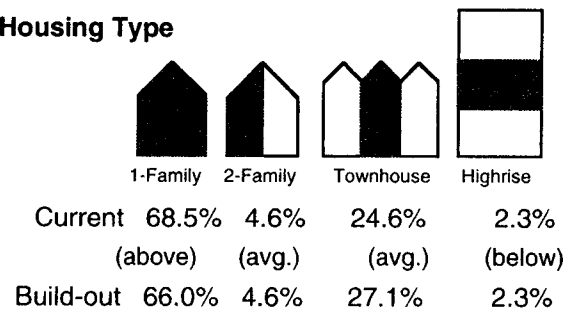
- Current 10.5% of total pop. (4th)
- Projected 9.3 % of total pop. (4th)
- 3.5% of total Richmond land area (12th)
- Modest net population increase projected
- Current mostly single-family residential / projected medium-density development

Area	Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
			2003	2021		2003	2021
	4.5	1.7	17,500	19,800	+13%	38.9 / ha (16.1 / ac)	44.0 / ha (18.2 / ac)

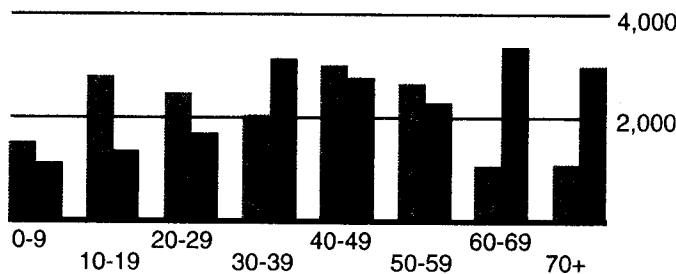


Projected densification areas shown with hatch

Housing Type



Age 2001 / 2021



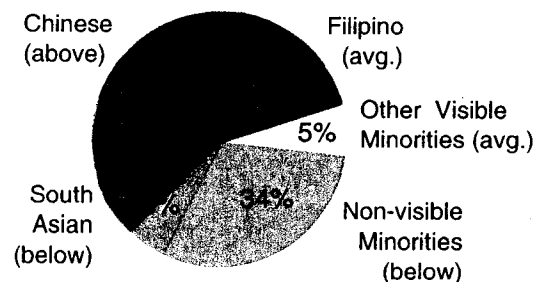
Females exceed males in all age groups except 0-9 and 10-19 which may reflect recent cultural influences.

Family Size

Average 3.3 (Richmond avg. 3.1)



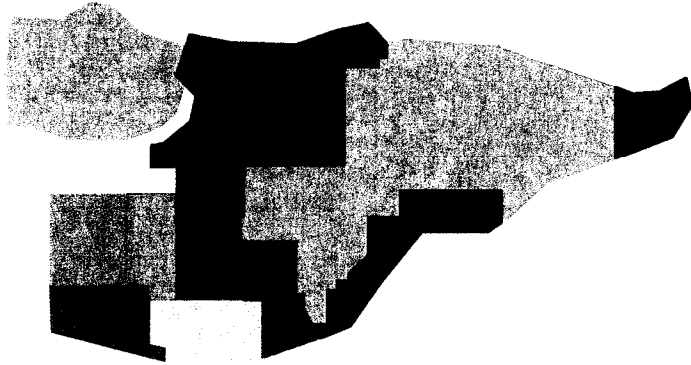
Ethnicity



Education

- University Degree 26% (above)
- Technical Certificate 21% (below)
- High School with Incomplete Post Secondary 32% (avg.)
- High School Incomplete 21% (avg.)

Bridgeport



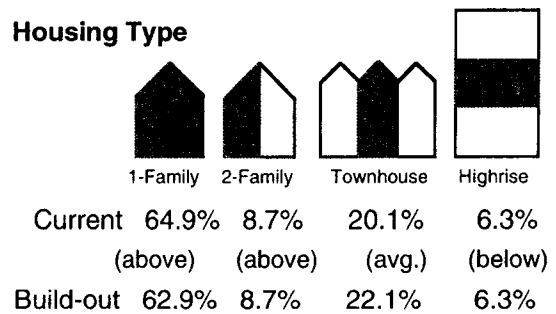
Key Highlights:

- Current 1.9% of total pop. (12th)
- Projected 1.7% of total pop. (12th)
- 3.7% of total Richmond land area (7th)
- Modest net population increase projected
- Current mostly single-family residential / projected medium-density development
- Net employment centre 14,700 jobs (24,000 by 2021)

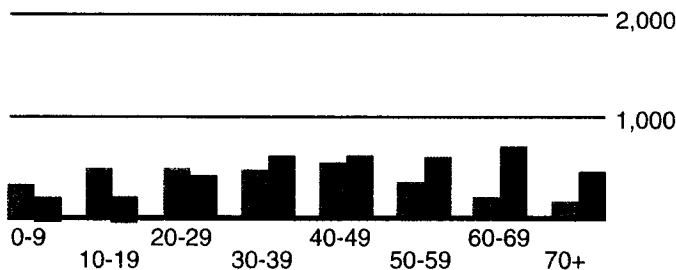
Area Sq. Km.	Sq. Mi.	Population			Density (per hectare/acre)	
		2003	2021	Change	2003	2021
4.8	1.8	3,100	3,700	+19%	6.5 / ha (2.7 / ac)	7.7 / ha (3.2 / ac)



Housing Type

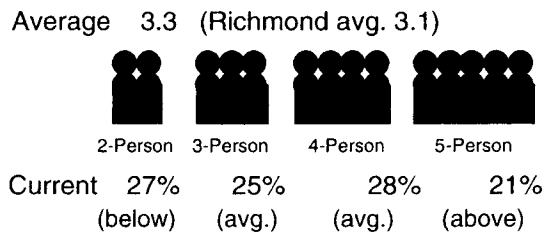


Age 2001 / 2021

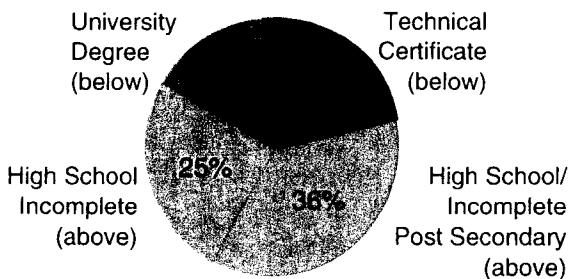


Females exceed males in all age groups except 10-19 and 20-29.

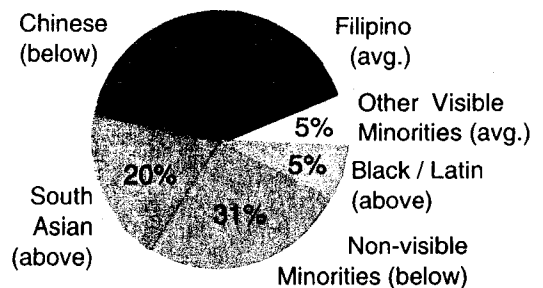
Family Size



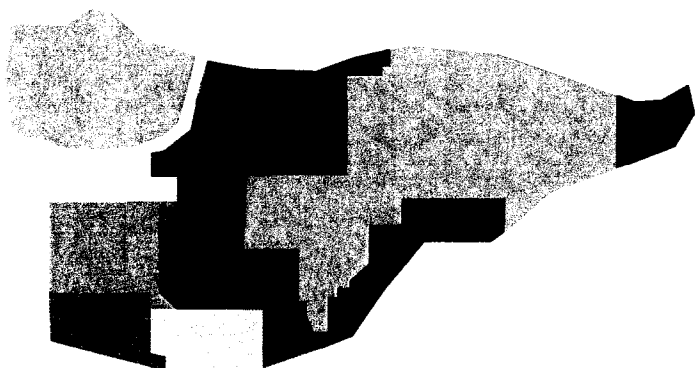
Education



Ethnicity



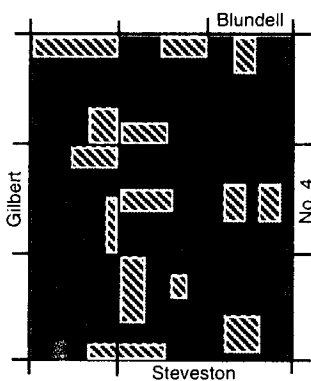
Broadmoor



Key Highlights:

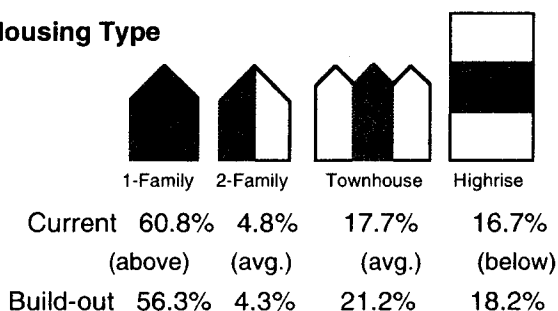
- Current 13.7% of total pop. (2nd)
- Projected 12.3% of total pop. (2nd)
- 4.4% of total Richmond land area (7th)
- Net population increase projected
- Current mostly single-family residential / projected medium-density development
- High potential to exceed growth targets

Area Sq. Km.	Sq. Mi.	Population			Density (per hectare/acre)	
		2003	2021	Change	2003	2021
5.0	1.9	22,500	25,600	+14%	45.0 / ha (18.5 / ac)	51.2 / ha (21.1 / ac)

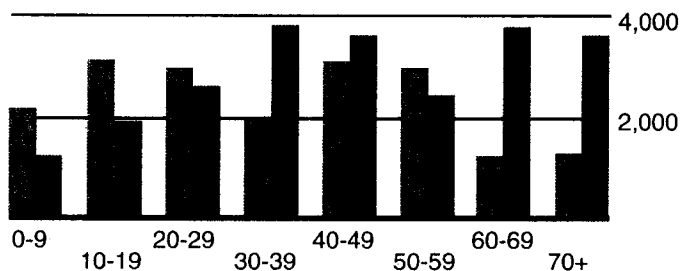


Projected densification areas shown with hatch

Housing Type



Age 2001 / 2021



Females exceed males in all age groups except 0-9 10-19 and 20-29 which may reflect recent cultural influences.

Family Size

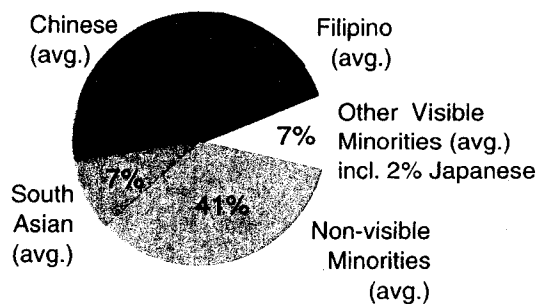
Average 3.2 (Richmond avg. 3.1)



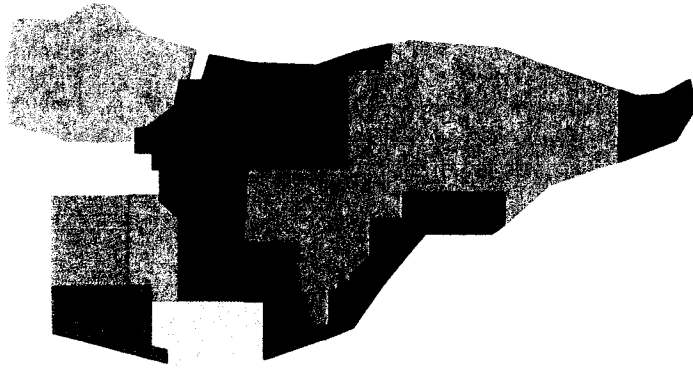
Education

- University Degree 24% (avg.)
- Technical Certificate 24% (avg.)
- High School with Incomplete Post Secondary 33% (avg.)
- High School Incomplete 19% (avg.)

Ethnicity



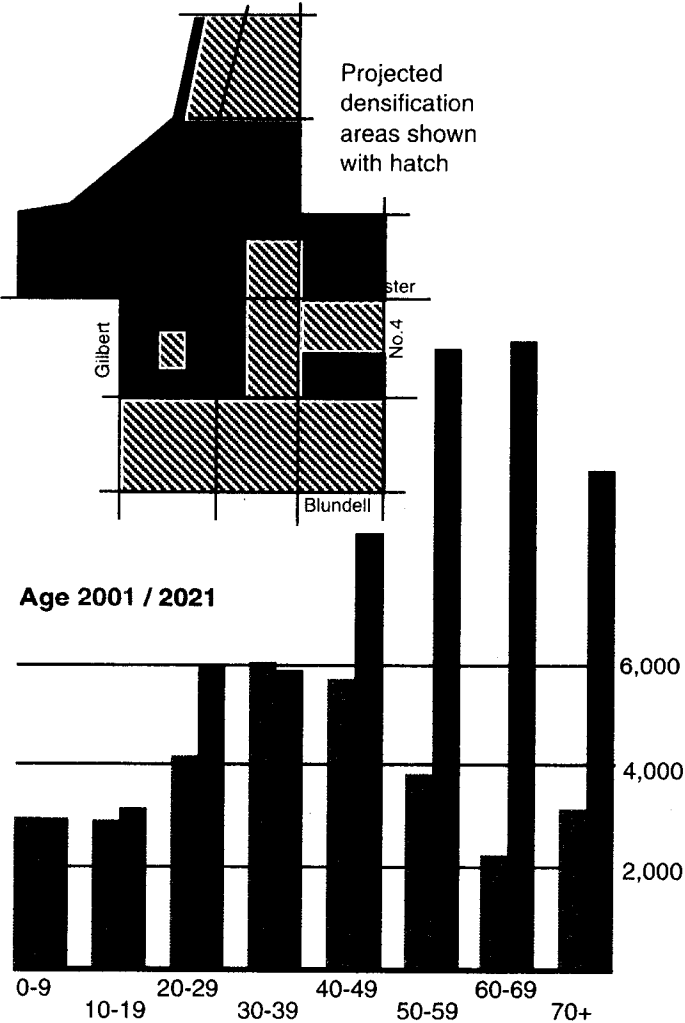
City Centre



Key Highlights:

- Area to grow three times faster than City
- Current 20% of total pop. (1st)
- Projected 29.1% of total pop. (1st)
- 5% of total Richmond land area (4th)
- Current high and medium-density residential / projected high-density development
- Net employment centre by 2021 (55,900 jobs)

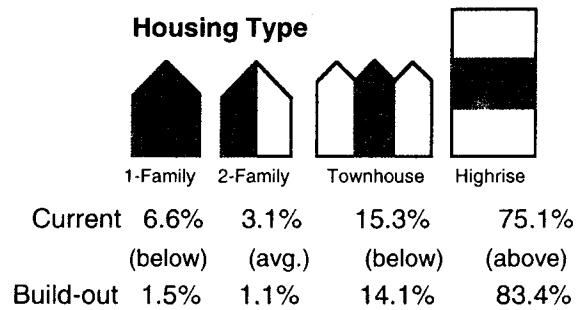
Area Sq. Km.	Sq. Mi.	Population 2003	2021	Change	Density (per hectare/acre) 2003	2021
6.4	2.4	33,400	61,700	+85%	52.2 / ha (21.7 / ac)	96.4 / ha (40.2 / ac)



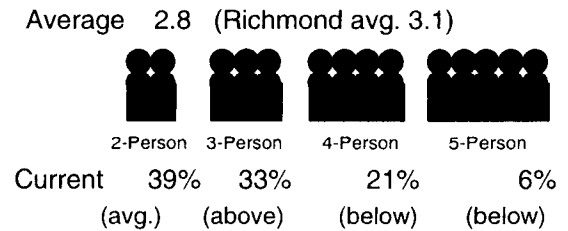
Education

- University Degree 25% (avg.)
- Technical Certificate 24% (avg.)
- High School with Incomplete Post Secondary 29% (avg.)
- High School Incomplete 22% (above)

Housing Type

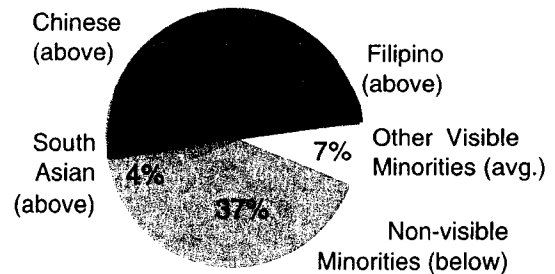


Family Size

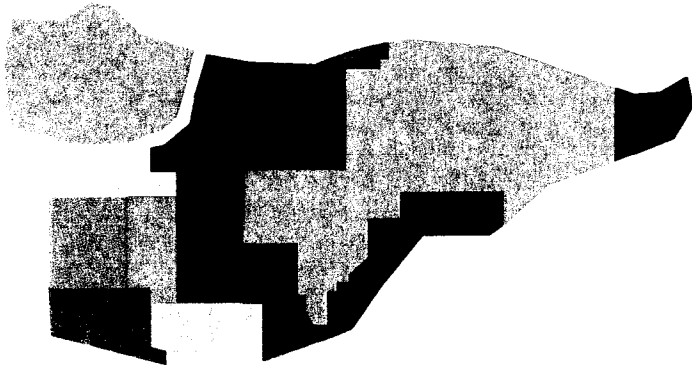


14% of Richmond residents live in single-occupant households, the majority could be presumed to live in City Centre.

Ethnicity



East Cambie

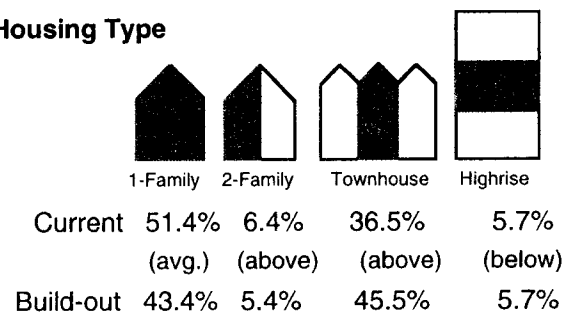


Key Highlights:

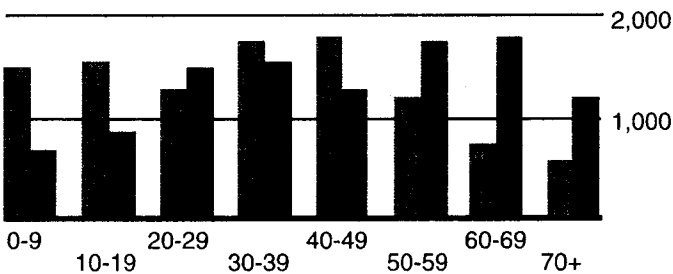
- Current 6.3% of total pop. (8th)
- Projected 4.9% of total pop. (8th)
- 4.3% of total Richmond land area (7th)
- Population projected no net change
- Single family residential will gradually be replaced with multi-family along major traffic arteries plus commercial expansion
- Net employment centre 14,000 (21,000 in 2021)

Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
5.5	2.1	10,500	10,400	No change	19.1 / ha (7.8 / ac)	18.9 / ha (7.7 / ac)

Housing Type

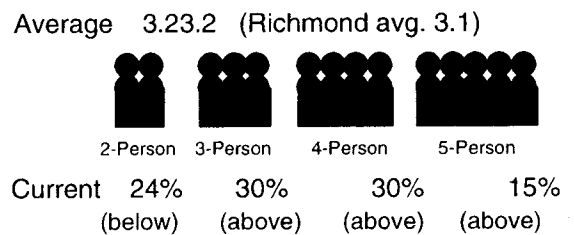


Age 2001 / 2021

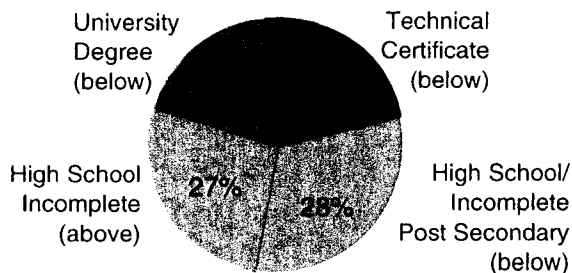


Females exceed males in all age groups except 0-9 and 10-19 which may reflect recent cultural influences.

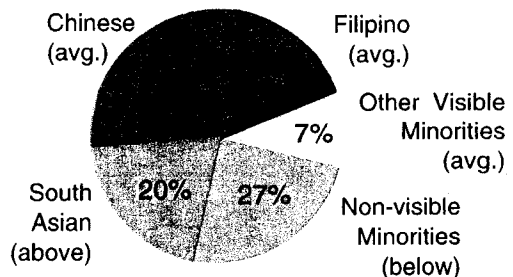
Family Size



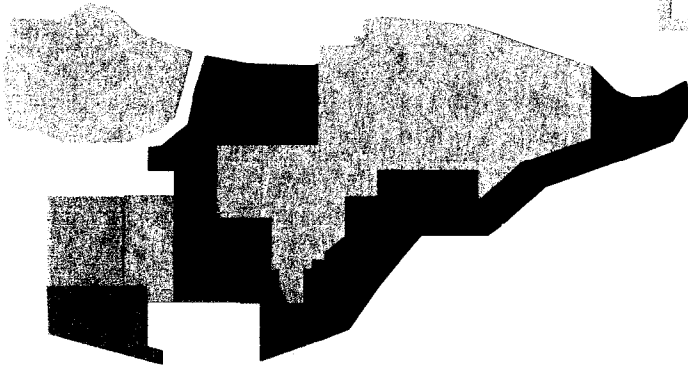
Education



Ethnicity



East Richmond

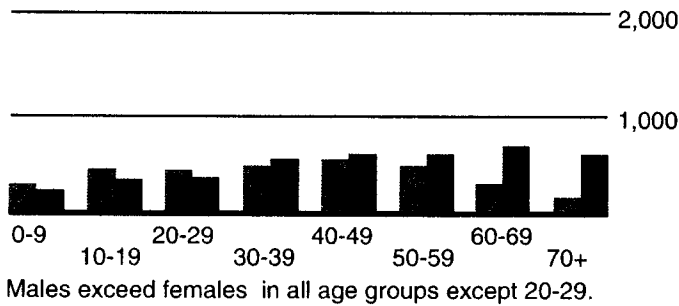


Key Highlights:

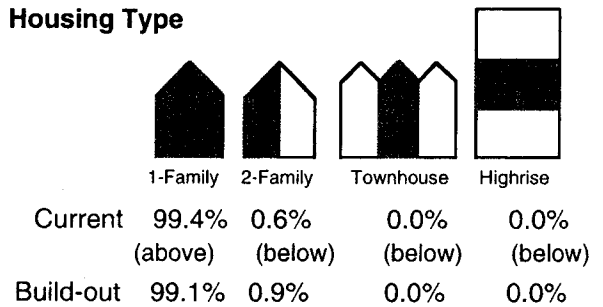
- Part of Agricultural Land Reserve (ALR)
- Current 2% of total pop. (11th)
- Projected 2% of total pop. (11th)
- 34% of total Richmond land area (1st)
- Modest population increase in real terms
- Current/ projected single-family residential
- 600 more jobs than residents (6,500 by 2021)

Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
43.8	16.7	3,300	4,000	+21%	0.8 / ha (0.31 / ac)	0.9 / ha (0.37 / ac)

Age 2001 / 2021



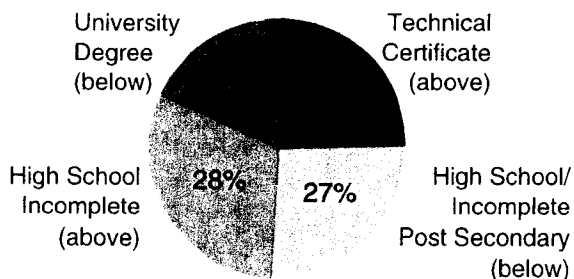
Housing Type



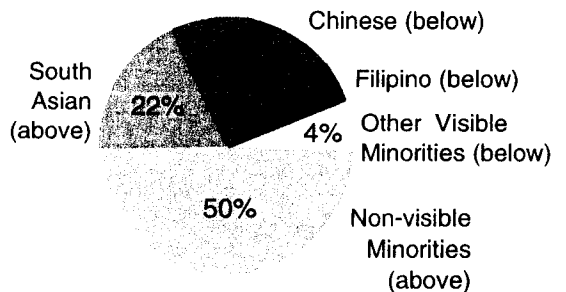
Family Size

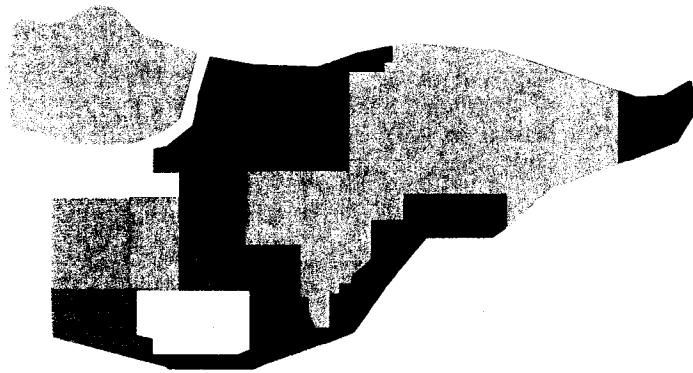


Education



Ethnicity



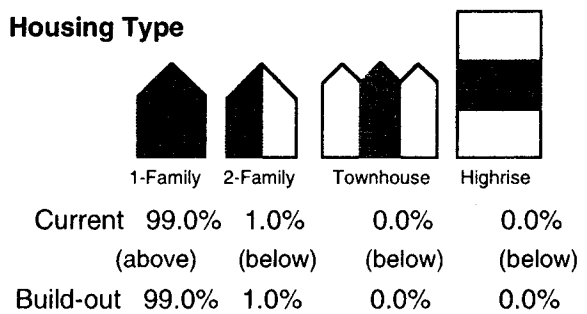


Key Highlights:

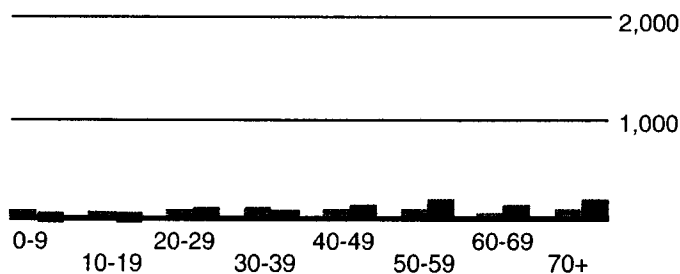
- Part of Agricultural Land Reserve (ALR)
- Current 0.1% of total pop. (14th)
- Projected 0.2% of total pop. (14th)
- 4.8% of total Richmond land area (7th)
- Current/ projected single-family residential
- 400 more jobs than residents

Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
6.2	2.3	250	600	Negligible	0.4 / ha (0.2 / ac)	1.0 / ha (0.4 / ac)

Housing Type



Age 2001 / 2021



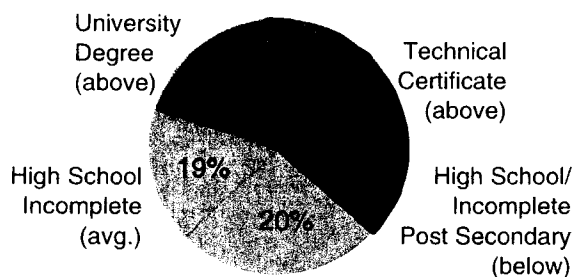
Females exceed males in all age groups except 0-9 and 10-19.

Family Size

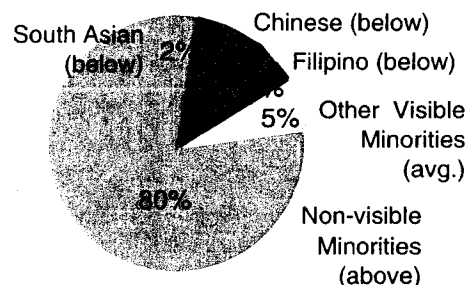
Average 2.6 (Richmond avg. 3.1)



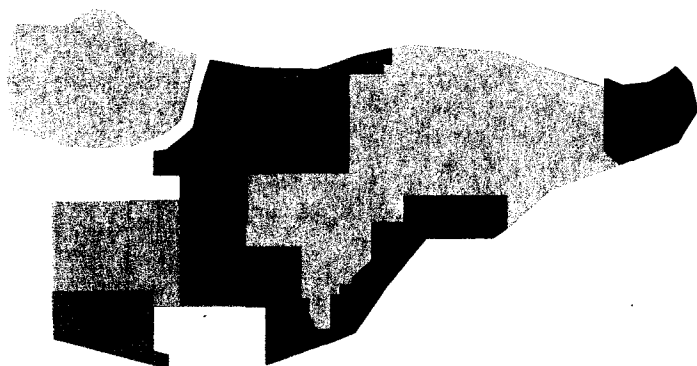
Education



Ethnicity



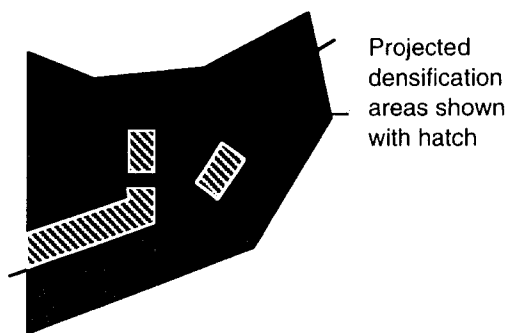
Hamilton



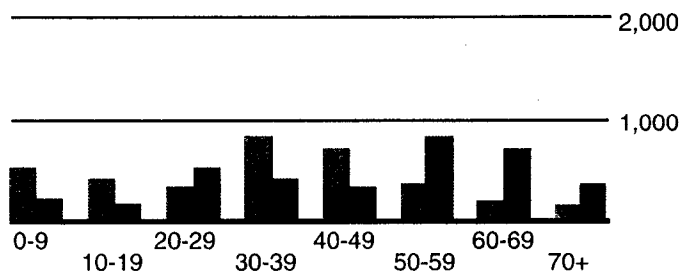
Key Highlights:

- Current 2.5% of total pop. (10th)
- Projected 4.0% of total pop. (9th)
- 2.7% of total Richmond land area (14th)
- Net population increase projected
- Current mostly single-family residential / projected medium-density development
- High potential for accelerated achievement of growth targets

Area Sq. Km.	Sq. Mi.	Population			Density (per hectare/acre)	
		2003	2021	Change	2003	2021
3.5	1.3	4,200	8,600	+105%	12.0 / ha (5.0 / ac)	24.6 / ha (10.3 / ac)



Age 2001 / 2021

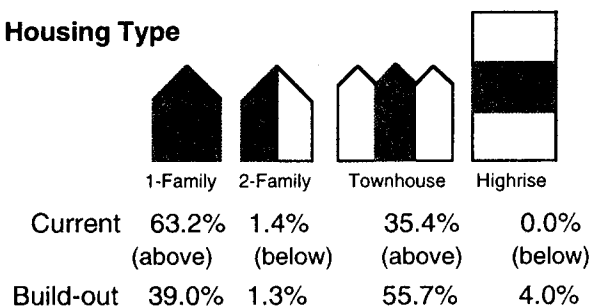


Females exceed males in all age groups except those under 29.

Education

- University Degree 21% (below)
- Technical Certificate 26% (avg.)
- High School with Incomplete Post Secondary 33% (avg.)
- High School Incomplete 20% (avg.)

Housing Type

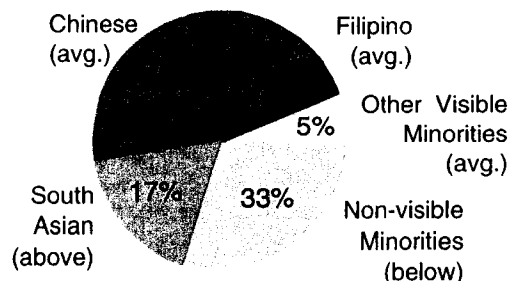


Family Size

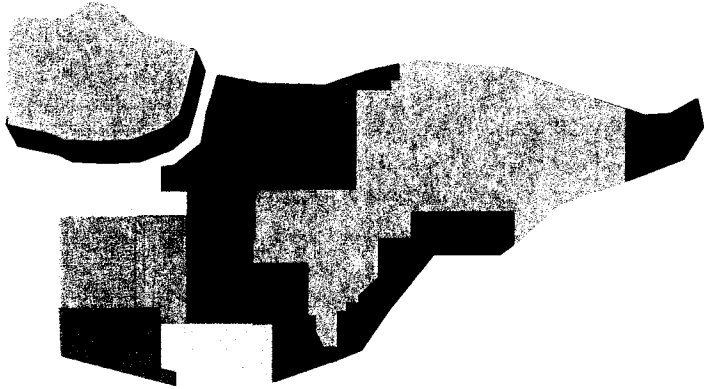
Average 3.2 (Richmond avg. 3.1)



Ethnicity



Sea Island

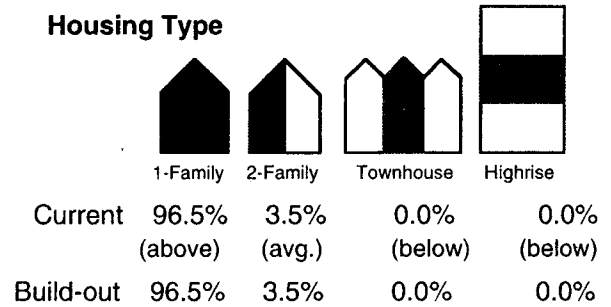


Key Highlights:

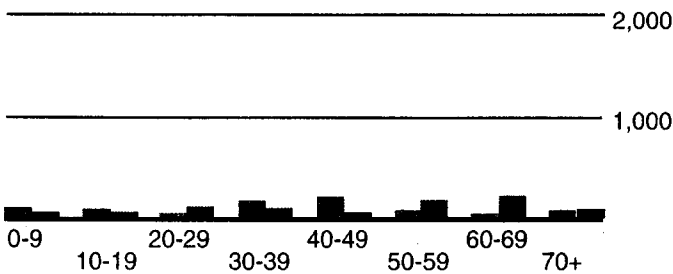
- Current/projected 0.04% of total pop. (13th)
- 14% of total Richmond land area
- No population growth projected
- Net employment centre 18,500 (projected 40,000 in 2021)
- Small inventory of single-family residential

Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
18.0	6.9	750	750	No change	0.4 / ha (0.2 / ac)	0.4 / ha (0.2 / ac)

Housing Type

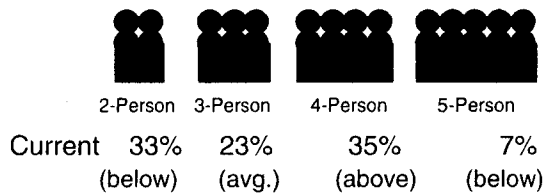


Age 2001 / 2021

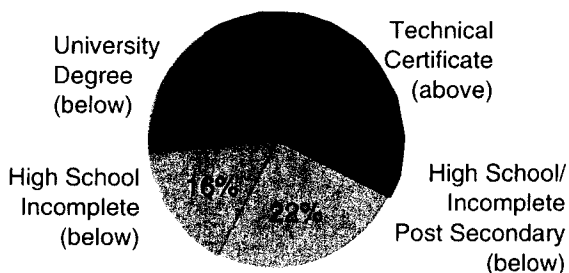


Family Size

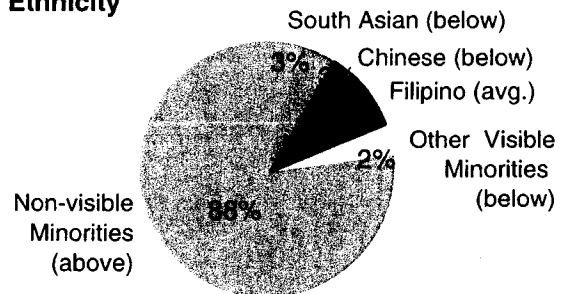
Average 2.9 (Richmond avg. 3.1)



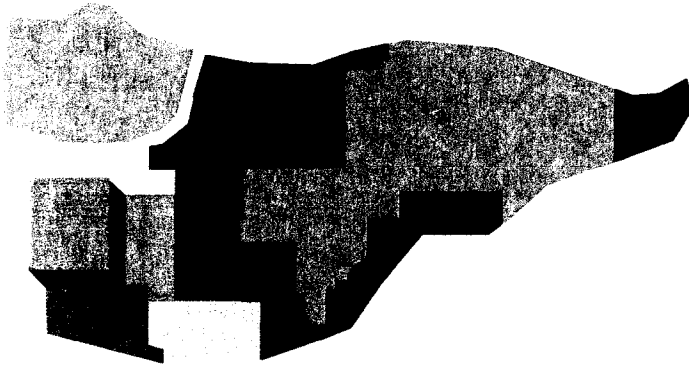
Education



Ethnicity



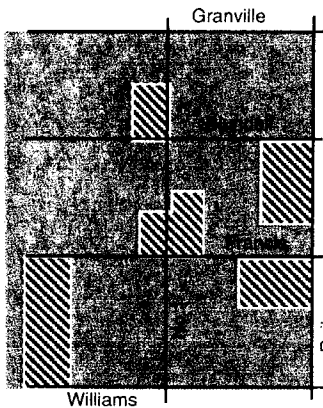
Seafair



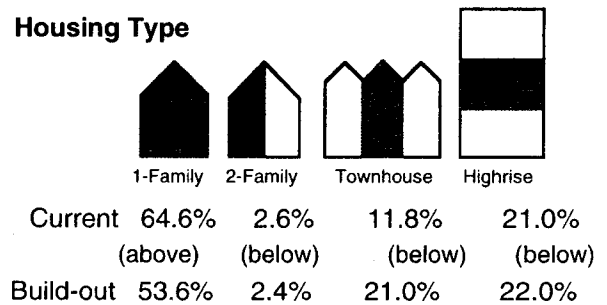
Key Highlights:

- Current 9.7% of total pop. (6th)
- Projected 9.1% of total pop. (6th)
- 4.8% of total Richmond land area (5th)
- Net population increase projected
- Current single-family residential / projected medium-density development

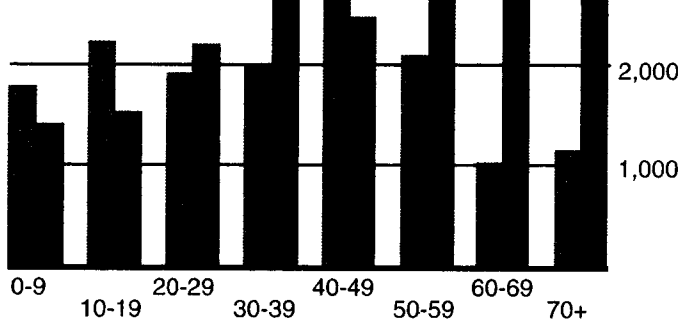
Area Sq. Km.	Sq. Mi.	Population			Density (per hectare/acre)	
		2003	2021	Change	2003	2021
6.2	2.3	16,200	19,300	+19%	26.1 / ha (11.0 / ac)	31.1 / ha (13.1 / ac)



Housing Type



Age 2001 / 2021

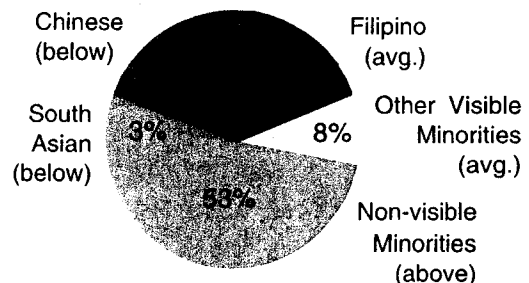


Females exceed males in 30 - 39 and 40 - 49 groups and 70+ which may reflect recent cultural influences.

Family Size



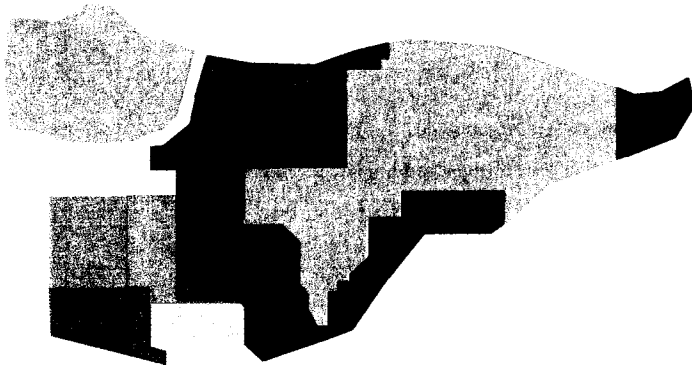
Ethnicity



Education

- University Degree 22% (below)
- Technical Certificate 27% (above)
- High School with Incomplete Post Secondary 33% (avg.)
- High School Incomplete 18% (below)

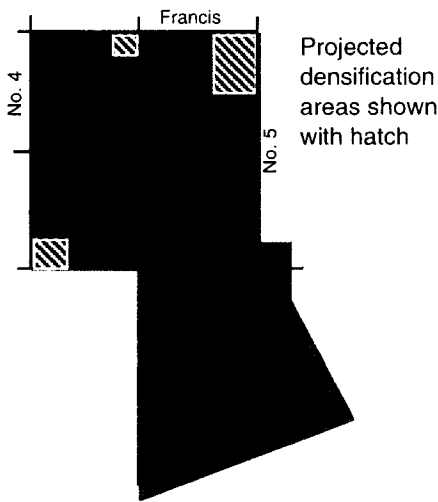
Shellmont



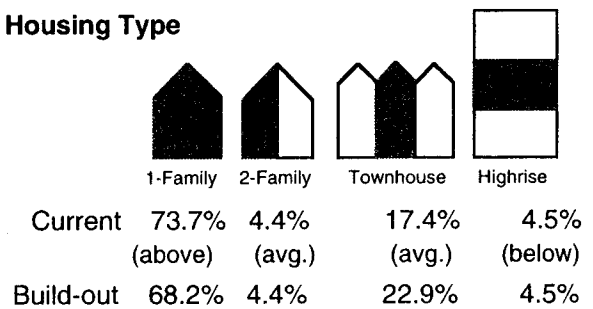
Key Highlights:

- Current 6.6% of total pop. (7th)
- Projected 6.0% of total pop. (7th)
- 4% of total Richmond land area (9th)
- Modest net population increase projected
- Current mostly single-family residential / projected medium-density development

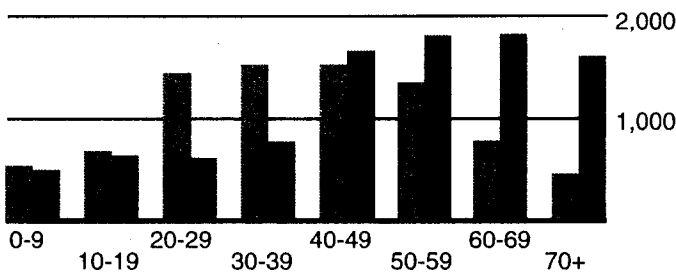
Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
5.3	2.0	11,000	12,800	+16%	20.8 / ha (8.6 / ac)	24.2 / ha (10.0 / ac)



Housing Type



Age 2001 / 2021



Females exceed males in all age groups except 0-9 10-19 and 20-29.

Education

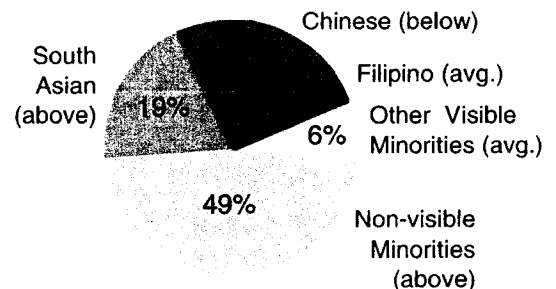
- University Degree 18% (below)
- Technical Certificate 26% (avg.)
- High School with Incomplete Post Secondary 32% (avg.)
- High School Incomplete 24% (above)

Family Size

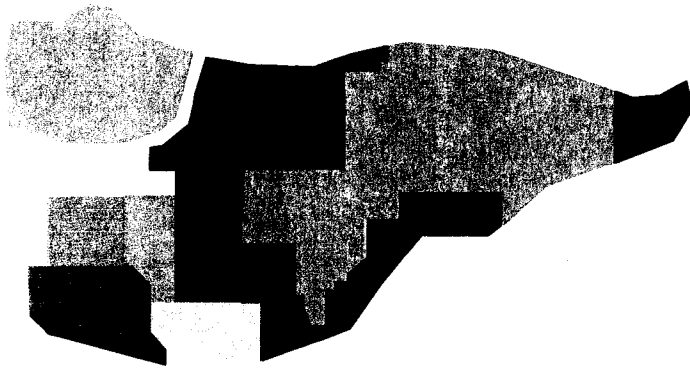
Average 3.2 (Richmond avg. 3.1)



Ethnicity



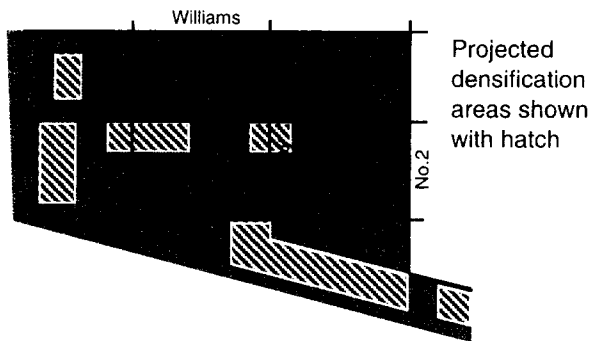
Steveston



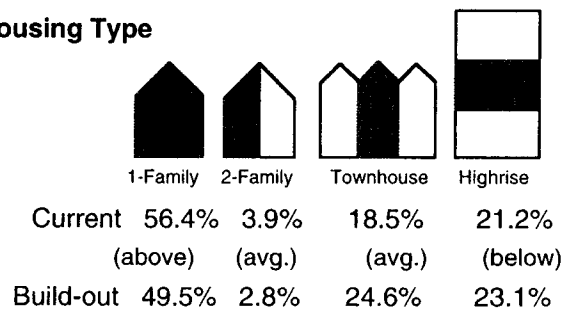
Key Highlights:

- Current 13.7% of total pop. (2nd)
- Projected 12.3% of total pop. (2nd)
- 4.4% of total Richmond land area (7th)
- Net population increase projected
- Current mostly single-family residential / projected medium-density development
- High potential to exceed growth targets

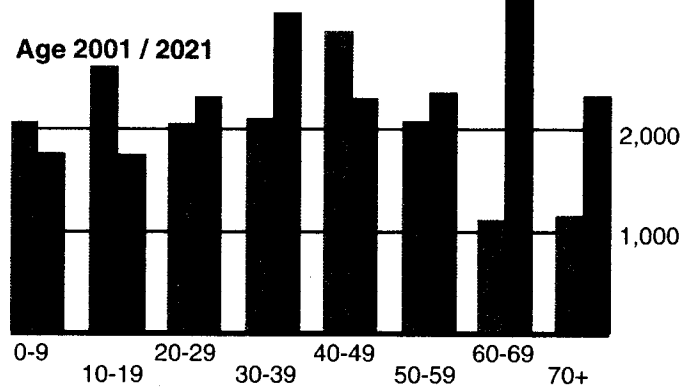
Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
5.6	2.1	23,000	26,000	+13%	41.1 / ha (17.1 / ac)	46.4 / ha (19.3 / ac)



Housing Type



Age 2001 / 2021



Females exceed males in 30 - 39 and 40 - 49 groups and 70+.

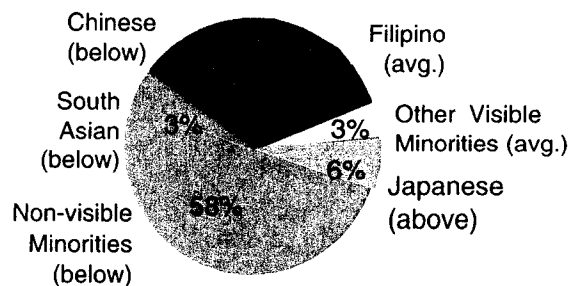
Family Size

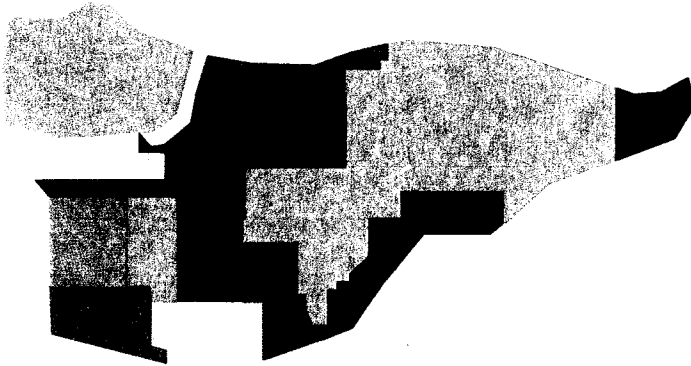


Education

- University Degree 25% (avg.)
- Technical Certificate 27% (above)
- High School with Incomplete Post Secondary 31% (avg.)
- High School Incomplete 17% (below)

Ethnicity

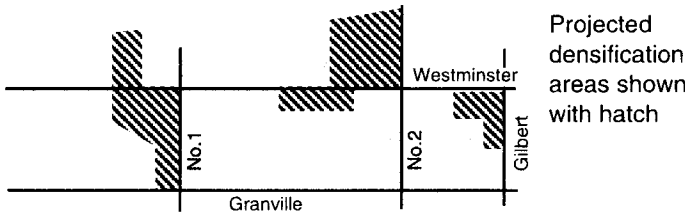




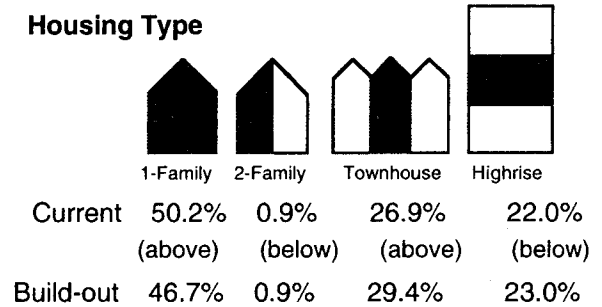
Key Highlights:

- Current 9% of total pop. (6th)
- Projected 6.5% of total pop. (6th)
- 3.5% of total Richmond land area (12th)
- Net population decline projected
- Predominantly single-family residential

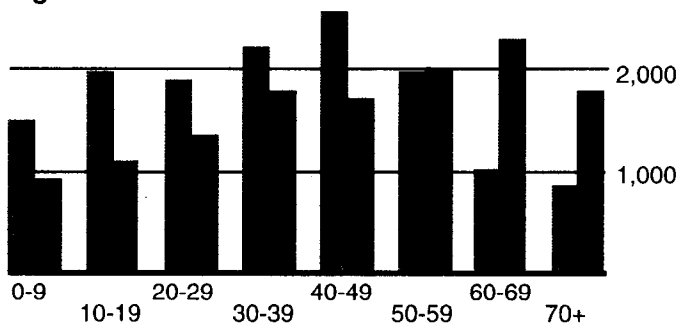
Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
4.5	1.7	15,000	13,700	-9%	33.3 / ha (13.8 / ac)	30.4 / ha (12.6 / ac)



Housing Type

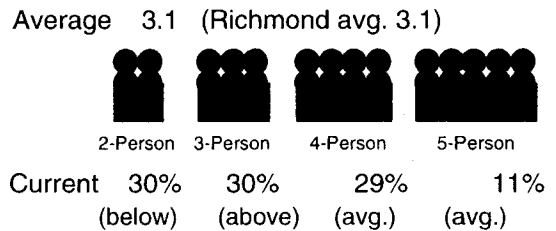


Age 2001 / 2021

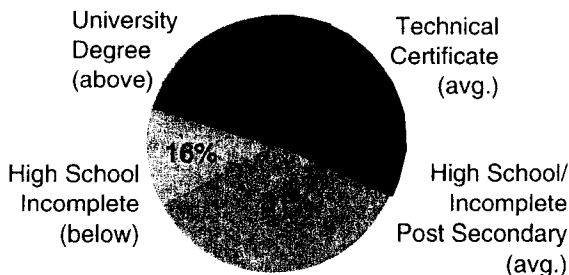


Females exceed males in all age groups except 0-9 and 10-19 which may reflect recent cultural influences.

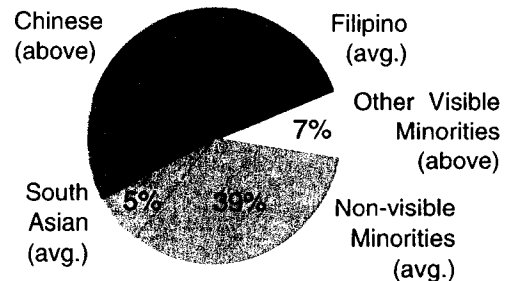
Family Size



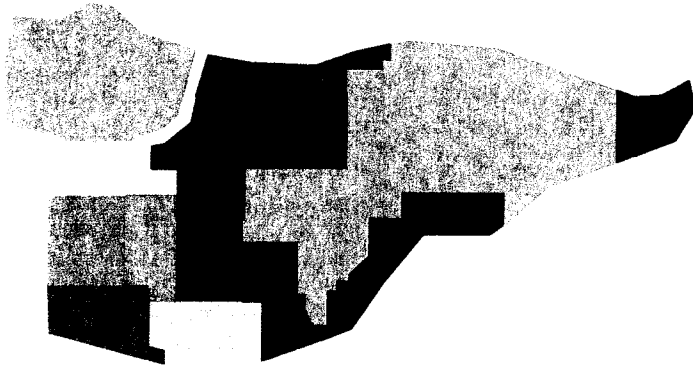
Education



Ethnicity



West Cambie

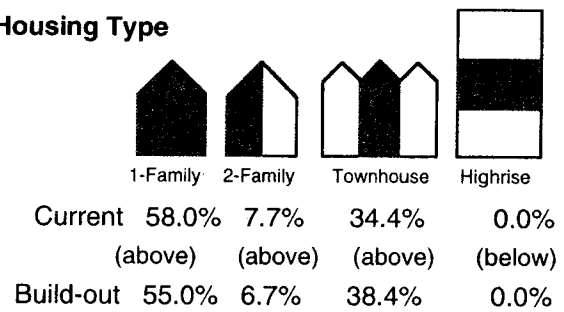


Key Highlights:

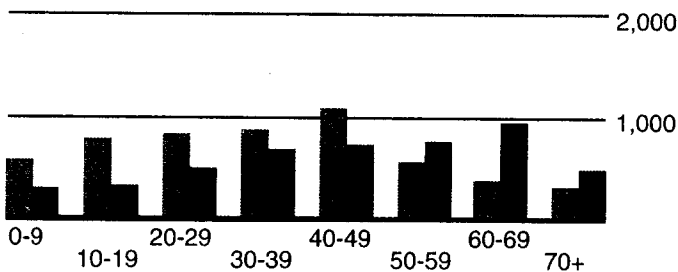
- Current 3.5% of total pop. (9th)
- Projected 2.5% of total pop. (10th)
- 1.7% of total Richmond land area (15th)
- Population decline projected
- Single family residential will gradually be replaced with multi-family and commercial along major traffic arteries

Area Sq. Km.	Sq. Mi.	Population			Density (per hectare/acre)	
		2003	2021	Change	2003	2021
2.2	0.8	6,000	5,300	-12%	27.3 / ha (11.7 / ac)	24.1 / ha (10.4 / ac)

Housing Type



Age 2001 / 2021

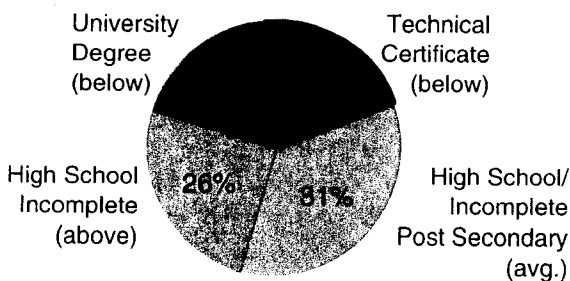


Females exceed males in all age groups except 10-19 and 20-29 which may reflect recent cultural influences.

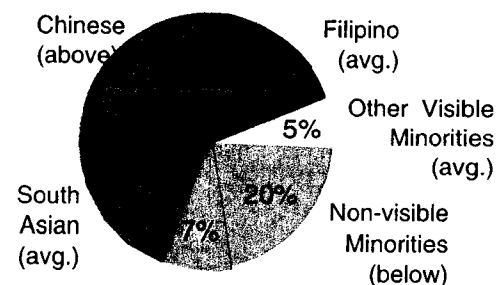
Family Size



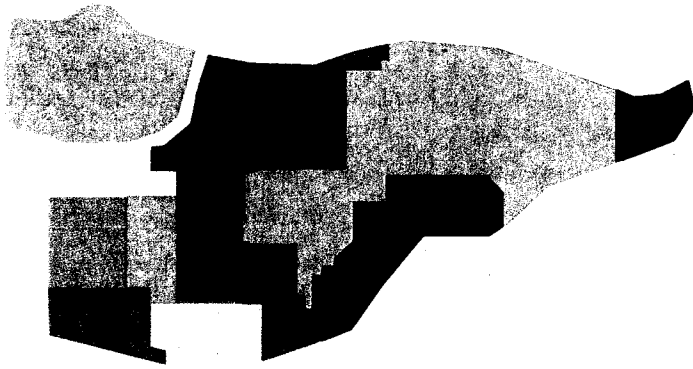
Education



Ethnicity



Fraser Lands

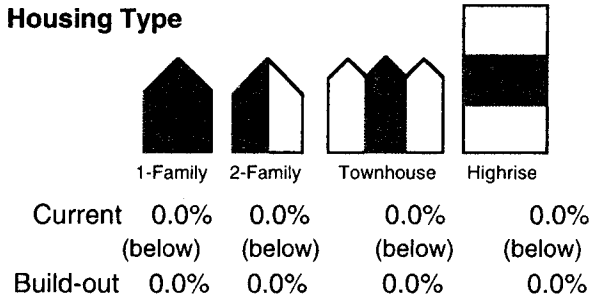


Key Highlights:

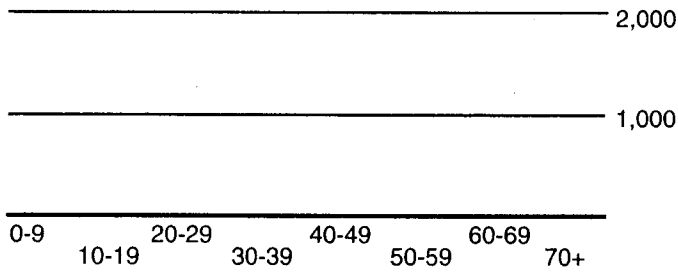
- Current/projected 0% of total pop. (15th)
- 5.7% of total Richmond land area (3rd)
- Net employment centre 800 jobs (projected 7,400 jobs by 2021)
- Current industrial / commercial use, on-going developer pressure in areas for change-of-use to medium-density residential (not supported by Planning Dept.)

Area Sq. Km.	Sq. Mi.	Population		Change	Density (per hectare/acre)	
		2003	2021		2003	2021
7.4	2.8	0	0	No change	0.0 / ha (0.0 / ac)	0.0 / ha (0.0 / ac)

Housing Type

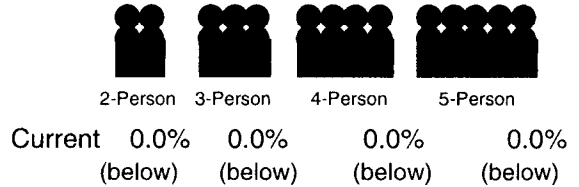


Age 2001 / 2021



Family Size

Average 0.0 (Richmond avg. 3.1)



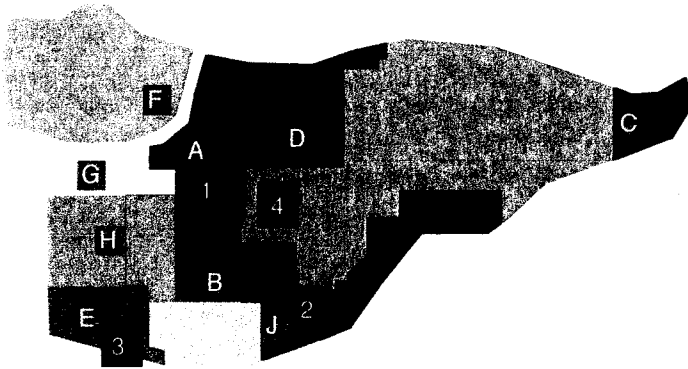
Education

No profile available

Ethnicity

No profile available

Overall

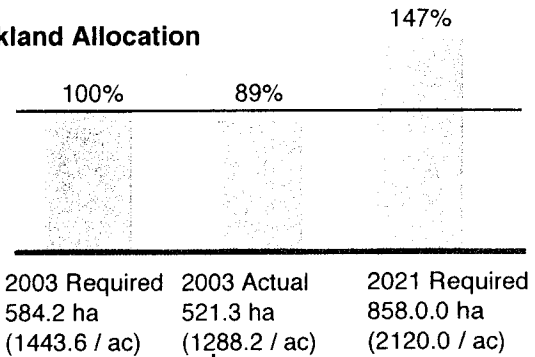


Facility Quick Facts:

- Total inventory of buildings in current replacement dollars is \$127,347,000 (incl. Riverport facilities and new Cambie Library)
- Lifecycle upgrades estimated in current dollars at \$13,558,100 or 89% average building life remaining
- Current parkland allocation shortfall of 155.4 acres (62.9 hectares) will increase to a shortfall in 2021 of 676 acres (273 hectares), roughly ten times the area of the existing Minoru Precinct

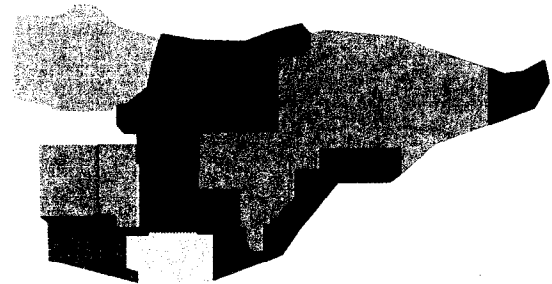
Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
129 (49.8)	166,700	212,000	+28%

Parkland Allocation



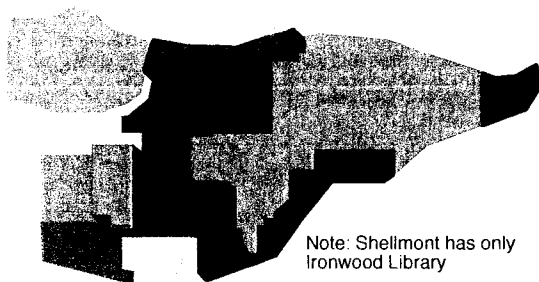
- 1** Minoru Precinct
 - Richmond Public Library
 - Richmond Arts Centre
 - Richmond Museum
 - Minoru (Seniors) Activity Centre
 - Minoru Aquatics Centre
 - Gateway Theatre
- 2** Riverport Sports and Entertainment Complex
 - Watermania
- 3** Steveston Historical Precinct
 - Britannia Shipyards
 - Japanese Cdn. Cult. Ctr.
- 4** Richmond Nature Park
- A** Lang (City Centre) Community Ctr.
- B** South Arm Community Centre and Pool
- C** Hamilton Community Centre
- D** Cambie Community Centre
 - Cambie Branch Library (new)
- E** Steveston Community Centre, Pool, Branch Library
- F** Sea Island Community Centre
- G** Thompson Community Centre
- H** West Richmond Community Centre
 - Richmond Pitch and Putt
- J** Ironwood Branch Library

Planning Areas Deficient in Parkland



Planning Areas without (Building) Facilities

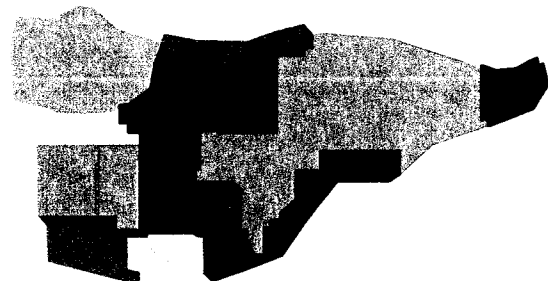
(excluding low population agricultural areas Gilmour and East Richmond)



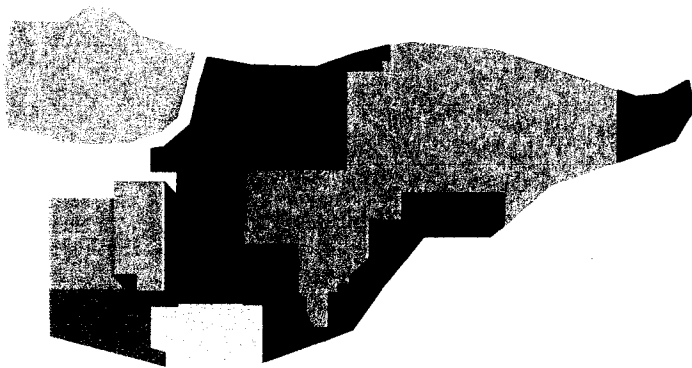
Note: Shellmont has only Ironwood Library

Planning Areas with 15%+ Projected Population Growth and Deficient in Parkland and / or Facilities

(excluding West Cambie whose population is projected to decline 12% by 2021)



Blundell

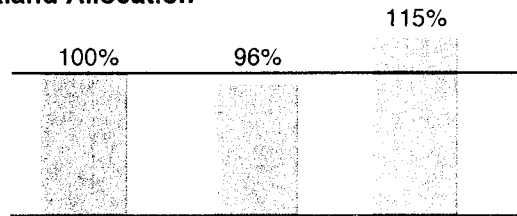


Facility Quick Facts:

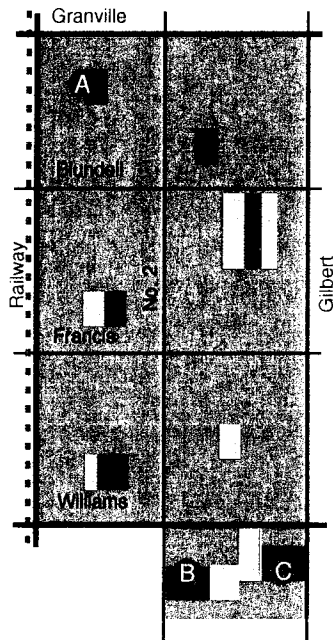
- No PRCS buildings in area
- Centrally located: Thompson Community Centre north of Granville, Steveston Community Centre 1 km. south

Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
4.5 (1.7)	17,500	19,800	+13%

Parkland Allocation



2003 Required	2003 Actual	2021 Required
46.8 ha (115.7 / ac)	45.2 ha (111.6 / ac)	52.0 ha (128.5 / ac)

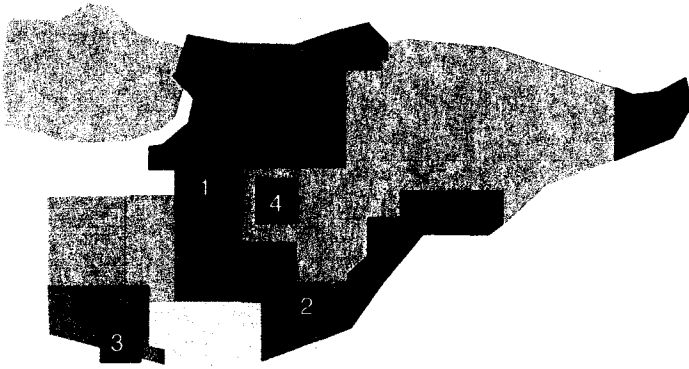


Parkland illustrated with light green tone

- Existing Trail
- - - Proposed Trail
- ⋯ Existing Cycle Routes
- ⋯ Proposed Cycle Routes
- Proposed Trail Staging Areas

Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A McKay School (Thompson CA)				●							●	●	●	●				
B Steveston School (Steveston CA)				●							●	●	●	●				
C London School (Steveston CA)				●							●	●	●	●				
Garratt School											●	●	●	●				
Blundell School											●	●	●	●				
Wowk School											●	●	●	●				
Parklane Park											●	●	●	●	■			
City-Wide / Regional																		
Minoru Precinct (1 km.)	■	■	■			■	■	■	■		■	■	■	■	■			
Riverport Complex (5 km.)	■	■	■			■												
Steveston Historical (2 km.)							■		■	■								
Richmond Nature Park (3 km.)																		

Bridgeport

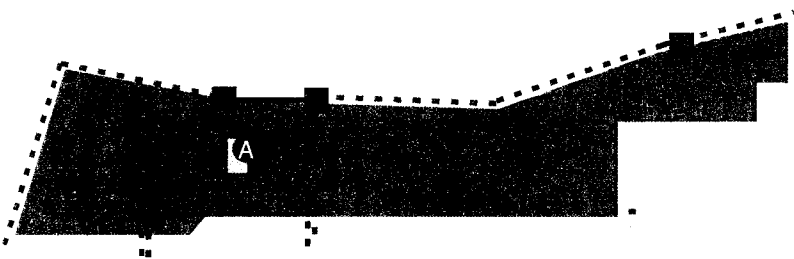
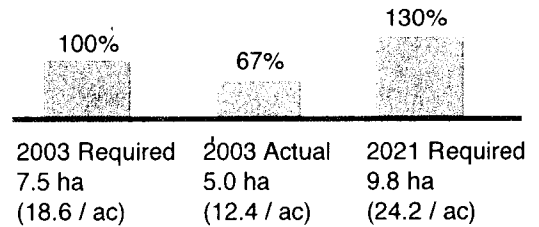


Facility Quick Facts:

- Proposed entertainment developments in planning stages for Bridgeport
- No existing dedicated facilities

Area Sq. Km. (Mi.)	Population		Change
	2003	2021	
4.8 (1.8)	3,100	3,700	+19%

Parkland Allocation

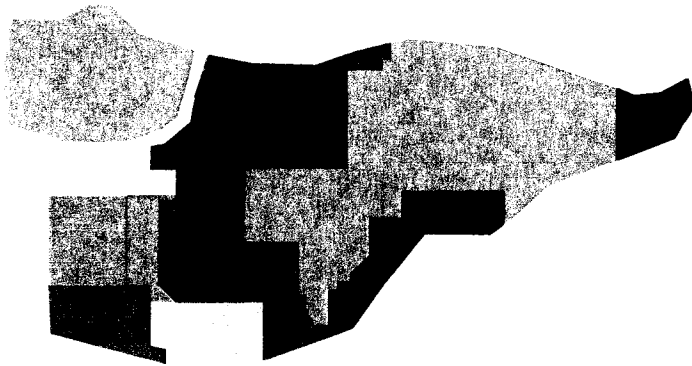


- Existing Trail
- Proposed Trail
- Existing Cycle Routes
- Proposed Cycle Routes
- Proposed Trail Staging Areas

Parkland illustrated with light green tone

Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A Tait School / Tait Park (Cambie Comm. Ctr. programs)				●							●	●	●		●			
City-Wide / Regional																		
Minoru Precinct (3 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■	▲		
Riverport Complex (6 km.)	■	■	■			■												
Steveston Historical (8 km.)							■		■	■						▲	▲	▲
Richmond Nature Park (3 km.)																		

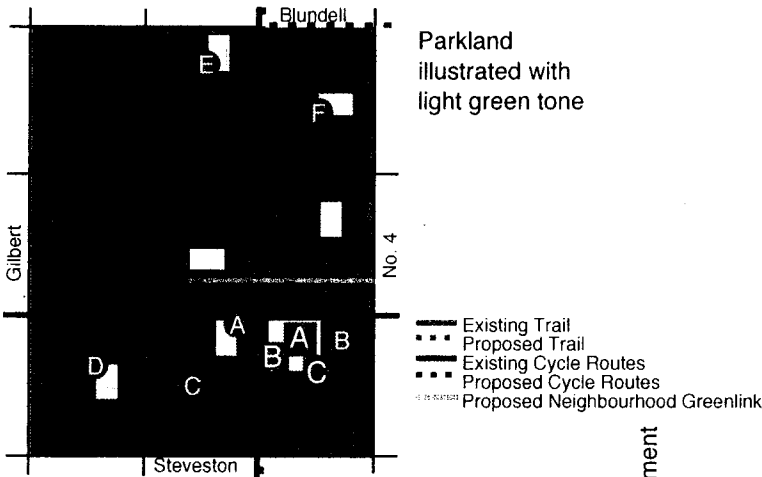
Broadmoor



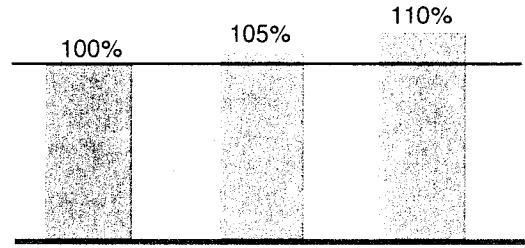
Facility Quick Facts:

- South Arm Community Ctr. built 1992, recent renovations (year unknown), current value \$4.5 million; \$491,000 in upgrades identified
- South Arm Community Bldg. built 1975, recent renovations (1992), current value \$2.95 million; \$600,000 in upgrades identified
- South Arm Community Hall built 1966, current replacement value \$0.9 million, \$200,000 in upgrades identified
- South Arm Pool built 1972
- Largest concentration of sports fields in city

Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
5.0 (1.9)	22,500	25,600	+14%



Parkland Allocation



2003 Required	2003 Actual	2021 Required
61.5 ha (152.0 / ac)	64.3 ha (158.9 / ac)	67.4 ha (166.6 / ac)

Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A South Arm Community Hall																		
B South Arm Community Centre																		
C South Arm Pool (outdoor)																		
A McRoberts School																		
B Whiteside School																		
C Bridge School																		
D Maple Lane School																		
E Garden City School																		
F Debeck School																		
Walter Lee School																		
Rideau School and Ferris School																		
Palmer School and Errington School																		
Agassiz Park & Heather Park																		
City-Wide / Regional																		
Minoru Precinct (1 km.)																		
Riverport Complex (4 km.)																		
Steveston Historical (2 km.)																		
Richmond Nature Park (2 km.)																		

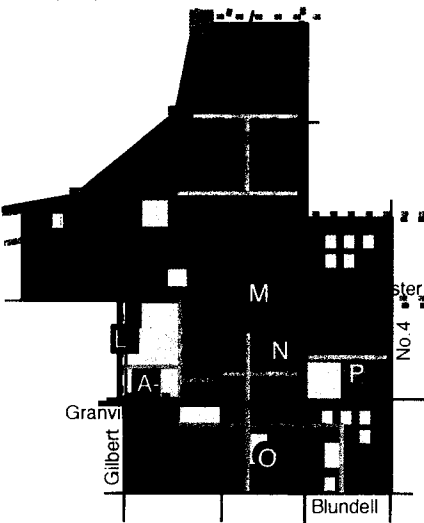
City Centre



Facility Quick Facts:

- Brighthouse Library and Cultural Centre built 1992; value \$15.1 million, \$1.4 million in upgrades
- Gateway Theatre built 1984; value \$6.8 million, upgrades \$900,000
- Minoru Chapel built 1891
- Minoru Seniors Activity Centre built 1986; valued at \$2.35 million, upgrades \$854,000
- Centennial and Minoru Pools, built 1958 and 1977
- Minoru Arenas built 1965
- Minoru Sport Pavilion built 1964, valued at \$1.17 million; upgrades \$268,000;
- Minoru Grandstand built 1974

Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
6.4 (2.4)	33,400	61,700	+85%



Parkland illustrated with light green tone

- Existing Trail
- Proposed Trail
- Existing Cycle Routes
- Proposed Cycle Routes
- Proposed Neighbourhood Greenways
- Proposed Trail Staging Areas

214%

Parkland Allocation

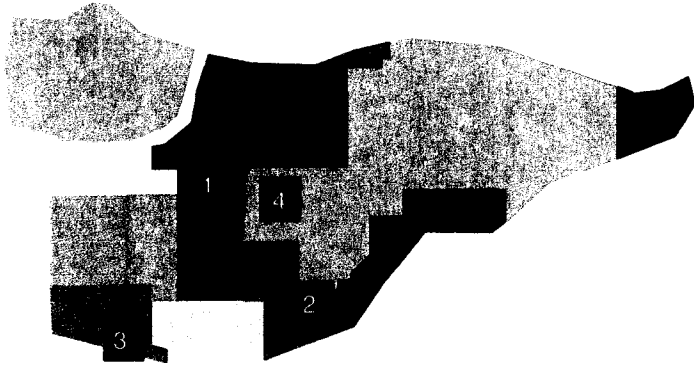
100%	91%
2003 Required 75.8 ha (187.3 / ac)	2003 Actual 69.3 ha (171.3 / ac)
2021 Required 162.2 ha (400.7 / ac)	

Community / Neighbourhood

Community / Neighbourhood	Pool	Ice	Fitness	Gym	Games	Child	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Fields	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
Minoru Park											■	■	■	■	■			
A Richmond Public Library						■	■		■									
B Richmond Art Gallery									■									
C Richmond Arts Centre									■									
D Richmond Cultural Centre									■									
E Richmond Museum									■									
F Richmond Archive									■									
G Minoru Activity Centre				■	■	■			■									
H Minoru Aquatic Centre	■		■															
J Minoru Arenas		■																
K Minoru Sport Pavilion (CCCA)			■	■	■													
L Gateway Theatre								■	■									
M Lang Centre (CCCA)			■	■	■	■			■									
N Cook School				●							●	●	●					
O General Currie School				●							●	●	●					
P Anderson School				●							●	●	●					
Brighthouse Park				●							■	■	■					
McNeely Park				●							■	■	■					
McLennan North Park																		
McLennan South Park																		
Garden City Park																		

(in development)

East Cambie

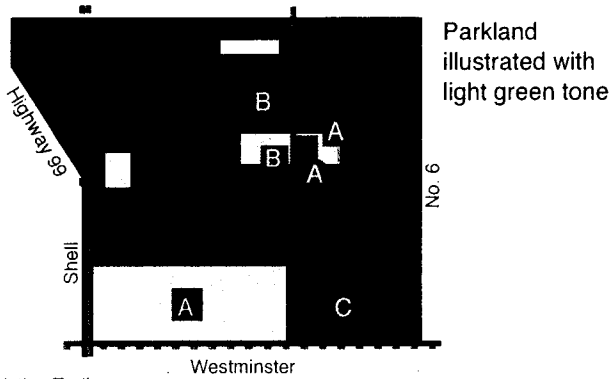
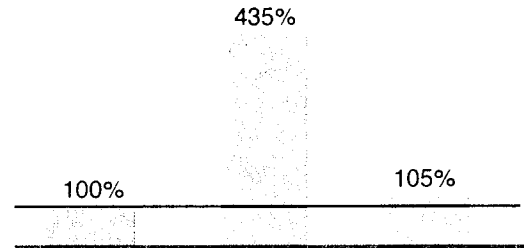


Facility Quick Facts:

- Cambie Community Centre, built 1995; 28,700 sf; \$4.2 million replacement value, no upgrades report available
- East Richmond Community Hall, built 1960; 7,000 sf; \$983,000 replacement value; \$209,000 upgrades required (25% urgent)
- Richmond Nature House, built 1976; 3,500 sf; \$322,000 replacement; \$74,000 in upgrades identified (10% urgent)
- Kinsmen Pavilion - built 1971

Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
5.5 (2.1)	10,500	10,400	No chnge

Parkland Allocation

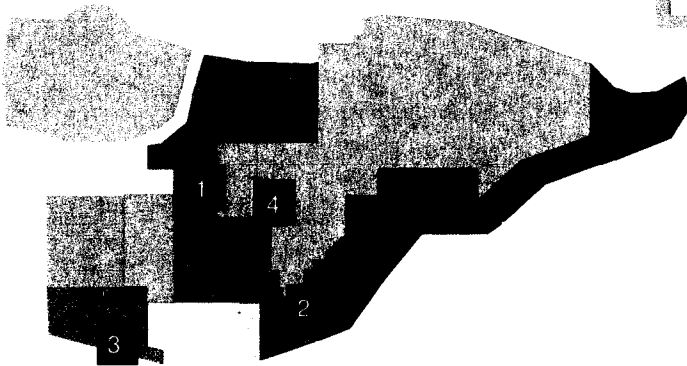


2003 Required	2003 Actual	2021 Required
26.1 ha (64.5 / ac)	113.6 ha (280.7 / ac)	27.3 ha (67.4 / ac)

- Existing Trail
- Proposed Trail
- Existing Cycle Routes
- Proposed Cycle Routes

Community / Neighbourhood	Pool or Waterpark	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A Cambie Community Centre	■		■	■	■	■			■		■	■	■	■	■			
B East Richmond Community Hall/ King George Park				●		■			■		■	■	■	■	■			
C Cambie Branch Library (new)							■											
A McNeely School				●														
B Mitchell School				●														
Tait School (Bridgeport)				●														
Talmey School (West Cambie)				●														
Tomsett School (West Cambie)				●														
Cambie High School				●			●	●										
Albert Airey Park																		
Bridgeport Industrial Lands																		
City-Wide / Regional																		
Minoru Precinct (4 km.)	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	▲	▲	▲
Riverport Complex (5 km.)							■		■	■							▲	▲
Steveston Historical (10 km.)																		
Richmond Nature Park																		

East Richmond

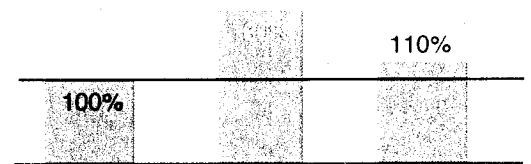


Facility Quick Facts:

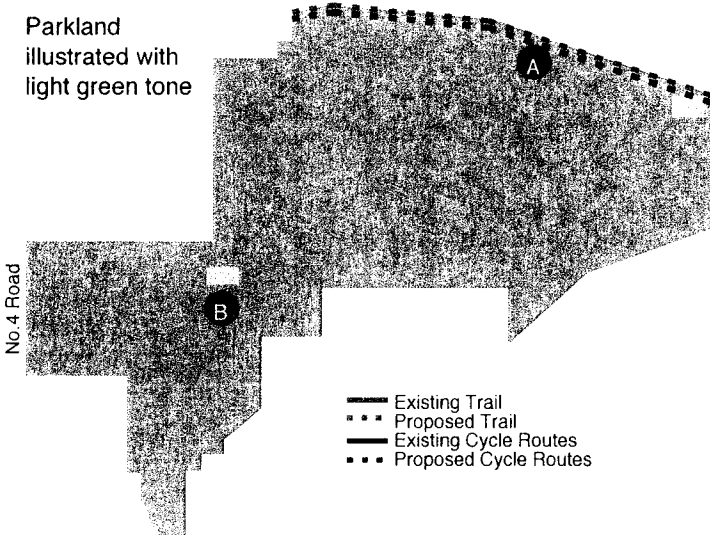
- Part of Agricultural Land Reserve (ALR)
- Current 2% of total population on 34% of land area
- No significant dedicated amenities

Area Sq. Km. (Mi.)	Population		Change
	2003	2021	
43.8 (16.7)	3,300	4,000	+21%

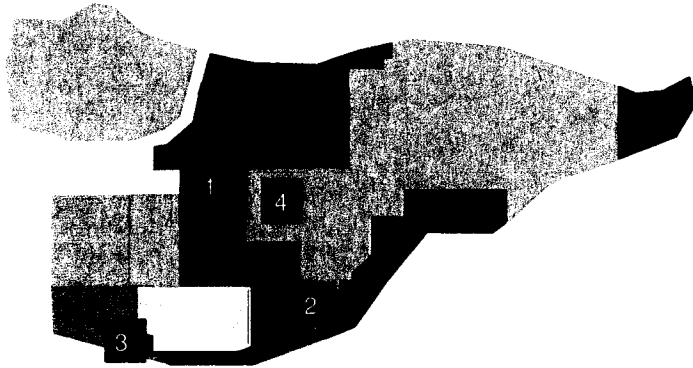
Parkland Allocation



2003 Required	2003 Actual	2021 Required
9.5 ha (23.4 / ac)	17.7 ha (43.8 / ac)	26.0 ha (11.1 / ac)



Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A School District property B Sidaway School Northeast Bog Forest Go-Cart Track				●							●							
City-Wide / Regional																		
Minoru Precinct (1-12 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■	▲	▲	▲
Riverport Complex (1-10 km.)	■	■	■			■										▲	▲	▲
Steveston Historical (6-16 km.)							■		■	■						▲	▲	▲
Richmond Nature Park (0-8 km.)																▲	▲	▲

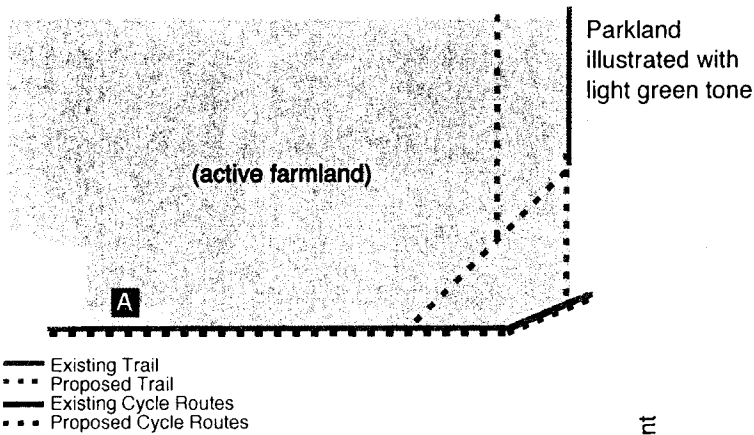
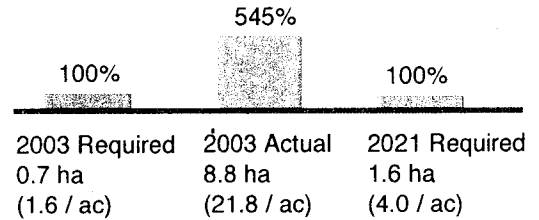


Facility Quick Facts:

- London Heritage House built 1890-93, condition good
- Gilmore included in Agricultural Land Reserve

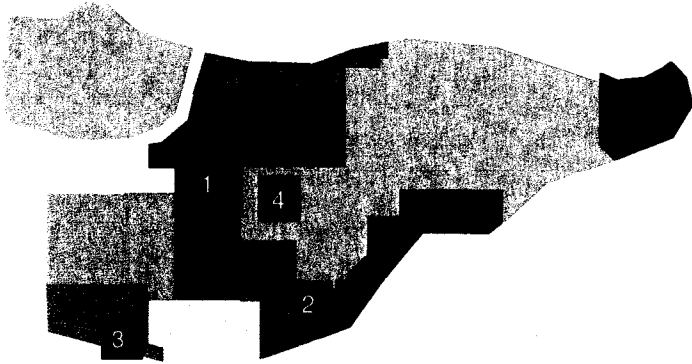
Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
6.2 (2.3)	250	600	Negligible

Parkland Allocation



Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A London Heritage Farm Dog Off-Leash Park										■						▲	▲	▲
City-Wide / Regional																		
Minoru Precinct (3 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■	▲		
Riverport Complex (8 km.)	■	■	■			■										▲		
Steveston Historical (2 km.)							■		■	■						▲	▲	▲
Richmond Nature Park (5 km.)																▲		

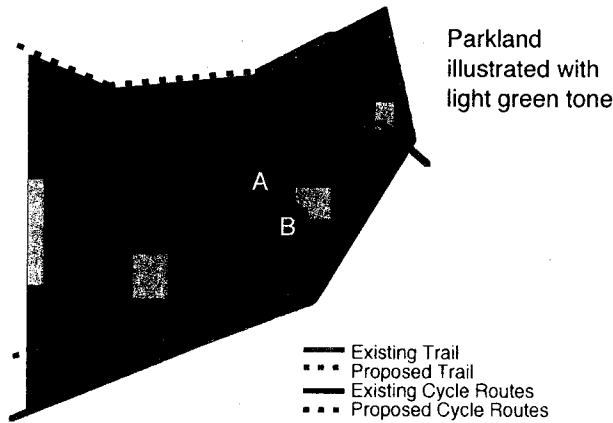
Hamilton



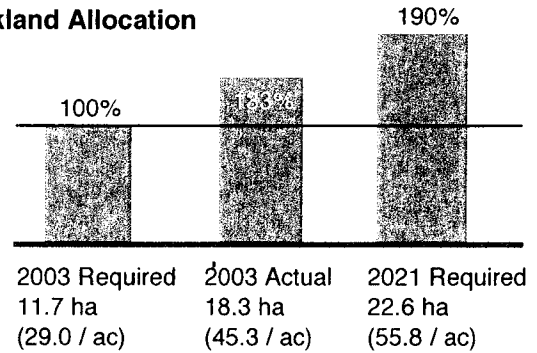
Facility Quick Facts:

- Isolated community lacks diverse recreation opportunities but also lacks in population critical mass
- Hamilton Community Centre built 1995, current replacement value \$407,000; recent addition value unknown, required upgrades value unknown

Area Sq. Km. (Mi.)	Population		Change
	2003	2021	
3.5 (1.3)	4,200	8,600	+105%

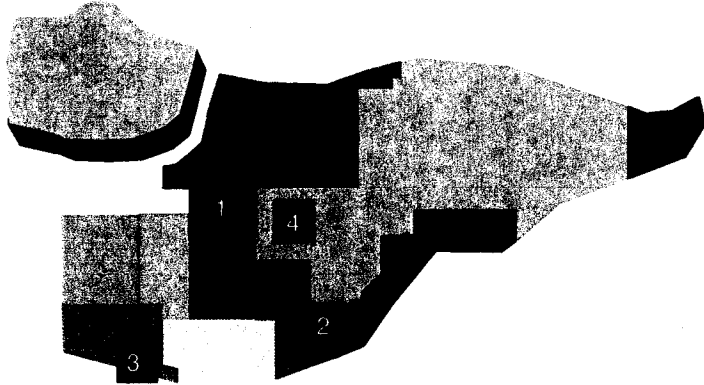


Parkland Allocation



Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A Hamilton Community Centre			■		■	■					■							▲
B Hamilton School				●							●	●	●					
Hamilton Park											▲			▲	▲			▲
McLean Park																▲		
ALR Buffer																▲		
Hamilton VLA																▲		▲
City-Wide / Regional																		
Minoru Precinct (14 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■	▲		
Riverport Complex (14 km.)	■	■	■			■										▲		
Steveston Historical (18 km.)							■		■	■						▲	▲	▲
Richmond Nature Park (12 km.)																▲		

Sea Island

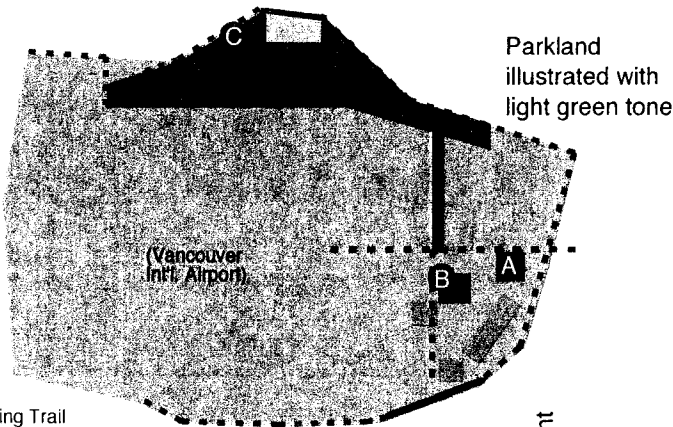
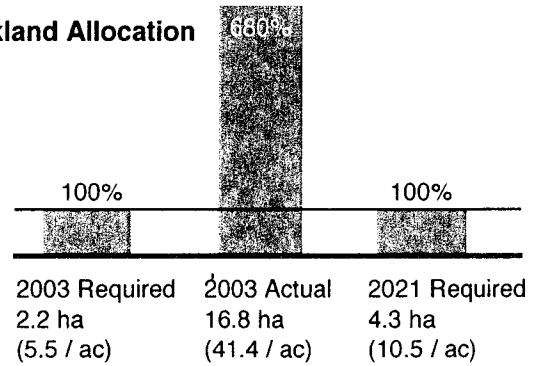


Facility Quick Facts:

- Sea Island Hall (4,000 sf) built 1940, replacement value \$550,000; \$10,000 in high priority upgrades required
- 25-times population (projected to 55-times by 2021) net employment factor potential market

Area Sq. Km. (Mi.)	Population		Change
	2003	2021	
18.0 (6.9)	750	750	No change

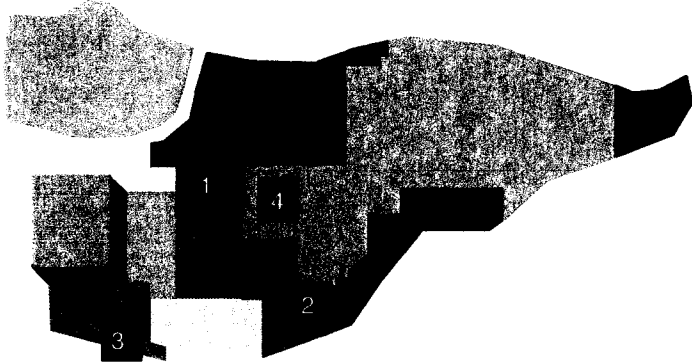
Parkland Allocation



- Existing Trail
- - - Proposed Trail
- Existing Cycle Routes
- - - Proposed Cycle Routes

Community / Neighbourhood	Pool	Ice Arena	Multi-Purpose	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A Sea Island Community Centre			■		■	■			■		■							
B Sea Island School				●							●	●	●					▲
C McDonald Beach Park											▲			▲	▲			▲
Sea Island Conservation Area																▲		▲
Iona Beach GVRD Reg'l. Park																▲		▲
City-Wide / Regional																		
Minoru Precinct (2 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■	▲		
Riverport Complex (9 km.)	■	■	■			■										▲		
Steveston Historical (6 km.)							■		■	■						▲	▲	▲
Richmond Nature Park (6 km.)																▲		

Seafair

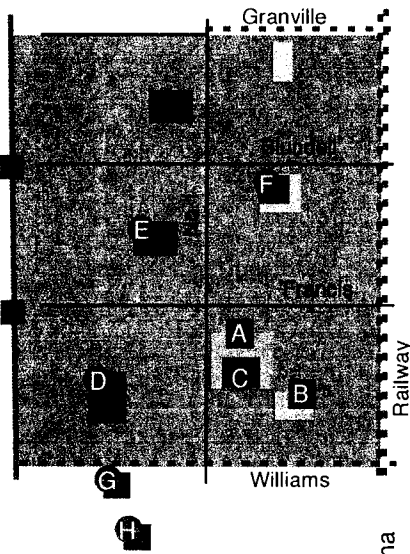
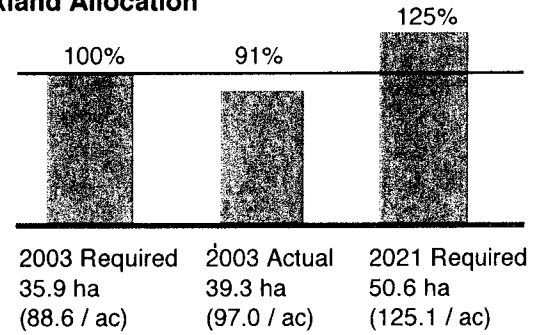


Facility Quick Facts:

- West Richmond Community Centre built 1994, valued at \$3.0 million, upgrades of \$175,000 required
- Pitch and Putt clubhouse built 1975, valued at \$100,000
- West Dyke Trail are considered part of the park activity base but are not calculated in area inventory

Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
6.2 (2.3)	16,200	19,300	+19%

Parkland Allocation

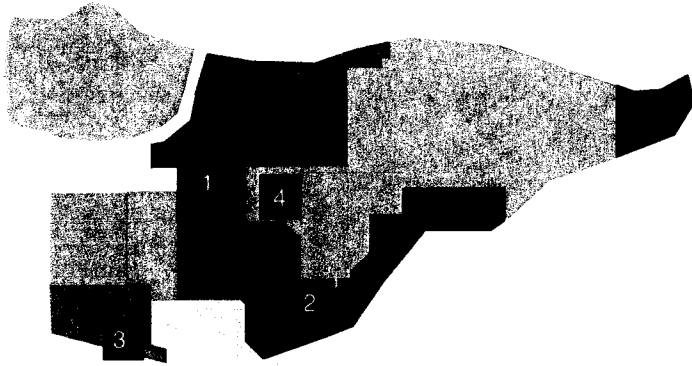


Parkland illustrated with light green tone

- Existing Trail
- - - Proposed Trail
- Existing Cycle Routes
- - - Proposed Cycle Routes
- Proposed Trail Staging Areas

Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A West Richmond Community Centre			■	●	■	■			■		■	■	■					
B West Richmond Pitch and Putt																▲		
C Hugh Boyd School / Park				●														
D Dixon School				●							●	●	●					
E Gilmore School				●							●	●	●					
F Grauer School				●							●	●	●					
G Lord Byng School				●							●	●	●					
H Manoah Steves School				●							●	●	●					
Morris Park											●				●	▲		
Quilchena School				●							●	●	●		●			
City-Wide / Regional																		
■ Minoru Precinct (3 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■	▲		
■ Riverport Complex (8 km.)	■	■	■													▲		
■ Steveston Historical (2 km.)							■		■	■						▲	▲	▲
■ Richmond Nature Park (5 km.)																▲		

Shellmont

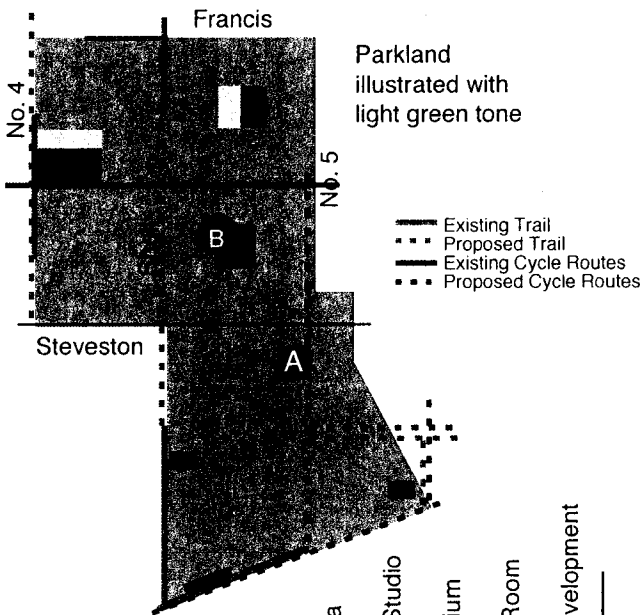
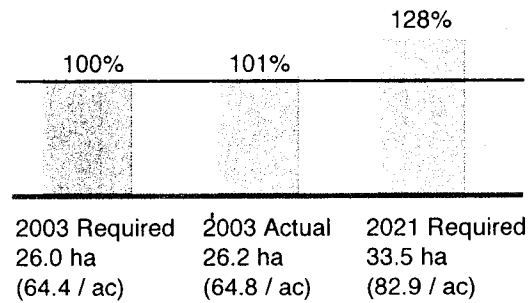


Facility Quick Facts:

- Ironwood Branch Library built in 1998, replacement value \$2.0 million; no upgrades required
- Half of land area commercial / industrial park
- Under-served with program spaces but adequate greenspace

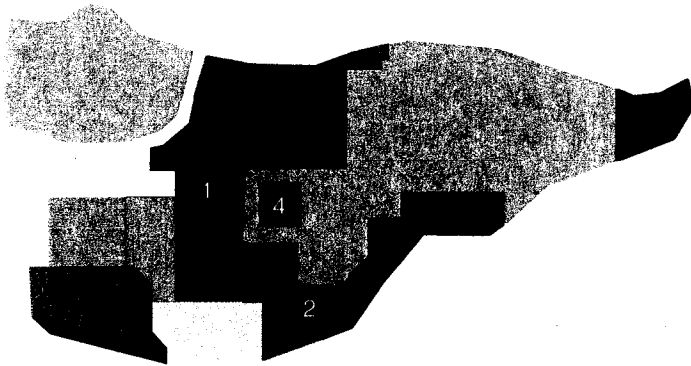
Area Sq. Km. (Mi.)	Population		Change
	2003	2021	
5.3 (2.0)	11,000	12,800	+16%

Parkland Allocation



Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A Ironwood Branch Library							■											
B Woodward School				●							●	●	●		●			
McNair School				●							●	●	●		●			
Kingswood School				●							●	●	●		●			
Woodward's Landing																▲		▲
Kidd School																		
City-Wide / Regional																		
Minoru Precinct (2 km.)	■	■	■			■	■	■	■		■	■	■	■	■	▲		
Riverport Complex (4 km.)	■	■	■			■										▲	▲	▲
Steveston Historical (6 km.)							■		■	■						▲		
Richmond Nature Park (3 km.)																▲		

Steveston

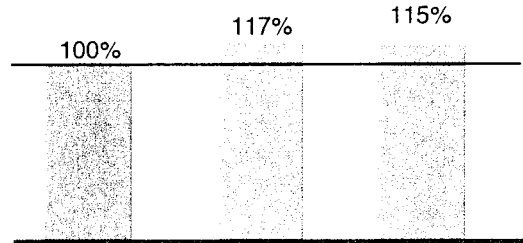


Facility Quick Facts:

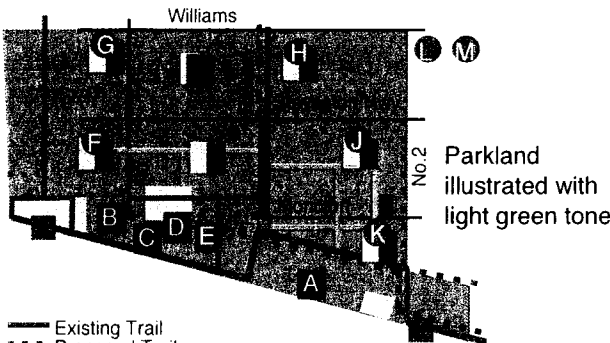
- Steveston Community Centre and Library built 1957, addition 1987, valued at \$5.9 million; \$970,000 in building systems upgrades needed
- Steveston Tennis Centre 1990, \$1.85 million; \$30,000
- Steveston Martial Arts Ctr. 1971, \$1.4 million; \$250,000
- Steveston Outbuildings (6) 72-79, \$400,000; \$5000
- Steveston Museum built 1905 also serves as a post office; value unknown

Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
5.6 (2.1)	23,000	26,000	+13%

Parkland Allocation



2003 Required	2003 Actual	2021 Required
59.5 ha (147.0 / ac)	69.8 ha (172.5 / ac)	68.5 ha (169.2 / ac)



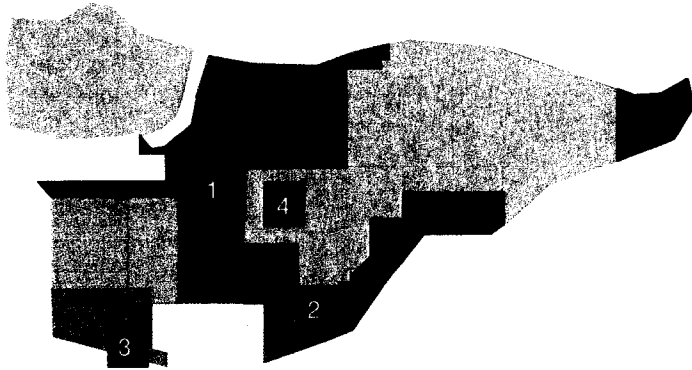
- Existing Trail
- - - Proposed Trail
- Existing Cycle Routes
- - - Proposed Cycle Routes
- - - Proposed Neighbourhood Greenways
- Proposed Trail Staging Areas

Community / Neighbourhood

	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A Britannia Heritage Shipyards										■						▲		
B Steveston Museum							■			■								
C Steveston Branch Library																		
D Japanese Cult. Ctr./Martial Arts Ctr.			■	■	■	■												
E Steveston Community Centre			■	■	■	■					■	■	■	■	■			
Steveston Outdoor Pool	■																	
F Byng School				●							●	●	●					
G Steves School				●							●	●	●					
H McKinney School				●							●	●	●					
J Westwind School				●							●	●	●					
K T. Homma School				●							●	●	●					
Diefenbaker School				●							●	●	●					
McMath School and Harris School				●							●	●	●					
Garry Point Park																		
Bike Terrain Park																		
L Steveston School (SCC Programmed)				●								●	●					
M London School (SCC Programmed)				●								●	●					

City-Wide / Regional

■ Minoru Precinct (4 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■			▲
■ Riverport Complex (6 km.)	■	■	■			■												▲
■ Richmond Nature Park (5 km.)																		▲

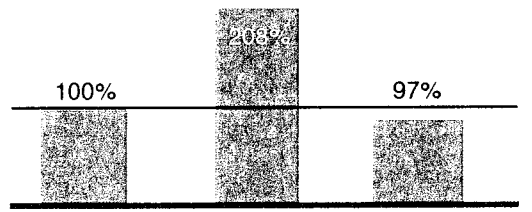
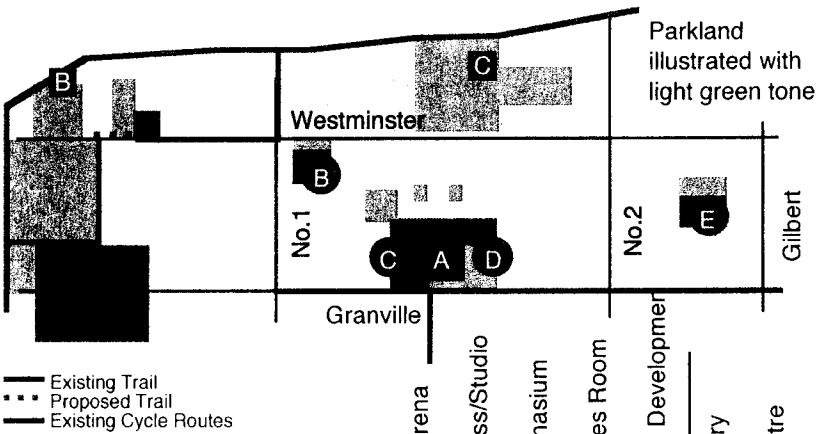


Facility Quick Facts:

- Thompson Community Centre 23,150 sf; built 1995; valued at \$4.7 million, 98% building life remaining (\$68,500 upgrade required)
- Thompson Community Hall 8,780 sf built 1960; renovated 1983; valued at \$1.2 million with 75% building life remaining (\$308,600 upgrade required)
- Terra Nova West currently in development

Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
4.5 (1.7)	15,000	13,700	-9%

Parkland Allocation



2003 Required	2003 Actual	2021 Required
37.2 ha (91.8 / ac)	77.2 ha (190.9 / ac)	35.9 ha (88.7 / ac)

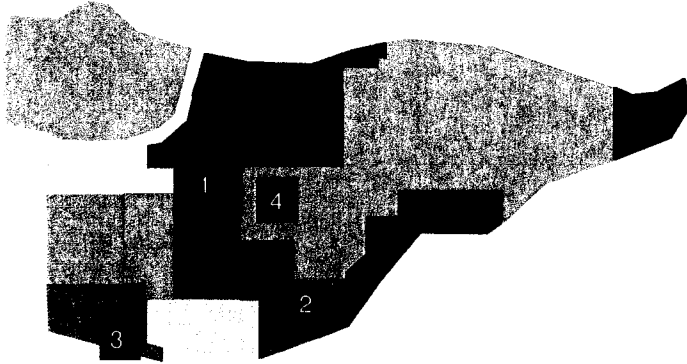
Community / Neighbourhood

	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A Thompson Community Centre/ Thompson Community Hall			■	■	■	■			■		■			■	■			▲
B Thompson School				●								●	●					▲
C Burnett School				●								●	●					▲
D Blair School				●								●	●					▲
E Brighthouse School McKay School (Blundell)				●								●	●					▲
B Terra Nova Park Terra Nova West West Dyke Trail Thompson Burnette Park McCallan Park											▲					▲	▲	▲
C City Works Yard / Dover Park Gibbons VLA Garnet and Tiffany Mini-Parks Spu'lu'kwuks School											▲					▲	▲	▲

City-Wide / Regional

■ Minoru Precinct (<1 km.)	■	■	■		■	■	■	■	■	■	■	■	■	■	■	▲		
■ Riverport Complex (7 km.)	■	■	■			■											▲	▲
■ Steveston Historical (4 km.)							■		■	■								▲
■ Richmond Nature Park (4 km.)																		▲

West Cambie

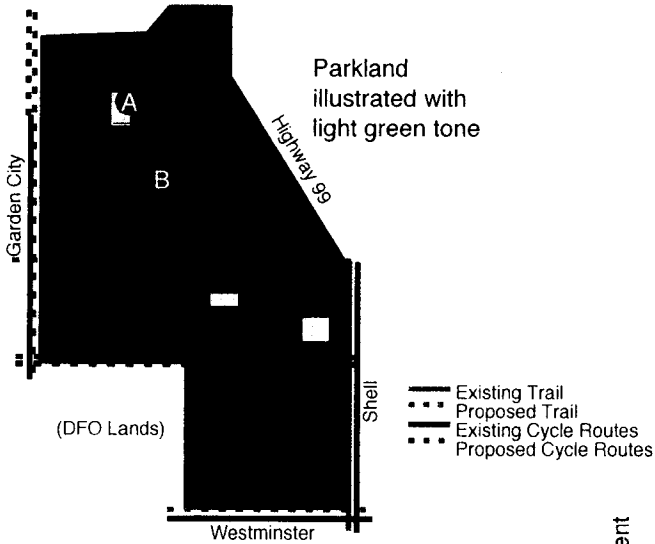
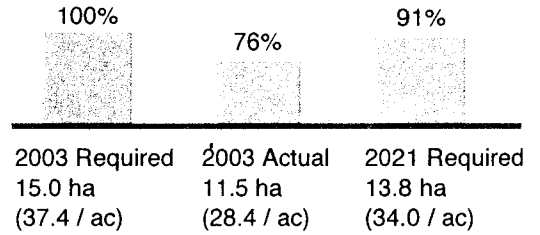


Facility Quick Facts:

- Cambie Community Centre and City Centre Community (Lang Centre) each about 2 kms. away
- Adjacent to DFO Lands

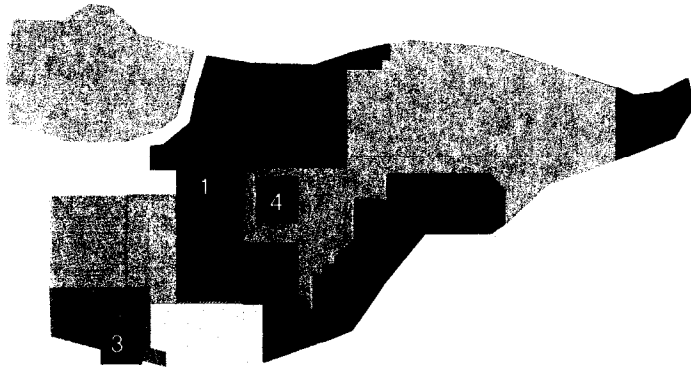
Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
2.2 (0.8)	6,000	5,300	-12%

Parkland Allocation



Community / Neighbourhood	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
A Talmey School / Park				●●							●●	●●	●●		●●	▲		
B Tomsett School (Cambie Comm. Ctr. programs) Odlin Park Odlinwood Park				●●							●●	●●	●●	■	●●	▲		
City-Wide / Regional																		
■ Minoru Precinct (1 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■	▲		
■ Riverport Complex (5 km.)	■	■	■			■	■	■	■		■	■	■	■	■	▲		
■ Steveston Historical (7 km.)							■		■	■						▲	▲	▲
■ Richmond Nature Park (2 km.)																▲		

Fraser Lands



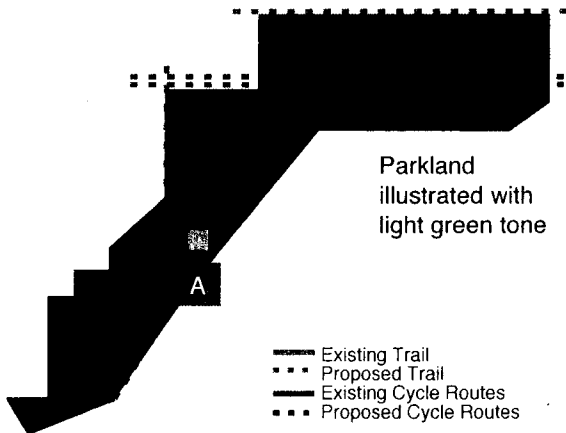
Facility Quick Facts:

- Richmond Ice Centre built 1994, current replacement value \$19.5 million; upgrades required valued at \$2.92 million
- Watermania built 1997, current replacement value \$18.7 million; upgrades valued at \$1.4 million

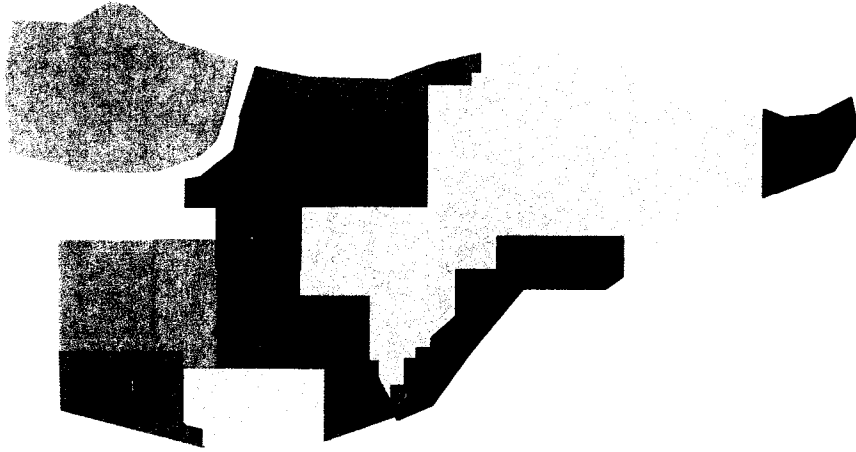
Area Sq. Km. (Mi.)	Population		Change
	2003	2021	
7.4 (2.8)	0	0	No change

Parkland Allocation

2003 Required	2003 Actual	2021 Required
0.0 ha (0.0 / ac)	3.6 ha (9.8 / ac)	0.0 ha (0.0 / ac)



	Pool	Ice Arena	Fitness/Studio	Gymnasium	Games Room	Child Development	Library	Theatre	Cultural	Heritage	Playground	Soccer / Rugby Field	Ball Diamonds	Tennis Courts	Hard Court	Passive Parkland	Landscape Feature	Trail / Cycle Route Link
City-Wide / Regional																		
A Riverport Complex (unidentified park allocation)	■	■	■			■					■					▲		
City-Wide / Regional Other																		
■ Minoru Precinct (7 km.)	■	■	■		■	■	■	■	■		■	■	■	■	■	▲		
■ Steveston Historical (3 km.)							■		■	■						▲	▲	▲
■ Richmond Nature Park (3 km.)																▲		



City-wide / Regional Aquatics

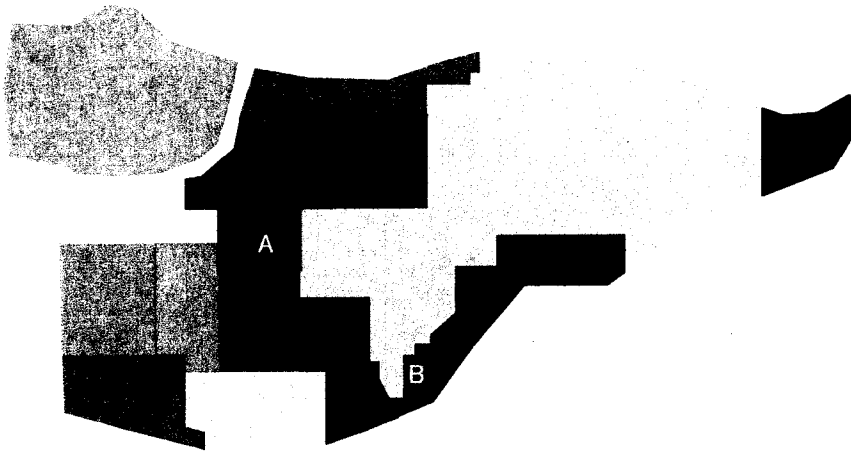
Key Highlights:

- Centennial and Minoru Pools, built 1958 and 1977, renovated 1984; current replacement value \$7.0 million; upgrades \$917,000 identified
- Watermania built 1997, current replacement value \$18.7 million; upgrades valued at \$1.4 million
- Steveston Pool, 1972, current replacement value \$700,000; upgrades \$137,000 identified
- South Arm Pool built 1972, current replacement value \$1.1 million, upgrades \$290,000 identified

	Facility Age	Building Area (sm)	Replacement Value (\$ millions)	Upgrades Required (\$ millions)	Public Transit Access	Bicycle Route Access	Trail System Access	On-site parking	All Seasons	Tank Type	Family Change Rooms	Total Annual Operating Hours	
■	Centennial Pool (30M)	1958	1497	\$3.0	\$0.3	Y	Y	Y	Y	Y	25M	N	5,500
■	Minoru Pool	1977	2015	\$4.0	\$0.6	Y	Y	Y	Y	Y	25M	N	5,500
■	Watermania (50M)	1997	6875	\$18.6	\$1.4	Y	N	N	Y	Y	25M+	Y	5,500
■	South Arm Pool (outdoor)	1972	477	\$1.1	\$0.3	Y	Y	Y	Y	N	25M	N	900
■	Steveston Pool (outdoor)	1972	301	\$0.7	\$0.1	Y	Y	Y	Y	N	Leisure	N	900

City-wide / Regional

Arenas



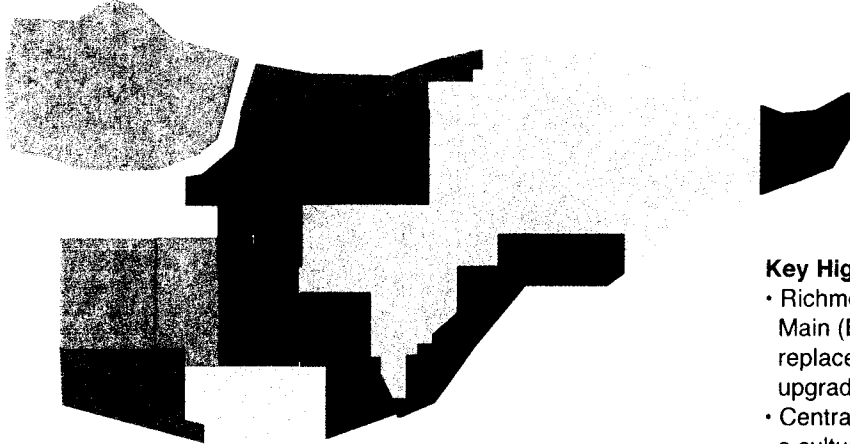
Facility Quick Facts:

- Richmond Ice Centre is a lease arrangement private interests located at Riverport Leisure Centre
- Minoru Arenas built in 1965 and 1984 with upgrades in 2000; current replacement value \$11.5 million; \$600,000 in upgrades identified
- Richmond Ice Centre built in 1994; current replacement value \$19.5 million; \$2.9 million in upgrades identified

City-Wide / Regional		Facility Age	Facility Area (sm)	Replacement Value (millions)	Upgrade Required (millions)	Transit Access	On-site Parking	Operating Hours per Week	Number of Ice Sheets	Number of Dressing Rooms	Spectator Capacity	Retail / Pro Shop	Food Concession	Lounge
A	Minoru Arenas	'65	0	\$11.5	\$0.6	Y	Y	0	2	4	1600	N	Y	N
B	Richmond Ice Centre	'94	0	\$19.5	\$2.9	Y	Y	0	6	12	<100	Y	Y	Y

City-wide / Regional

Arts



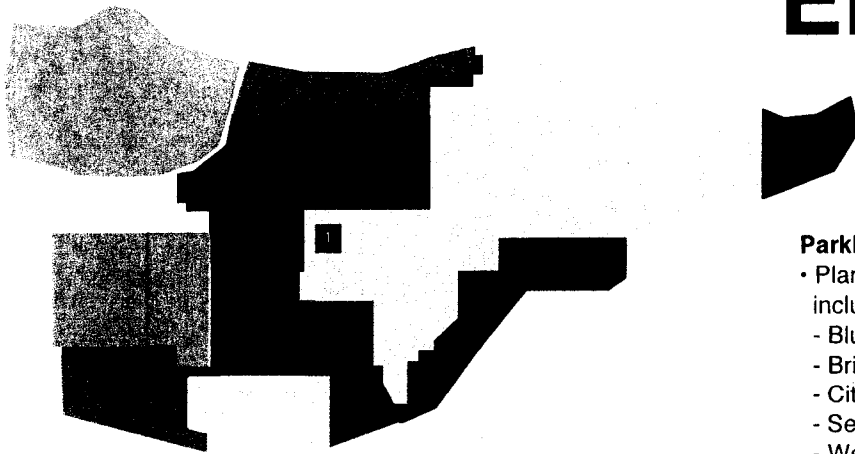
Key Highlights:

- Richmond Cultural Centre and Library Main (Brighthouse) Branch built in 1992; current replacement value \$15.1 million; \$1.37 million in upgrades identified
- Central location with the Gateway Theatre creates a cultural and arts hub for the community in close proximity to other civic functions
- Each component in the facility has identified a space shortage which limits program growth (eventually, either the cultural or library function may have to relocate or the building added to if possible)

	Facility Age	Building Area SM	Location	Public Transit Access	Bicycle Route Access	Trail System Access	On-site Parking	Total Annual Operating Hours	Annual Program User Visits	Auditorium	Artist's Studios	Dedicated Galleries	Temporary Galleries	Archival Storage
■ Richmond Art Gallery	1992	600	C	Y	Y	N	Y	2500	N	N	Y	Y	Y	
■ Richmond Arts Centre	1992	900	C	Y	Y	N	Y	3500	Y	Y	Y	Y	N	
■ Richmond Cultural Centre	1992	1200	C	Y	Y	N	Y	3500	Y	N	N	N	N	
■ Richmond Archive	1992	400	C	Y	Y	N	Y	2000	N	N	Y	N	Y	
■ Richmond Museum	1992		C	Y	Y	N	Y		N	N	Y		N	

City-wide / Regional

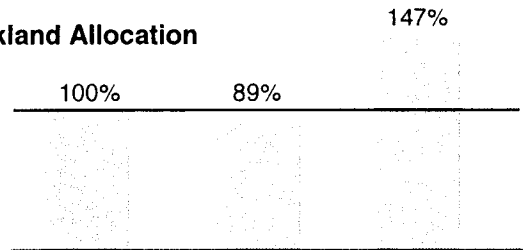
Environment



Parkland Deficiency:

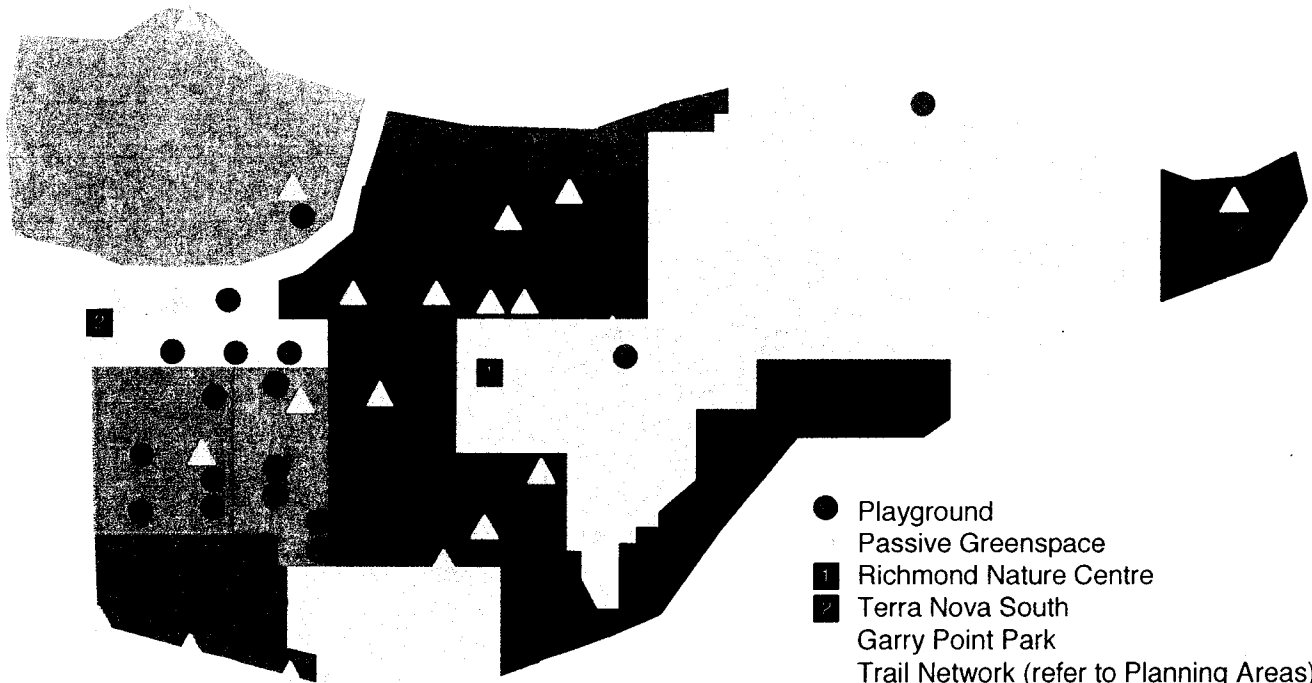
- Planning areas currently deficient in parkland include:
 - Blundell
 - Bridgeport
 - City Centre
 - Seafair
 - West Cambie

Parkland Allocation



2003 Required	2003 Actual	2021 Required
584.2 ha	521.3 ha	858.0.0 ha
(1443.6 / ac)	(1288.2 / ac)	(2120.0 / ac)

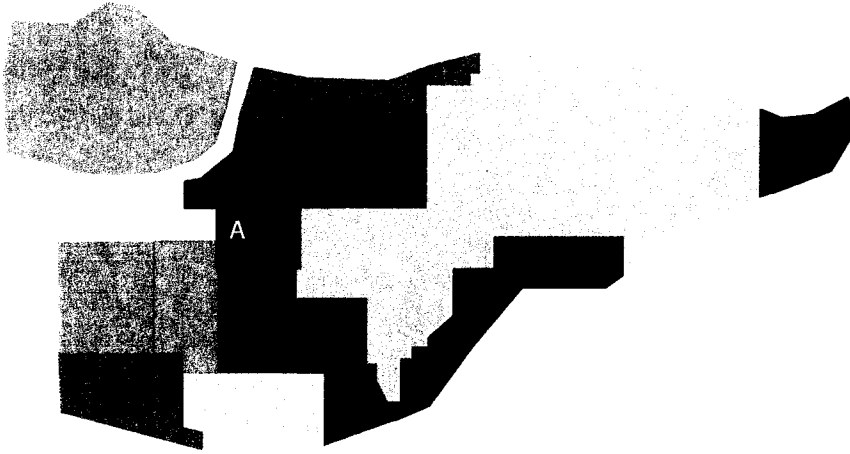
Greenspace Distribution by Type



- Playground
- Passive Greenspace
- Richmond Nature Centre
- Terra Nova South
- Garry Point Park
- Trail Network (refer to Planning Areas)
- Urban Forest Plan (on City GIS)

City-wide / Regional

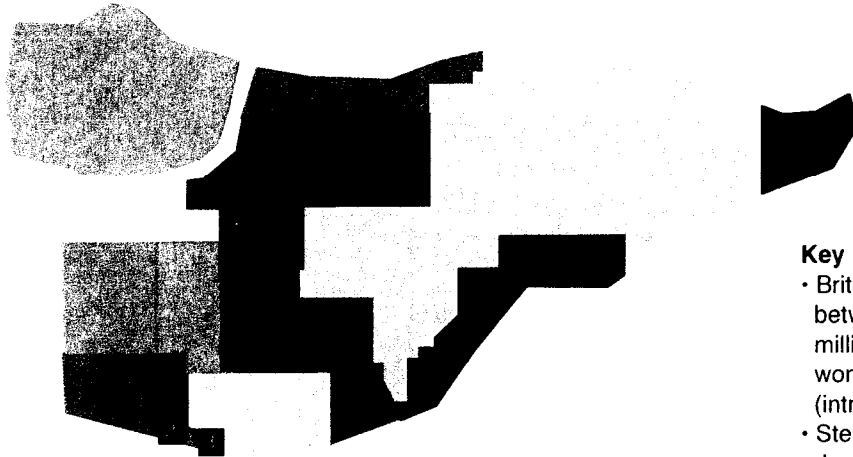
Gateway Theatre



Facility Quick Facts:

- Third largest theatre company in the Lower Mainland
- Gateway Theatre goals include:
 - being a leader in the performing arts in the community
 - professional theatre company with unique and culturally diverse programs
 - reaching out to the community with programs
- Gateway Theatre built 1984, current replacement value \$6.8 million; \$862,000 in upgrades identified

City-Wide / Regional	Facility Age	Facility Area (sm)	Replacement Value (millions)	Upgrade Required (millions)	Transit Access	On-site Parking	Main Seating Capacity	Studio B Seating Capacity	Main Stage Annual Subscriptions Sold	Main Stage Annual Single Tickets Sold	New Plays Annual Single Tickets Sold	Annual Rental Days Available (3 venues)	Annual Days Rented (3 venues)
A Gateway Theatre	'84	3985	\$6.8	\$0.86	Y	Y	548	100	2712	28,387	2243	1095	555



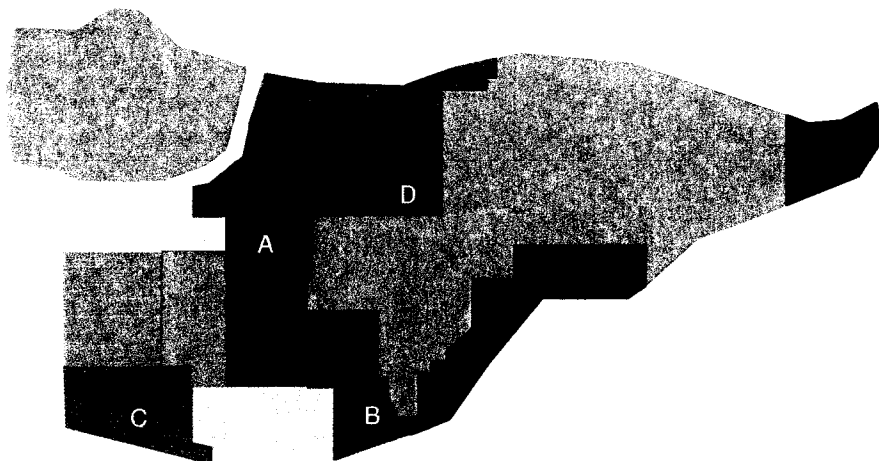
City-wide / Regional

Heritage

Key Highlights:

- Britannia Heritage Shipyard 11 buildings built between 1875-1950 replacement value \$4.46 million, needing \$200,000 in upgrades*; 9 minor worth \$1.34 million requiring \$300,000 in upgrades* (intrinsic cultural value irreplaceable)
 - Steveston Museum built 1900, valued at \$260,000
 - Japanese Canadian Cultural Centre built 1991, valued at \$850,000; \$49,000*
 - Minoru Chapel built 1891, \$248,000
 - London Heritage Farm House built 1898
- * (unknown if upgrades includes heritage restoration or only code safety improvements)

	Facility Age	Building Area SM	Location	Public Transit Access	Bicycle Route Access	Trail System Access	On-site Parking	Total Annual Operating Hours	Annual Program User Visits	Tourism Destination	Community Use	Interpretive Centre	Living Museum	On-going Project
■	Minoru Chapel	1992	600	C	Y	Y	N	Y	1500	Y	Y	Y	Y	N
■	Steveston Museum	1992	900	SW	Y	Y	Y	Y	2000	Y	N	Y	Y	N
■	Britannia Heritage Shipyards (11 bldgs.)	889-1959		SW	Y	Y	Y	Y	1500	Y	Y	Y	Y	Y
■	Japanese Cultural Centre	1992	400	SW	Y	Y	N	Y	4000	N	Y	Y	N	N
■	London Heritage Farm House	1890	n/a	SW	N	Y	Y	Y	1500	Y	Y	Y	Y	Y
■	Branscomb House													



City-wide / Regional Library

Facility Quick Facts:

- Core services:
 - Gathering and meeting place for daily storytime, student projects, community groups
 - Lending collections of 447,000 items
 - Providing information and a reference collection
 - Literacy, education and community-based programs
 - Access to computers with high-speed internet and educational software
- Main (Brighthouse) Branch built in 1992; current replacement value \$15.1 million; \$1.37 million in upgrades identified
- Ironwood Branch Library built in 1998; current replacement value \$2.0 million; no upgrades identified
- Steveston Branch Library built in 1989; current replacement value of entire community centre / library \$5.9 million; upgrades \$970,000
- Cambie Branch open January 2004

City-Wide / Regional	Facility Age	Facility Area (sm)	Transit Access	Operating Hours per Week	Dedicated Program Room	Group Study Areas	"Living Room" All Ages Area	Children's Area	Other Age Specific Areas	Print / Multi-Media / Educational Items	Chinese / Other Language Collections	ESL Collections	Information and Research Service	Community Information	Web-base Resources	Literacy Programs	Education Support / Life Skills / Cultural	Computer Teaching Lab	Computer / Internet Stations
A Brighthouse Library	'92	4460	Y	76	Y	N	N	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
B Ironwood Library	'98	1115	Y	74	N	N	Y	Y	N	Y	Y	Y	Y	N	Y	Y	Y	Y	Y
C Steveston Library	'89	370	Y	60	N	N	N	Y	N	Y	Y	Y	Y	N	Y	Y	Y	N	Y
D Cambie Library (new)	'03	435	Y	49	N	N	Y	Y	N	Y	Y	Y	Y	N	Y	Y	Y	N	Y

City-wide / Regional

Outdoor Sports

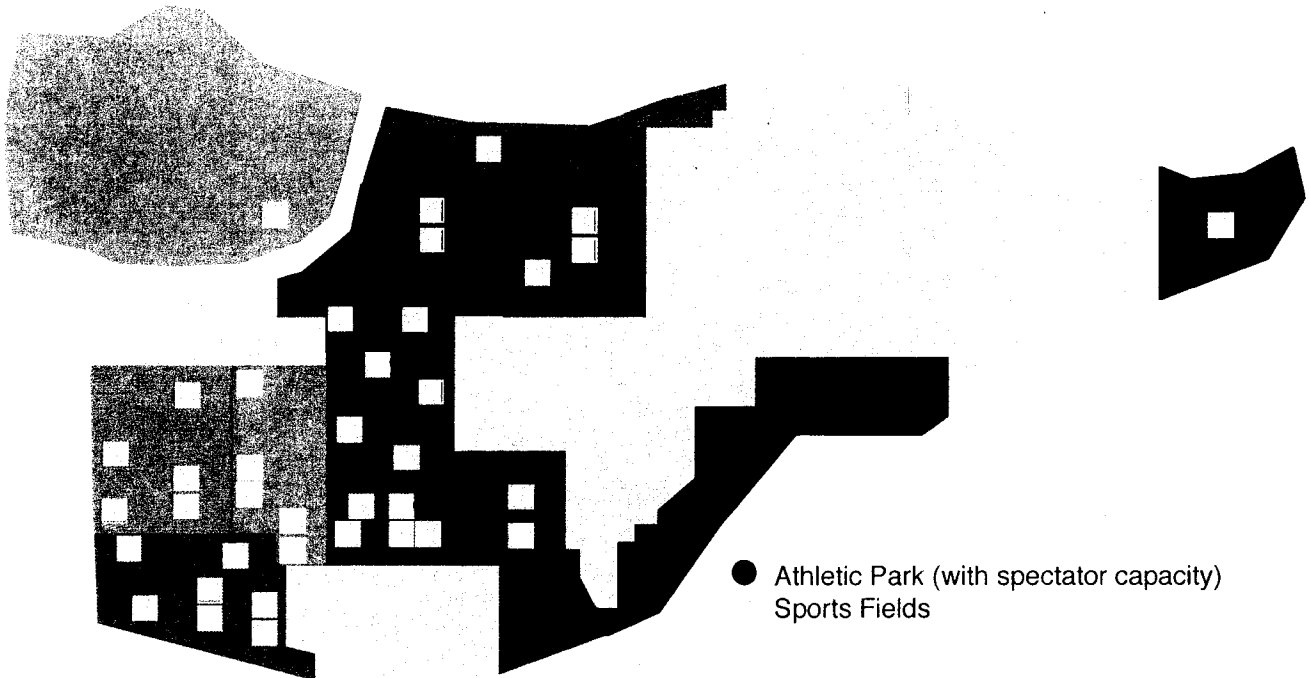


Areas deficient in parkland by current standards highlighted

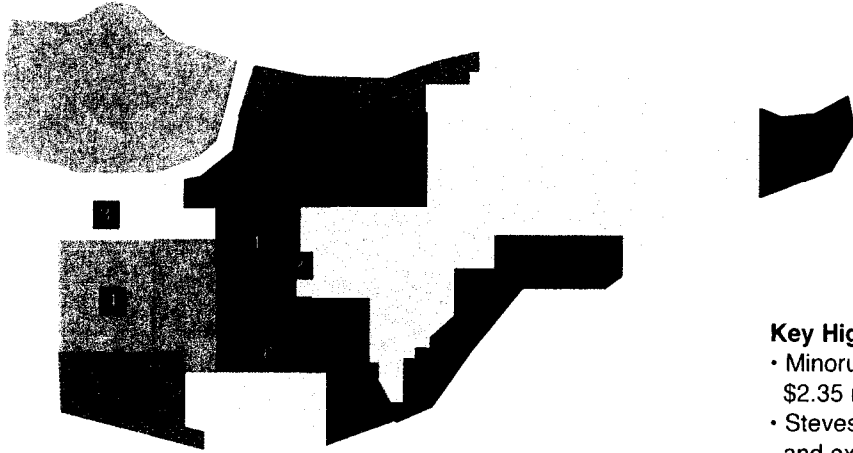
Key Highlights:

- For inventory identified by site name refer to specific planning area pages (typically schools)
- Current utilization by specific site tracked by Parks
- Current policy maximizes annual field usage hours (at a cost of higher maintenance) rather than limiting use / supply
- Current supply of parkland (all types including sports fields) is only 89% of required by planning standards (only 521.3 hectares instead of 584.2, or 1288 acres instead of 1444 acres)
- Areas in greatest need of additional parkland based on current and projected need include: City Centre, Hamilton, Blundell and Seafair

Outdoor Sports Distribution by Type



● Athletic Park (with spectator capacity)
Sports Fields



City-wide / Regional

Special Services

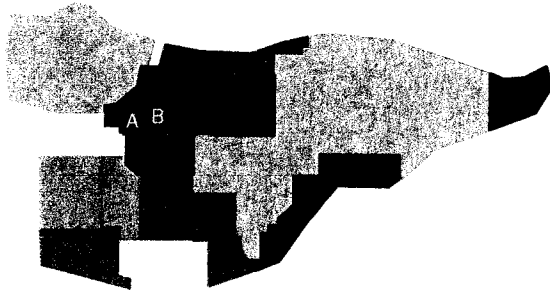
Key Highlights:

- Minoru Seniors Activity Centre built 1986; valued at \$2.35 million, upgrades \$854,000
- Steveston Community Centre built 1957, renovation and expansion with Library in 1987, valued at \$5.9 million; \$970,000 in upgrades needed; fitness component approximately 150 sm
- West Richmond Community Centre built 1994, valued at \$3.0 million, upgrades of \$175,000 required; 150 sm dedicated to fitness component
- Thompson Community Centre 23,150 sf; built 1995; valued at \$4.7 million; \$68,500 upgrade required; 300 sm dedicated to fitness component
- South Arm Community Ctr. built 1976, recent renovations 1992, current value \$4.5 million; \$491,000 in upgrades identified; 200 sm dedicated to fitness component

	Facility Age	Public Transit Access	On-site parking	Gymnasium	Games Room	Multi-Purpose Studios	Fitness - Cardio	Fitness - Strength Training	Annual Program Users	Annual Drop-in Users
<i>Seniors:</i>										
■ Minoru Activity Centre	1986	Y	Y	Y	Y	Y	Y	N	7,024	66,231
<i>Youth:</i>										
■ Skateboard Park	n/a	Y	Y						n/a	n/a
<i>Fitness:</i>										
■ Minoru Pavilion	1964	Y	Y	Y	Y	Y	Y	N	1,084	13,375
■ Thompson Community Centre	1995	Y	Y	Y	Y	Y	Y	Y	n/a	n/a
■ West Richmond Community Centre	1994	Y	Y	Y	Y	Y	Y	Y	n/a	n/a
■ Steveston Community Centre	1957/87	Y	Y	Y	Y	Y	Y	Y	n/a	n/a
■ South Arm Community Centre	1992	Y	Y	Y	Y	Y	Y	Y		
<i>Special Needs:</i>										

City Centre

Encompassing Planning Area:
City Centre

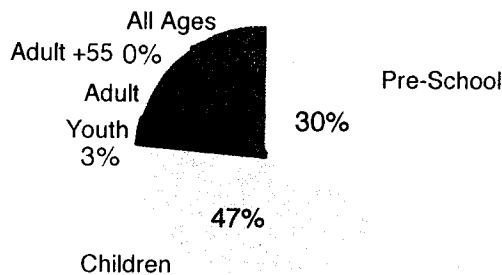


Key Highlights:

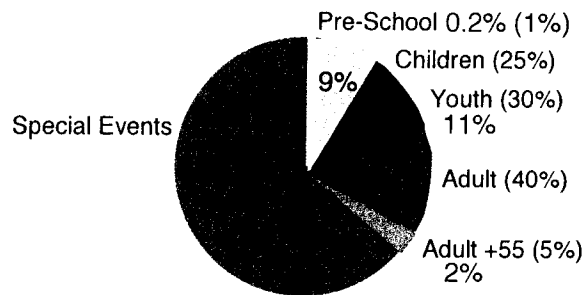
- Children and pre-school are 77% of program registrants but only 9% of drop-ins
- Volunteers provide an average of 17.3 hours each per year
- One volunteer per 255 catchment residents

Area Sq. Km. (Mi.)	Population		Change
	2003	2021	
6.4 (2.4)	33,400	61,700	+85%

Registered Program Registrations



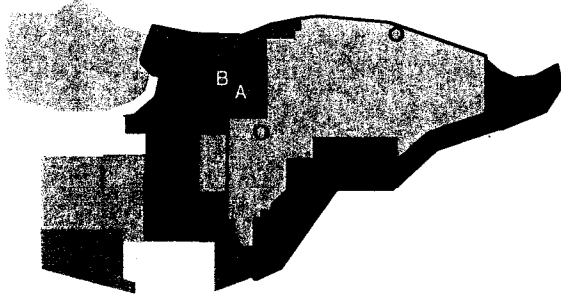
Drop-in Uses



(excluding special events in parenthesis)

- Y Yes
- N No
- P Proposed
- H High
- M Medium
- L Low

Community / Neighbourhood	Facility Age	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Utilization	Inventory Need Growing	Annual Program Registrations (#)	Annual Drop-in Uses (#)	Number of Volunteers	Annual Volunteer Hours (#)
A Lang Centre (CCCA)	1995	Y	Y	N	3,000	M	Y	1694	25,719	131	2270
B Minoru Sport Pavilion (City-wide)	1960	Y	Y	N							
Satellite Programming from:											
● Cook School	n/a	Y	Y	N							
● General Currie School	n/a	Y	Y	N							
● Anderson School	n/a	Y	Y	N							



East Richmond

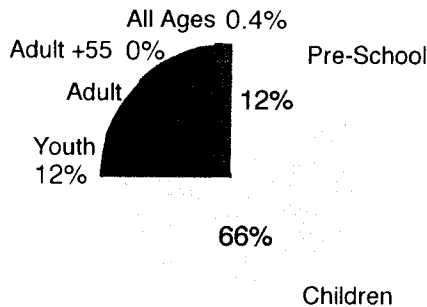
Encompassing Planning Areas: Bridgeport, West Cambie, East Cambie, Fraser Lands and East Richmond (excluding western-most portion)

Key Highlights:

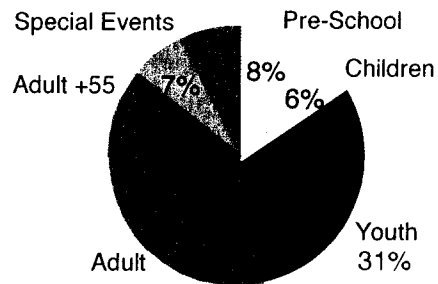
- 1.5 sq. mi. area of East Richmond bounded by No. 4, No. 5, Westminster and Francis is considered part of the South Arm catchment area (pro-rated pop. 100)
- Children and pre-school are 78% of registered programs but only 14% of drop-in
- Volunteers provide an average of 241.2 hours each per year
- One volunteer per 78 catchment residents

Area Sq. Km.(Mi.)	Population 2003	2021	Change
62.2 (23.6)	22,900	23,300	+2%

Registered Program Registrations



Drop-in Uses

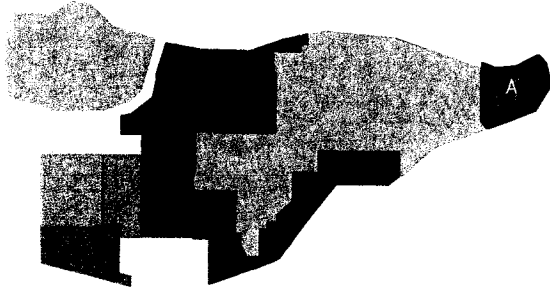


- Y Yes
- N No
- P Proposed
- H High
- M Medium
- L Low

Community / Neighbourhood	Facility Age	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Effective Utilization (%)	Inventory Need Growing	Annual Program Registrations (#)	Annual Drop-in Uses (#)	Number of Volunteers	Annual Volunteer Hours (#)
A Cambie Community Centre (East Cambie)	1995	Y	N	Y	5,000	H	N	4,618	19,303	292	70,435
B East Richmond Community Hall (East Cambie)	1960	Y	N	Y	4,500	H	Y				
Satellite Programming from:											
● McNeely School (East Cambie)	n/a	Y	N	Y							
● Mitchell School (East Cambie)	n/a	Y	N	Y							
● Tait School (Bridgeport)	n/a	Y	N	Y							
● Talmey School (West Cambie)	n/a	Y	N	N							
● Tomsett School (West Cambie)	n/a	Y	N	N							
○ (non-partner school locator)											

Hamilton

Encompassing Planning Area: Hamilton

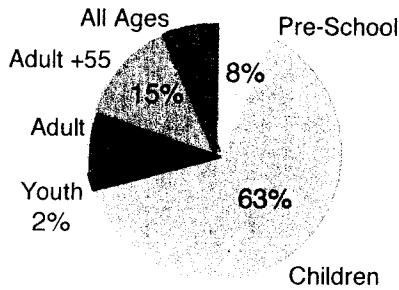


Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
3.5 (1.3)	4,200	8,600	+105%

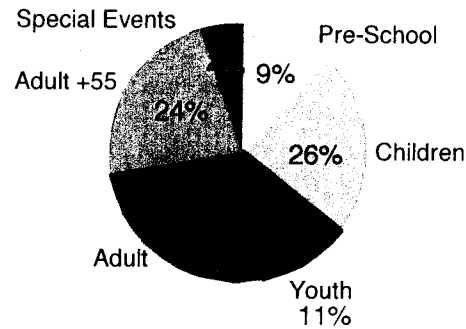
Key Highlights:

- Most registered programs are for children
- Volunteers provide an average of 15.2 hours each per year
- One volunteer per 34 catchment residents

Registered Program Registrations



Drop-in Uses

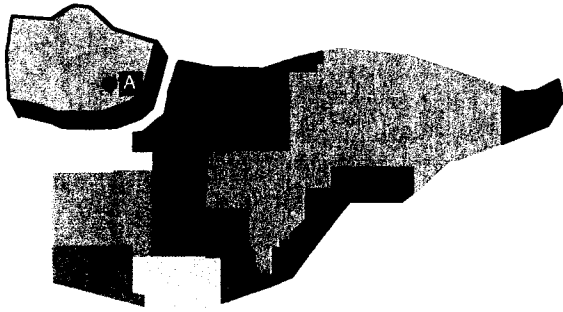


Y Yes
N No
P Proposed
H High
M Medium
L Low

Community / Neighbourhood	Facility Age	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Utilization	Inventory Need Growing	Annual Program Registrations (#)	Annual Drop-in Uses (#)	Number of Volunteers	Annual Volunteer Hours (#)
A Hamilton Community Centre (Hamilton)	1995	Y	N	Y	4,500	H	Y	1284	44955	125	1925

Sea Island

Encompassing Planning Area:
Sea Island

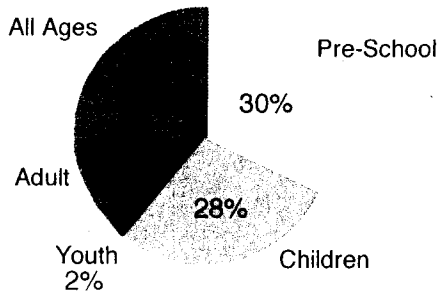


Area Sq. Km. (Mi.)	Population 2003	2021	Change
18.0 (6.9)	750	750	No change

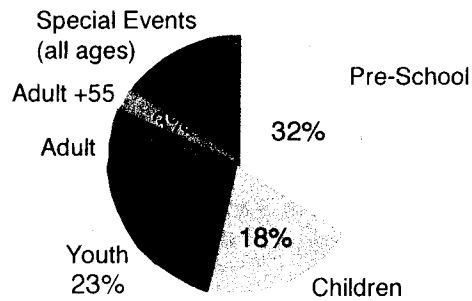
Key Highlights:

- Youth are 23% of drop-in users (27% when special events excluded)
- Children and pre-school are 58% of registered program users and drop-in users (when special events are excluded)
- Volunteers provide an average of 30.9 hours each per year
- One volunteer per 8 catchment residents

Registered Program Registrations



Drop-in Uses

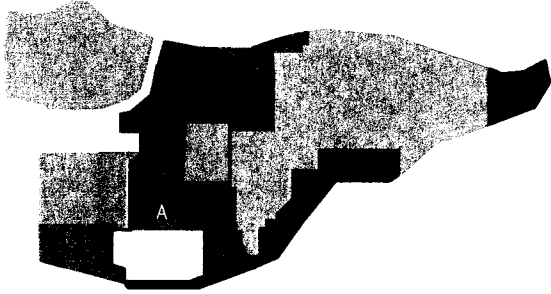


Y Yes
N No
P Proposed
H High
M Medium
L Low

Community / Neighbourhood	Facility Age	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Utilization	Inventory Need Growing	Annual Program Registrations (#)	Annual Drop-in Uses (#)	Number of Volunteers	Annual Volunteer Hours (#)
A Sea Island Community Centre	1940	Y	P	P	3,600	M	Y	1044	11300	97	2994
● Sea Island School	n/a	Y	Y	Y							

South Arm

Encompassing Planning Areas:
Broadmoor, Shellmont, Gilmour
and a portion of East Richmond

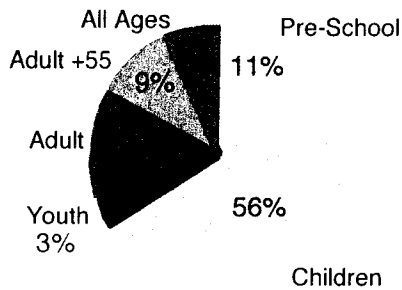


Area	Population		Change
Sq. Km. (Mi.)	2003	2021	
18.0 (6.8)	33,850	39,100	+16%

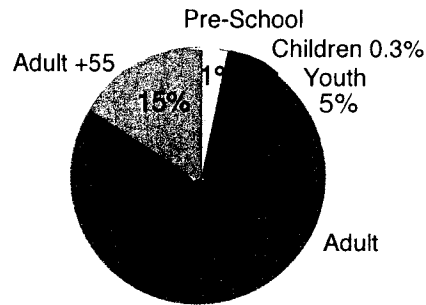
Key Highlights:

- 1.5 sq. mi. area of East Richmond bounded by No. 4, No. 5, Westminster and Francis is considered part of the South Arm catchment area (pro-rated pop. 100)
- Registered program users numbered 7,072 inrolled in 656 different courses

Registered Program Registrations



Drop-in Uses

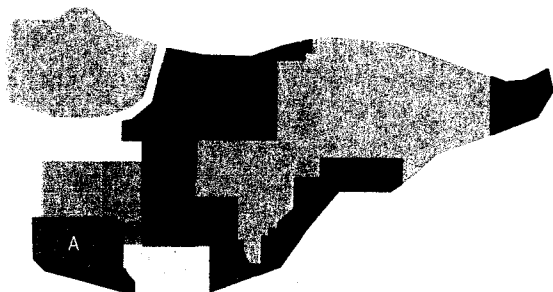


- Y Yes
- N No
- P Proposed
- H High
- M Medium
- L Low

Community / Neighbourhood	Facility Age	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Utilization	Inventory Need Growing	Annual Program Registrations (#)	Annual Drop-in Uses (#)	Number of Volunteers	Annual Volunteer Hours (#)
A South Arm Community Hall	1966	Y	Y	Y	5,000	H	Y	7,072	178,750	n/a	n/a
A South Arm Community Centre	1972-92	Y	Y	Y	4,000	H	Y				
A South Arm Pool (outdoor)	1972	Y	Y	Y	900	M	N				
Satellite Programming:											
● McRoberts School	n/a	Y	Y	Y							
● Whiteside School	n/a	Y	Y	Y							
● Bridge School	n/a	Y	Y	P							
● Maple Lane School	n/a	Y	Y	N							
● Garden City School	n/a	Y	Y	P							
● Debeck School	n/a	Y	Y	P							
● Woodward School	n/a	Y	N	N							

Steveston

Encompassing Planning Area:
Steveston and including 2 schools
programmed in Broadmoor
(West Richmond catchment)

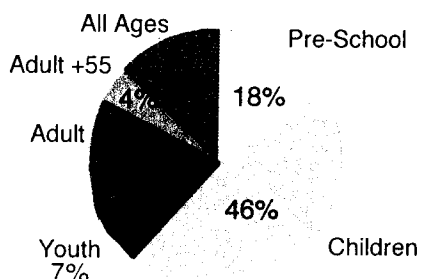


Key Highlights:

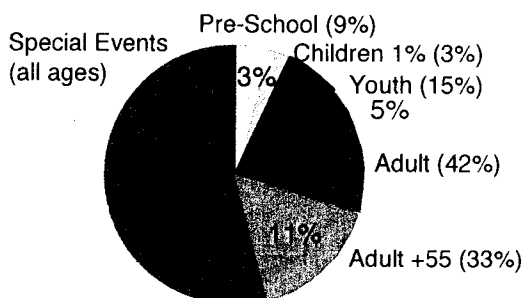
- Steveston School and London School, both in Broadmoor and technically part of West Richmond Community Centre catchment area, are programmed as Steveston Community Centre satellite delivery locations
- Volunteers provide an average of 79.4 hours each per year (including special events)
- One volunteer per 47 catchment residents

Area Sq. Km.(Mi.)	Population		Change
	2003	2021	
5.6 (2.1)	23,000	26,000	+13%

Registered Program Registrations



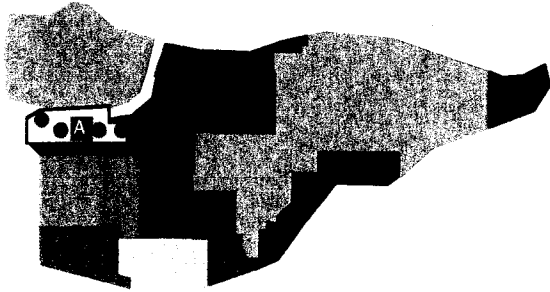
Drop-in Uses



(excl. Special Events in parenthesis)

Y Yes
N No
P Proposed
H High
M Medium
L Low

Community / Neighbourhood	Facility Age	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Utilization	Inventory Need Growing	Annual Program Registrations (#)	Annual Drop-in Uses (#)	Number of Volunteers	Annual Volunteer Hours (#)
A Steveston Community Centre Satellite Programming from:	1957/87	Y	Y	Y	5,000	H	Y	12,631	135,358	495	39,300
● Byng School	1957 to 1990	Y	Y	Y							
● McKinney School	n/a	Y	Y	P							
● Westwind School	n/a	Y	Y	N							
● T. Homma School	n/a	Y	Y	P							
● Steveston School	n/a	Y	N	N							
● London School	n/a	Y	N	N							

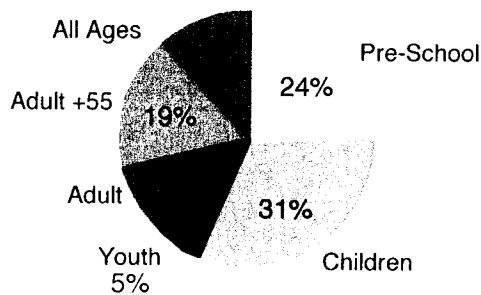


Area Sq. Km. (Mi.)	Population 2003	2021	Change
4.5 (1.7)	15,000	13,700	-9%

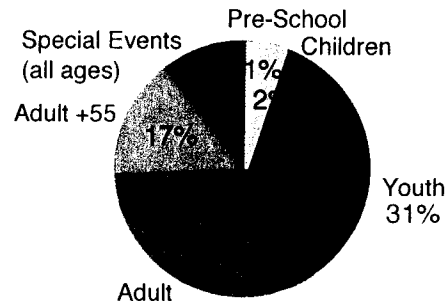
Key Highlights:

- Youth are 31% of drop-in users (34% when special events excluded)
- Children and pre-school are 55% of registered programs but only 3% of drop-in
- Volunteers provide an average of 15.8 hours each per year
- One volunteer per 51 catchment residents

Registered Program Registrations



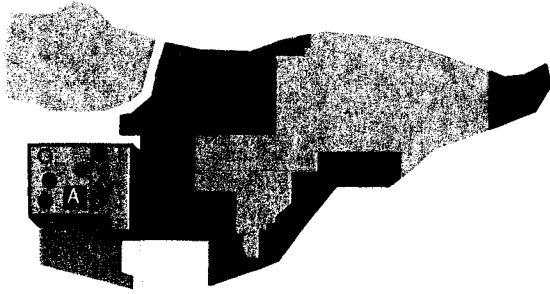
Drop-in Uses



Y Yes
N No
P Proposed
H High
M Medium
L Low

Community / Neighbourhood	Facility Age	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Utilization	Inventory Need Growing	Annual Program Registrations (#)	Annual Drop-in Uses (#)	Number of Volunteers	Annual Volunteer Hours (#)
A Thompson Community Centre	1995	Y	Y	Y	5,000	H	Y	5938	205,565	294	4650
A Thompson Community Hall	1960	Y	Y	Y	4,500						
Satellite Programming from:											
● Minoru Sport Pavilion (CCCA)	n/a	Y	Y	N							
● Thompson School	n/a	Y	Y	Y							
● Burnett School	n/a	Y	Y	Y							
● Blair School	n/a	Y	N	N							
● Brighthouse School	n/a	Y	Y	N							
● McKay School (Blundell)	n/a	Y	N	N							

West Richmond



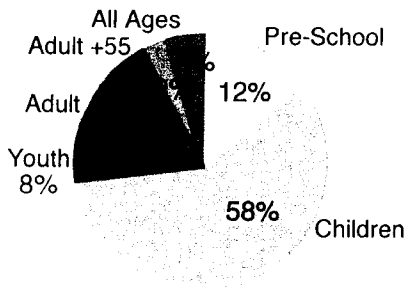
Encompassing Planning Area:
Seafair and Broadmoor
(excluding 2 schools
programmed by Steveston)

Key Highlights:

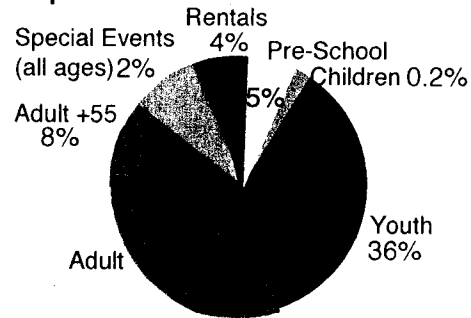
- Youth are 8% of registered programs but 36% of drop-in users
- Children are 58% of registered program but only 1% of drop-in
- Volunteers provide an average of 19.5 hours each per year
- One volunteer per 340 catchment residents

Area Sq. Km. (Mi.)	Population		Change
	2003	2021	
10.7 (4.0)	33,700	39,100	+16%

Registered Program Registrations



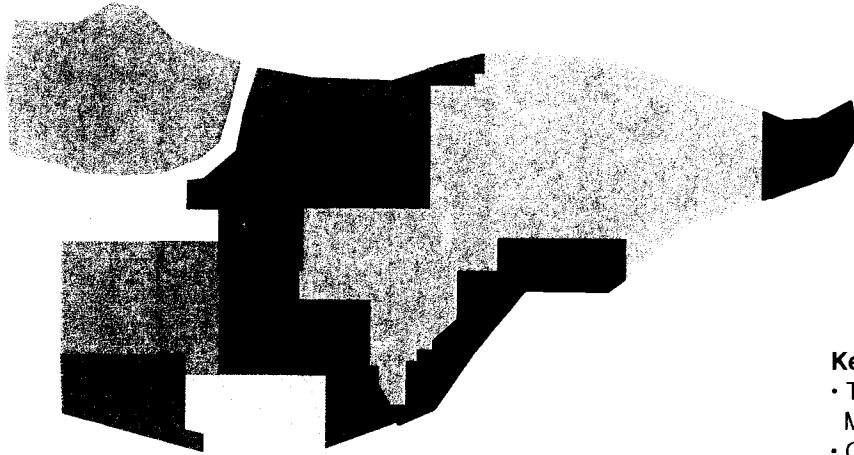
Drop-in Uses



Community / Neighbourhood	Facility Age	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours			Annual Program Registrations (#)		Number of Volunteers	Annual Volunteer Hours (#)
					Utilization	Inventory Shortfall	Annual Program Registrations (#)	Annual Drop-in Uses (#)			
A West Richmond Community Centre Satellite Programming	1994	Y	Y	Y	5,000	H	Y	6764	78,159	99	1936
● Boyd Park	n/a	Y	N	N							
● Dixon School	n/a	Y	N	N							
● Gilmore School	n/a	Y	N	N							
● Grauer School	n/a	Y	N	N							
● Lord Byng School	n/a	Y	N	N							
● Manoah Steves School	n/a	Y	N	N							
● McKay School	n/a	Y	N	N							
○ (non-partner locator)											

City-wide / Regional

Gateway Theatre



Key Highlights:

- Third largest theatre company in Lower Mainland
- Gateway Theatre goals include:
 - being a leader in the performing arts in the community
 - professional theatre company with unique and culturally diverse programs
 - reaching out to the community with programs
- Gateway Theatre built 1984, current replacement value \$6.8 million; \$862,000 in upgrades identified
- Gateway Academy offers children and youth programs in the performing arts to about 200 annually
- Subscriptions increased by 17% from 2000 to 2004 projected
- Attendance increased by 36% from 2000 to 2004 projected
- Gateway hosts Pacific International Piano Competition each year
- Volunteer labour valued at \$70,000 annually

Programming (Quantitative)

	Activity Type					
	Social Interaction	Educational	Leadership	Arts Appreciation	Cultural Awareness	Community Awareness
H High						
M Medium						
L Low						
Profile Target						
Child Development	H	H	H	H	H	H
Youth Programming	H	H	H	H	H	H
Adult Programming	H	M	H	H	H	H
Mature Adult / Seniors	H	M	H	H	H	H
Inter-generational	H	M	H	H	H	H
Visible Minorities Interests	H	M	H	H	H	H
Income-Challenged	M	L	M	M	L	M
Physically Challenged	L	L	L	L	L	L

- Y Yes
- N No
- P Proposed
- H High
- M Medium
- L Low

	Facility Age	Building Area SM	Location	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Annual Memberships	Annual Productions	Annual Tickets Sold	Number of Volunteers	Annual Volunteer Hours
■ Gateway Theatre	1984	3985	C	Y	Y	N	4500	2712	6	30,600	153	7000

City-wide / Regional

Library

Key Highlights:

- Number 1 in Canada for large urban libraries members per capita and number of items borrowed per capita
- Programs offered in English, Cantonese, Mandarin
- 3.3 million transactions annual from 145,967 members
- Library website handles 6.4 million visits per year for a total of 8.3 million pages
- The library offers 2,205 registered and drop-in courses per year, 2/3's of which are for children and youth (55,000 child and youth attendees)
- Nearly 1.7 million visits to Richmond libraries
- 127 public access computers with high speed internet and educational software
- 37 laptop internet pods

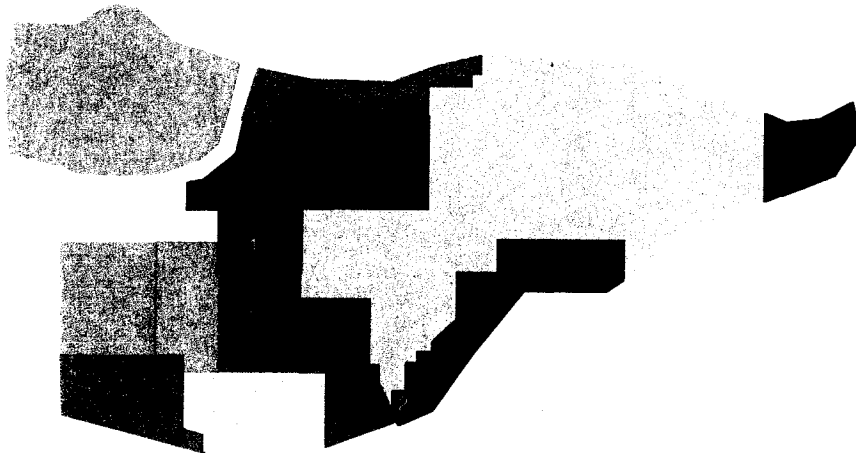
Programming (Quantitative)

Profile Target	Activity Type						
	Gathering and Meeting	Literacy, Reading and ESL	Web-based Resources	Adult: Life Skills, Computer	Cultural Awareness	Volunteer-based Community Programs	
Children	H	H	M	L	M	H	
Youth	L	M	M	L	M	H	
Adult	L	L	H	H	H	L	
Mature Adult / Seniors	L	L	M	M	L	M	
Inter-generational	H	L	M	M	M	L	
Visible Minorities	M	H	M	H	H	H	
Income-Challenged	L	L	L	L	L	M	
Physically Challenged	L	L	L	L	L	L	

H High
M Medium
L Low

Y Yes
N No
P Proposed
H High
M Medium
L Low

	Facility Age	Building Area SM	Location	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Annual Transactions (millions)	Gate Count (millions)	Annual Transactions / Member	Annual Membership as % of Pop.
Richmond Library	1992	4460	WC	Y	Y	N		2.2	1.1		
Ironwood Branch	1998	1115	SE	Y	N	N		0.8	0.4		
Steveston Branch	1987	370	SW	Y	Y	Y		0.4	0.2		
Cambie Branch (new)	2003	435	NC	Y	N	N					
System-wide							11,050	3.3	1.7	24.2	84%



City-wide / Regional

Arenas

Key Highlights:

- Minoru Arenas (1600 seats) is the largest spectator entertainment venue in Richmond
- Nationally hockey participation growth is negligible, male youth decline offset by increase in womens and girls hockey
- Planning standards suggest 1 ice sheet per 25,000 residents - supply adequate
- Visible minorities popularly support ice programs such as learn to skate and public skate
- Volunteers 800 annually contribute 4,000 hours or 5.0 hours per person

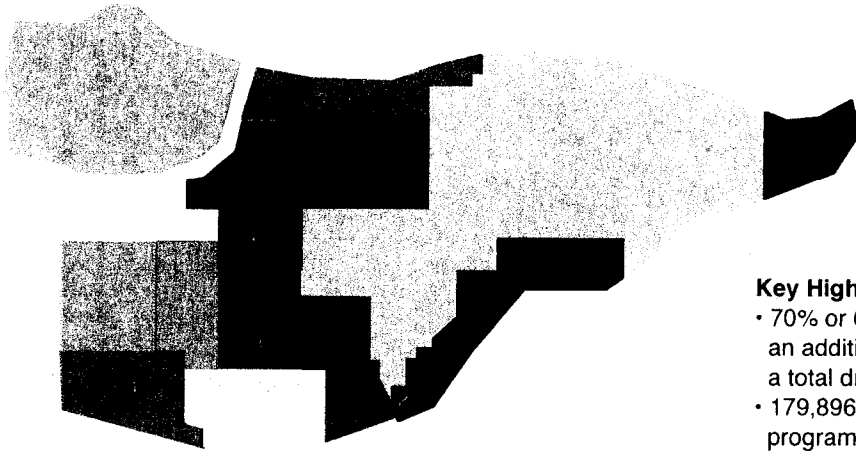
	Programming (Quantitative)						
	Activity Type	Social Interaction	Educational	Cultural and Arts	Individual Fitness	Team Sport	Wellness
H High M Medium L Low							
Profile Target							
Child Development	H	M		M	H	M	
Youth Programming	H			M	H	M	
Adult Programming	M				M		
Mature Adult / Seniors	M						
Inter-generational							
Visible Minorities Interests					M		
Income-Challenged							
Physically Challenged							

	Facility Age	Building Area SM	Location	Public Transit Access	Bicycle Route Access	Trail System Access	Total Annual Operating Hours	Utilization	Annual Registered Program Users	Special Events Participants	Annual Drop-in Users	Ice/Dry Floor Rentals	Room Rentals
■ Minoru Arenas	1965	7,400	C	Y	N	N	2,000	H	3,800	53,000	83,200	342,000	5,700
■ Richmond Ice Centre	1994	14,500	SE	Y	N	N	2,000	H					

Y Yes
N No
P Proposed
H High
M Medium
L Low

City-wide / Regional

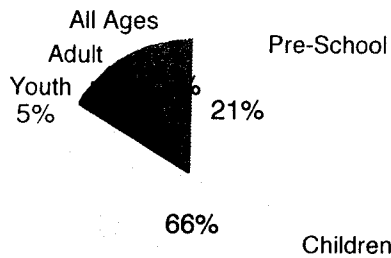
Aquatics



Key Highlights:

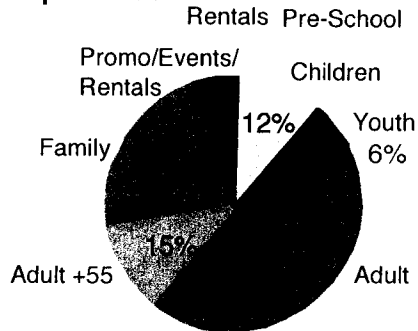
- 70% or 631,695 drop-in visits were individuals with an additional 8% or 58,238 swim club visits for a total drop-in count of 891,024
- 179,896 visits were generated in 2002 by program registrant participation including 17% by school groups
- Watermania generated 52% of all user visits and 58% of all drop-in visits
- Minoru Pools generated 42% of all user visits and 37% of all drop-ins
- South Arm and Steveston outdoor pools (seasonal) generated 6% of user visits and 5% of all drop-ins
- Visible minorities popularly support aquatic programs such as learn to swim

Registered Program Registrants



Based on 17,892 registrants generating 148,434 visits, not including an additional 31,362 school-use visits and an additional 58,238 swim club visits (predominantly children) rental

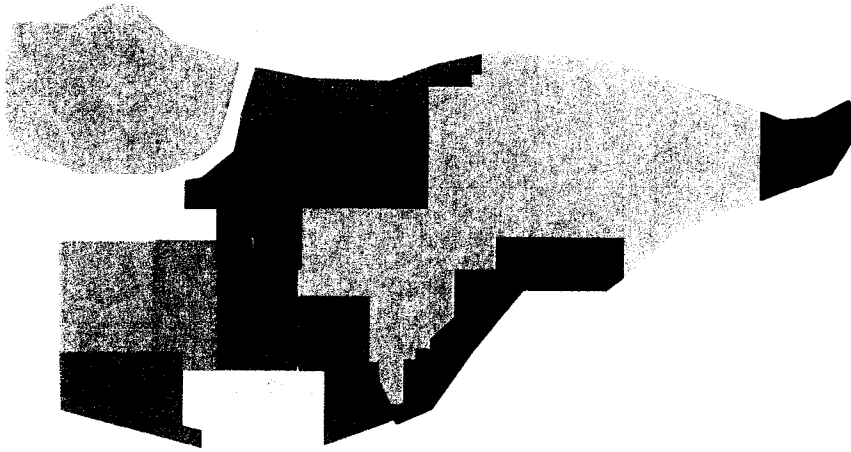
Drop-in Uses



Based on 631,695 visits

Y Yes
N No
P Proposed
H High
M Medium
L Low

Facility Age	Type (Indoor/Outdoor)	Total Annual Operating Hours	Utilization	Annual Program Users	Annual Program Users Visits (including clubs)	Annual Drop-in Users Visits (excluding school visits)	Volunteers	Annual Volunteer Hours
■ Centennial / Minoru Pools	1958 / 1977	I	5,000	H	133,813	238,416	1023	
■ Watermania	1997	I	5,000	H	99,421	366,660	684	
■ South Arm Pool (outdoor)	1972	O	900	H	10,631	20,560		
■ Steveston Pool (outdoor)	1972	O	900	M	15,464	6,059		
					17,892			



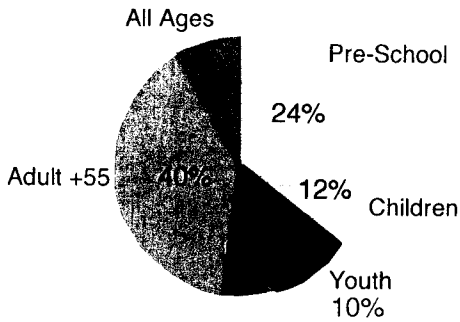
City-wide / Regional

Arts

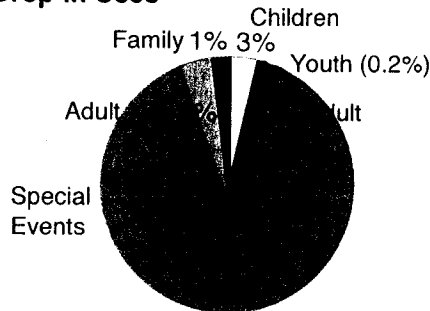
Key Highlights:

- Centrally located facility built in 1992
- Each component experiencing capacity limitations due to facility constraints
- Richmond Arts Centre has 15 volunteers contributing 300 hours or 20 hours each annually
- Richmond Art Gallery 83 volunteers contributing 7,250 hours or 87 hours each annually

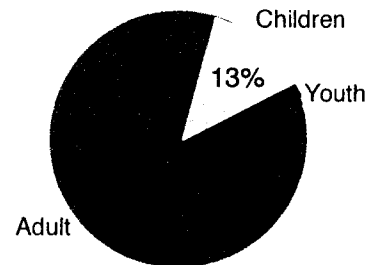
Richmond Arts Centre / Richmond Art Gallery Registered Program Registrations



Richmond Art Gallery Drop-in Uses



Richmond Arts Centre Drop-in Uses



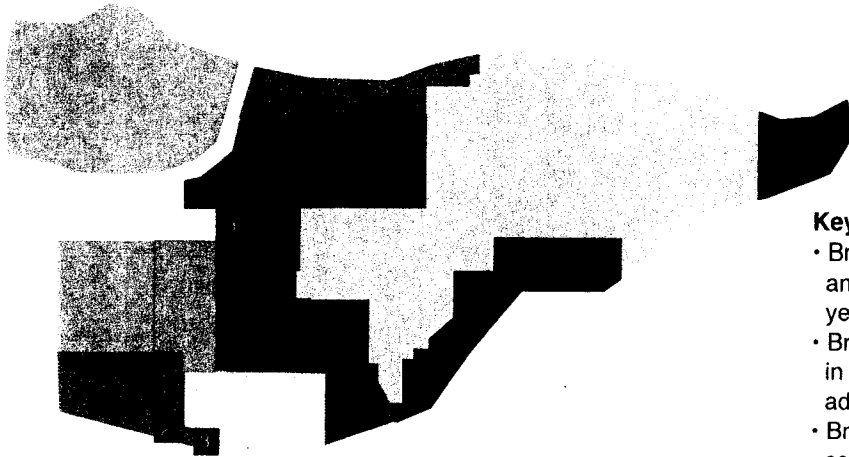
Y Yes
 N No
 P Proposed
 H High
 M Medium
 L Low

	Facility Age	Building Area SM	Location	Public Transit Access	Bicycle Route Access	Trail System Access	Utilization	Annual Program Users	Annual Program Users as % of Pop.	Annual Drop-in Users	Annual Drop-in Users as % of Pop.
■ Richmond Art Gallery	1992	9100*	C	Y	Y	N	H	700	1%	83,000	50%
■ Richmond Arts Centre							M	2,200	2%	18,300	12%
■ Richmond Cultural Centre							L	n/a	n/a	n/a	n/a

* includes all of facility

City-wide / Regional

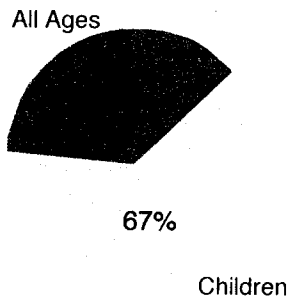
Heritage



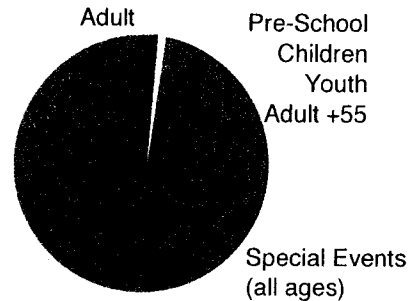
Key Highlights:

- Britannia Heritage Shipyards recorded 195 adult and 185 seniors drop-ins in 2002 (based on first year programmed by City)
- Britannia Heritage Shipyards recorded 158 registrants in 34 programs 40% children and 25% each adult and 'any age'
- Britannia Heritage Shipyards had 72 volunteers committing 4,500 hours or 62.5 hours annually each
- London Farm recorded 1,612 drop-in users, 25% special events, 40% rentals and 35% tours (40% of which were children and 60% seniors)
- London Heritage Farm had 25 volunteers giving 1,500 hours per year or 60.0 hours per volunteer
- Richmond Museum has 21 volunteers contributing 690 hours annually or 32.9 hours each per year

Richmond Museum Registered Program Registrations



Richmond Museum Drop-in Uses*



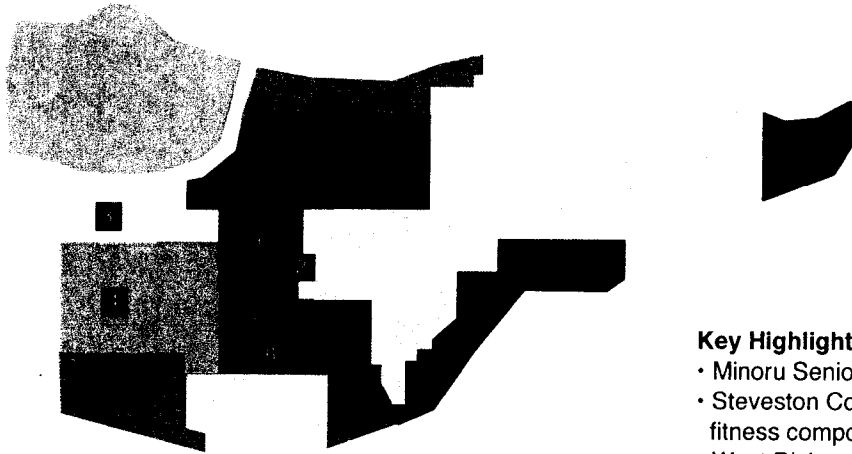
* 82,261 visits including events, festivals and exhibitions

Y Yes
N No
P Proposed
H High
M Medium
L Low

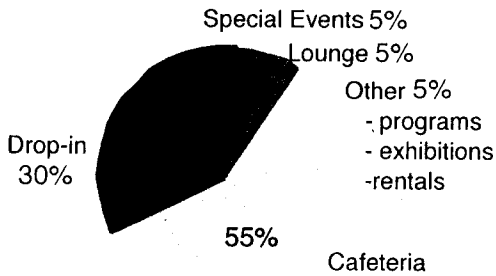
	Facility Age	Location	Annual Drop-in Participants	Annual Programs Offered	Annual Program Registrants	Exhibitions / Tours Attendees	Festivals / Special Events Attendees	Participants in Rentals	Number of Volunteers	Number of Volunteer Hours Annually
Richmond Archive	1992									
Richmond Museum	1992	C	1877	23	150	74,441	5,933		21	690
Steveston Museum	1900	SW				600			26	254
Britannia Heritage Shipyards	1900	SW	380	34	158				72	4,500
Japanese Cdn. Cultural Centre	1991	SW								
London Farm	1880	SW			550	397	665	25		1,500

City-wide / Regional

Special Services



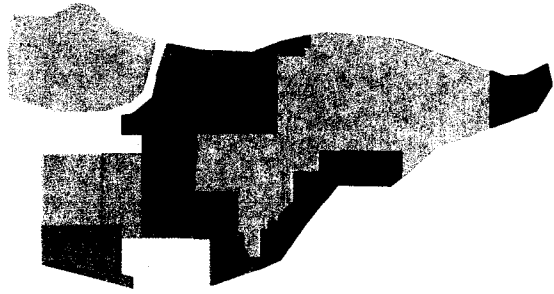
**Minoru Place Activity Centre
Participation by Activity Type**



Key Highlights:

- Minoru Seniors Activity Centre built 1986
- Steveston Community Centre b. 1957 and Library b. 1987; fitness component b. 1987 approximately 150 sm
- West Richmond Community Centre built 1994; 150 sm dedicated to fitness component
- Thompson Community Centre built 1995; 300 sm dedicated to fitness component
- South Arm Community Ctr. built 1976, renov.1992; 200 sm dedicated to fitness component
- Minoru Sports Pavilion drop-in participants:
 - 96% or 12,886 of 13,375 participants were adult
 - 3% or 420 were 55+ and 1% were special event attendees
- Minoru Sports Pavilion registered participants:
 - 95% or 1,028 of 1,084 were adult
 - 2% were 55+ and 2% were pre-school
- Minoru Seniors Centre:
 - Of 148,711 uses, 98% were 55+ and 2% adult
 - 45% were combined program uses and 55% cafeteria uses

	Facility Age	Public Transit Access	On-site parking	Annual Registered Programs	Annual Program Users	Annual Drop-in Users	Special Events Participants	Volunteers	Annual Volunteer Hours	Subsidized \$	Number of Subsidies Provided	Number of New Access Cards Provided	Participants in Cafeteria
<i>Seniors:</i>													
■ Minoru Activity Centre	1986	Y	Y	386	7,024	66,231	n/a	84	1,296				82,500
<i>Youth:</i>													
■ Skateboard Park	n/a	Y	Y	n/a	n/a	n/a	1,772	127	1,300				
<i>Fitness:</i>													
■ Minoru Pavilion	1964	Y	Y	116	1,084	13,375	n/a	6	30				
■ Thompson Community Centre	1995	Y	Y	n/a	n/a	n/a	n/a	n/a	n/a				
■ West Richmond Community Centre	1994	Y	Y	n/a	n/a	n/a	n/a	n/a	n/a				
■ Steveston Community Centre	1957	Y	Y	n/a	n/a	n/a	n/a	n/a	n/a				
■ South Arm Community Centre	1992	Y	Y										
<i>Special Needs:</i>													
Financial Assistance										\$27,000	735	116	



City-wide / Regional

Environment

Key Highlights:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Beautification Programs • Garden Contest • Community Garden • Street Banner Contest • Street Banner Sponsorship | <ul style="list-style-type: none"> Volunteers 3,322 Volunteer Hours 28,607 Average Hours per Volunteer 8.6 Sponsorship Revenues \$133,485 |
|---|---|

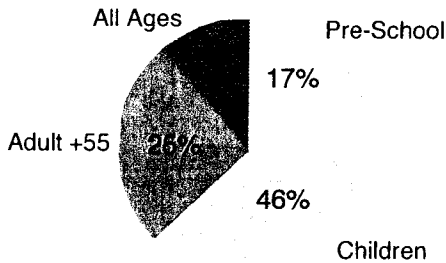
Use of Outdoor Areas (Survey)

- Walking / Jogging / Cycling 88%
- Picnics / Socializing / Relaxing 48%
- Playing in Children's Playgrounds 41%
- Informal Outdoor Sports 22%
- Organized Outdoor Sports 21%
- Walking of Family Pet 21%
- Learning about the Outdoors 11%

Adopt-A-Program

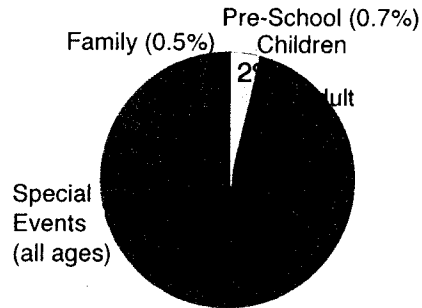
- Parks (17)
- Trails (22 kms.)
- Streets (15)
- Trees (18)
- Gardens (1)
- Nature Park

Nature Park Registered Program Registrations



Based on 279 registrations

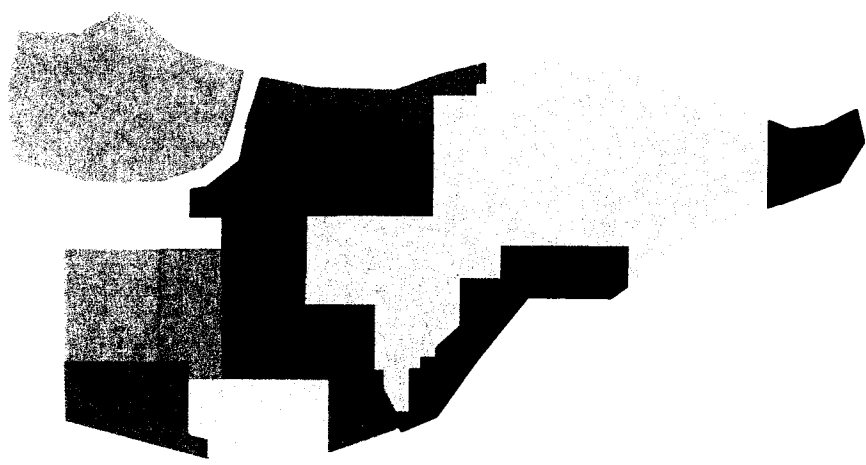
Nature Park Drop-in Uses



Based on 60,242 drop-ins

City-wide / Regional

Outdoor Sports



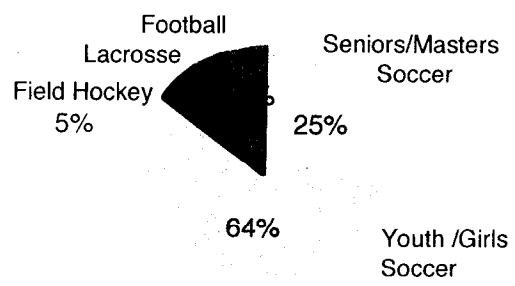
Key Highlights

- Participation in outdoor (fall/winter) sports has increased 21% from 1995 to 2002; the largest increases coming in girls and women's soccer and football
- Participation in outdoor (spring/summer) sports has increased 43% from 1995 to 2002 (most of the increase occurring in the last two years; the largest increases coming in soccer and softball (all ages) with the largest decline in girls softball and boys fastball

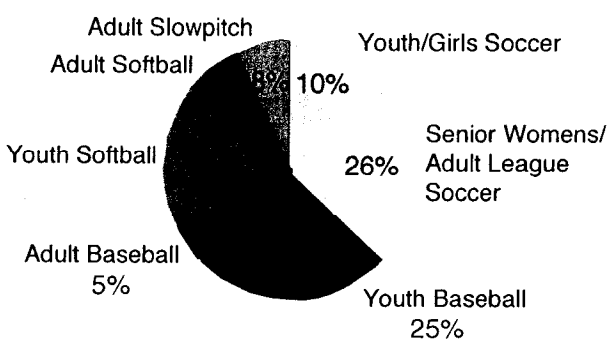
Key Inventory Highlights 2003 (1992):

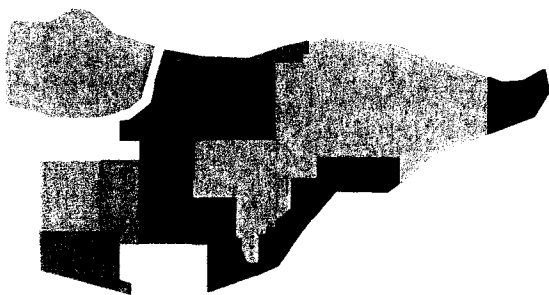
- Mini Soccer Fields 48 (45)
- Senior Soccer Fields 53 (51)
- Diamond Junior 64 (57)
- Diamond Senior 53 (58)
- Tennis Courts 57 (37)
- Lacrosse Box 4 (3)
- Track 400-metre 1(1)
- Athletics Training Area 1 (1)
- Skateboard Park 1 (0)
- Roller Hockey Court 1 (0)

Fall / Winter Participation (Persons)



Spring / Summer Participation (Persons)



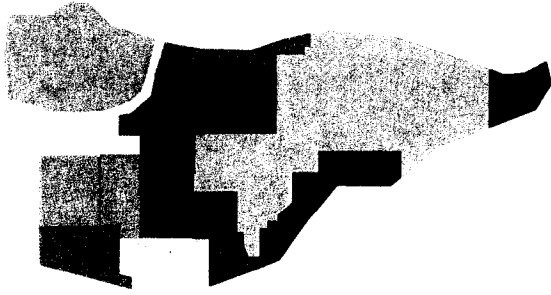


City-wide / Regional

Other Service Providers

Sports

- Basketball BC
- Basketball Centre (at Riverport)
- Baton West Twirling Club
- Boyles Golf Instruction (Harry's Golf Range)
- BC Ladies Golf Association
- BC Special Olympics
- Coerver Soccer School – Eurotec Soccer
- Connaught Figure Skating Club
- Country Meadows Golf Course
- Greenacres Golf Course
- Kajaks Track and Field Club
- Lower Mainland Baseball Association (under 30)
- Mayfair Lakes Golf
- Metro Women's Soccer League
- Mikasa Golf Centre Ltd
- Minoru Walking Club
- Mylora Golf Courses
- Pacific Coast Golf Centre
- Richmond Aqua-Addicts Dive Club
- Richmond Autobody Budgies Baseball Club
- Richmond Badminton Club
- Richmond Bicycle Club
- Richmond Boy's Fastball
- Richmond Cosom Hockey Boys/Girls
- Richmond Curling Club
- Richmond Fencing Club
- Richmond Field Hockey Club
- Richmond Flatland Footrace Society
- Richmond Girls and Women Field Hockey
- Richmond Girls Ice Hockey Association
- Richmond Girls Softball Association
- Richmond Girl's Youth Soccer Association
- Richmond Gymnastics Association
- Richmond Kigoos Swim Club
- Richmond Lacrosse Association
- Richmond Ladies Curling
- Richmond Lawn Bowling Club
- Richmond Men's Fastball
- Richmond Mini Rugby
- Richmond Minor Football League
- Richmond Minor Hockey Association
- Richmond Mixed Slow Pitch League
- Richmond Netball Club
- Richmond Rapids Swim Club
- Richmond Regional Soccer League (summer only)
- Richmond Ringette Association
- Richmond Roller Hockey League (RACA program)
- Richmond Rugby Football Club
- Richmond Seniors Curling Club
- Richmond Seniors Men's Fastball
- Richmond Senior Mixed Slow Pitch League
- Richmond Sockeyes Junior Hockey Club
- Richmond Sports Council
- Richmond Tennis Club
- Richmond Trailblazers Walking Club
- Richmond United Soccer Club (Men & Women)
- Richmond Winter Club
- Richmond Water Polo Club
- Richview Golf Centre
- Riverside Equestrian Centre Inc.
- Seafair Minor Hockey Association
- Softball BC
- Sports Town
- Swimming Program for Special Needs
- The Fun Club Volleyball Association
- The River Club
- Total Soccer Centre
- Touch Football BC
- Ultra Rhythmics
- West Richmond Minor Baseball Association
- Women's Field Lacrosse



City-wide / Regional

Other Service Providers

(Continued)

Dance

- Austrian Edleweiss Dancers
- Betty Kot Ballet Workshop Ltd
- Burke Academy of Dance
- British Old Time Dancing
- Dakun Gao Dancing Academy
- Danceability
- Delta Borderers Scottish Dance Club
- Elizabeth Johnston School of Highland Dancing
- Lorita Leung Chinese Dance Company
- Minoru Hawaiian Dancers
- Morri-Lynn's Dance Studio on First
- Nikleva's Dance Studio Inc
- Ping Academy of Dancing
- Poly Dance Academy
- Richmond Chinese Folk Dancers
- Richmond Dance Society
- Richmond Star Promenaders Square Dance Club
- Scottish Dancers
- The Arts Connection – Visual and Performing Arts Ctr.
- The Grand Ballroom Co Ltd
- The Richmond Academy of Dance
- Tropak Ukrainian Dance Theatre
- Urban Dance Co
- Vancouver Academy of Dance
- Wang Ballet Art Academy

Fitness

- Fit City for Women
- Fitness Unlimited
- Fitness World
- Gator's Gym
- Minoru Walking Club
- Palm Spring Executive Club
- Planet Fitness
- Planet Woman
- Unihealth

Martial Arts

- Aikido with Ki Vancouver Ki Society
- Canwest Taekwondo Academy
- Creative Fighter's Guild
- Grand Master K S Cho Tae Kwon Do College
- Lok's Hapkido School
- Sirota's Alchymy
- Steveston Judo Club

- Tai Shing Pek Kwar Martial Arts Academy
- Taoist Tai Chi Society
- Tong Moo Do Martial Arts
- Ving Tsun Studio
- Wu's Tae Kwondo School Canada

Music

- Art World and Little Note Children's Choir
- Fraser River Fiddlers
- Kerr Lois Private Piano Instruction
- Maple Leaf Piano Studio
- Marion Music Academy
- Mei Ming Music Studio
- Metro Theatre
- Minoru Glee Club
- Mobile Music School & Productions
- Moody Music
- Mount Royal Conservatory of Music
- Noteworthy Music Academy
- Piano Place Music Centre Inc
- PPA Productions Inc
- Richmond Music Festival Society
- Richmond Music School
- Richmond Orchestra and Chorus
- Richmond Senior Group Band
- Richmond Singers
- Richmond Youth Concert Band
- Richmond Youth Orchestra
- Southernsea Music Studio
- Steveston Music Centre Ltd
- Tiger Music
- Wei's Sing Chinese Opera & Music Academy Ltd

Language Schools

- Armenia Community Centre
- Austria Vancouver Club
- Dogwood Learning and Resource Centre
- Excel Educational Centre Inc
- Jubilee Academy
- Kumon Happy Learning Centre
- PB5 Language Systems Inc
- Richmond Chinese School
- Speech & Language Clinic
- Steveston Japanese Language School
- True Light Chinese School

Arts

- Arts Connection
- Phoenix Art Workshop
- Steveston Village Gallery

**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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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

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

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

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

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,

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Jim Lamond
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Bob Ransford

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

Public Input Opportunities

Community Leaders Workshop	June 6 & 7, 2003
Community Group Current Reality Presentations	November 19, 2003
<ul style="list-style-type: none">• Aquatics• Arts• Council of Community Associations• Disability• Environment• Health and Wellness• Heritage• Minoru Seniors• Richmond Arenas Community Association• Richmond Community Services Advisory Council• Sports Council• Youth	
Current Reality Self-Assessment Tools	November 2003
<ul style="list-style-type: none">• Aquatic Services• Minoru Place Seniors Activity Centre• Private Business instructing in visual and performing arts• Community Arts Council of Richmond• Richmond Fitness and Wellness Association• Richmond Museum Society• Richmond Nature Park Society• Richmond Fruit Tree Sharing Project• Friends of Terra Nova and the Vancouver Natural History Society• Steveston Museum• Steveston Interurban Restoration Society• London Heritage Farm• Thompson Community Association Youth Services• South Arm Community Association Youth Committee• East Richmond Community Association (Cambie)• West Richmond Community Association	
Community Delegations	
<ul style="list-style-type: none">• Richmond Public Library Board• East Richmond Healthy Community• John Karlsson• Frank Claassen• Richmond Health Services• Richmond Intercultural Advisory Committee• Community Arts Council of Richmond• Richmond Art Gallery Association	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 , 1st 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, 1st 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"> • Community and Neighbourhood building • Programs and services to meet community need • Facility and Parks operations • Research, planning, development and marketing 	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 18th, 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

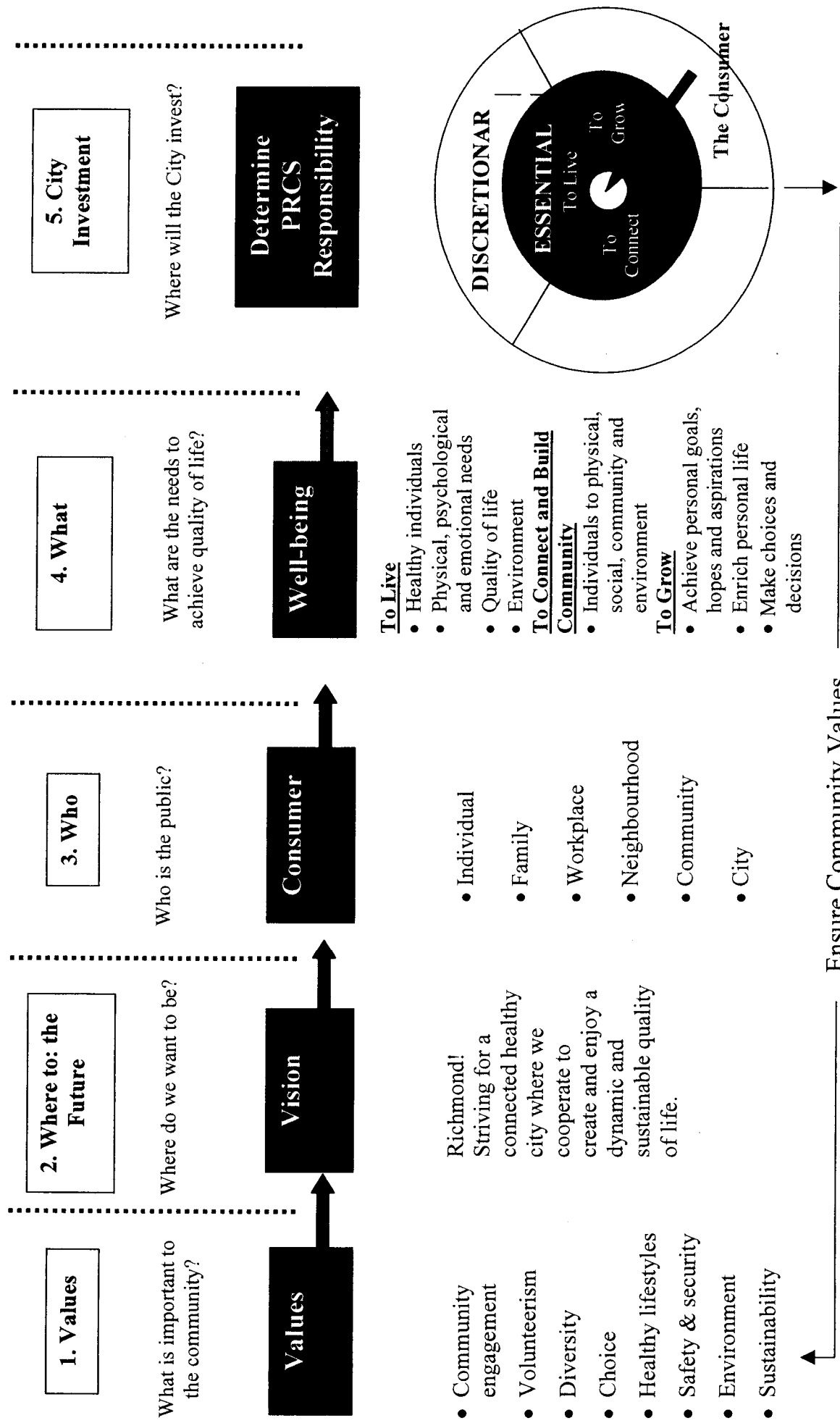
We are committed to responsible stewardship of the natural environment including protecting community amenities, cultural heritage, and maintaining the urban/rural balance and our island setting.

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.

(Adopted by the Community Working Group January 24th, 2004)

Well-Being Framework – a Foundation for Determining Needs



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 contactor.

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

PRCS Service Levels

(Presented to the Community Working Group May 20th, 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

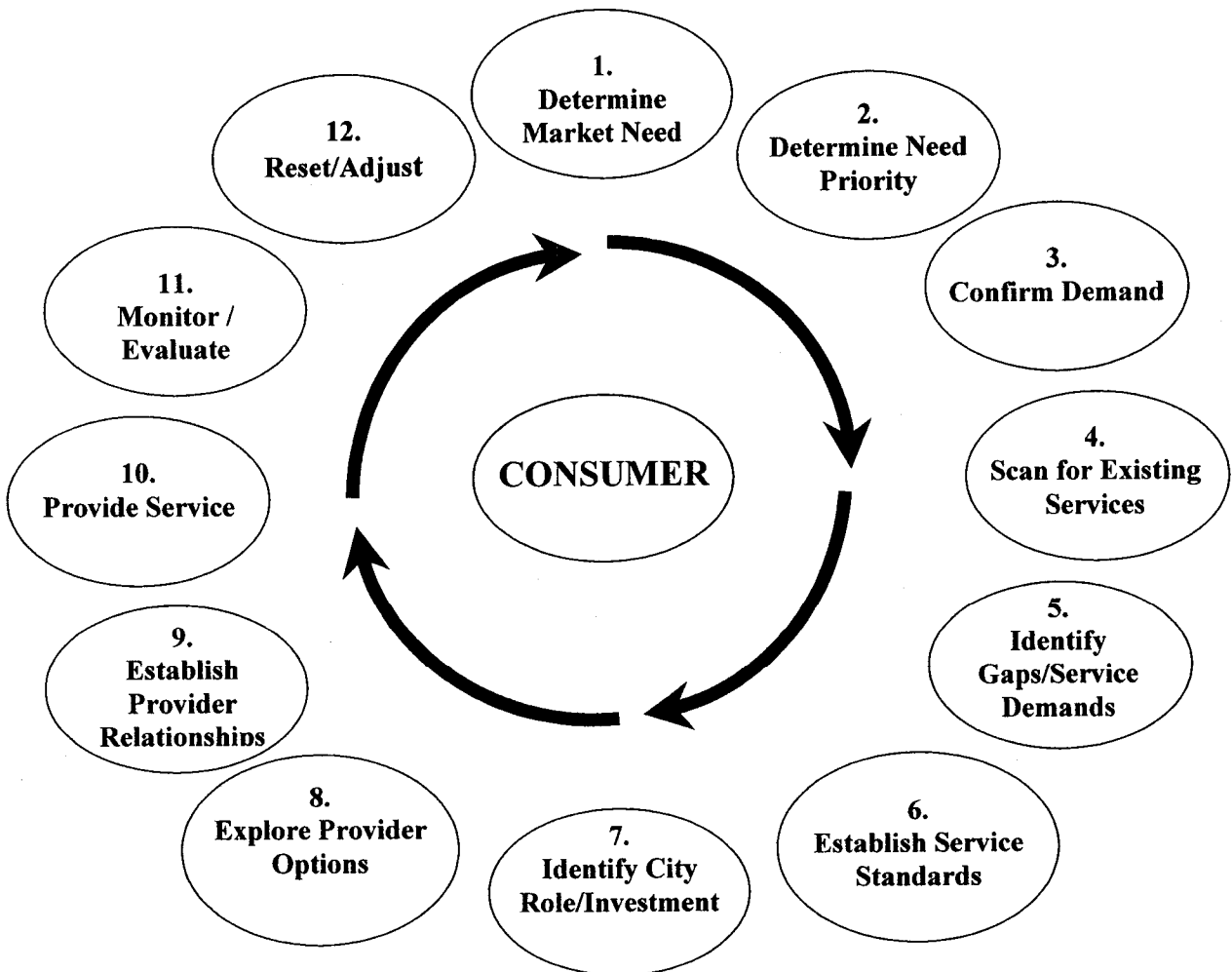
Programs, services and facilities that attract consumers from inside and outside the City, often attract due to unique or specialized interest.

Addressing Community Needs Process

(Adopted by the Community Working Group January 24th, 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

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

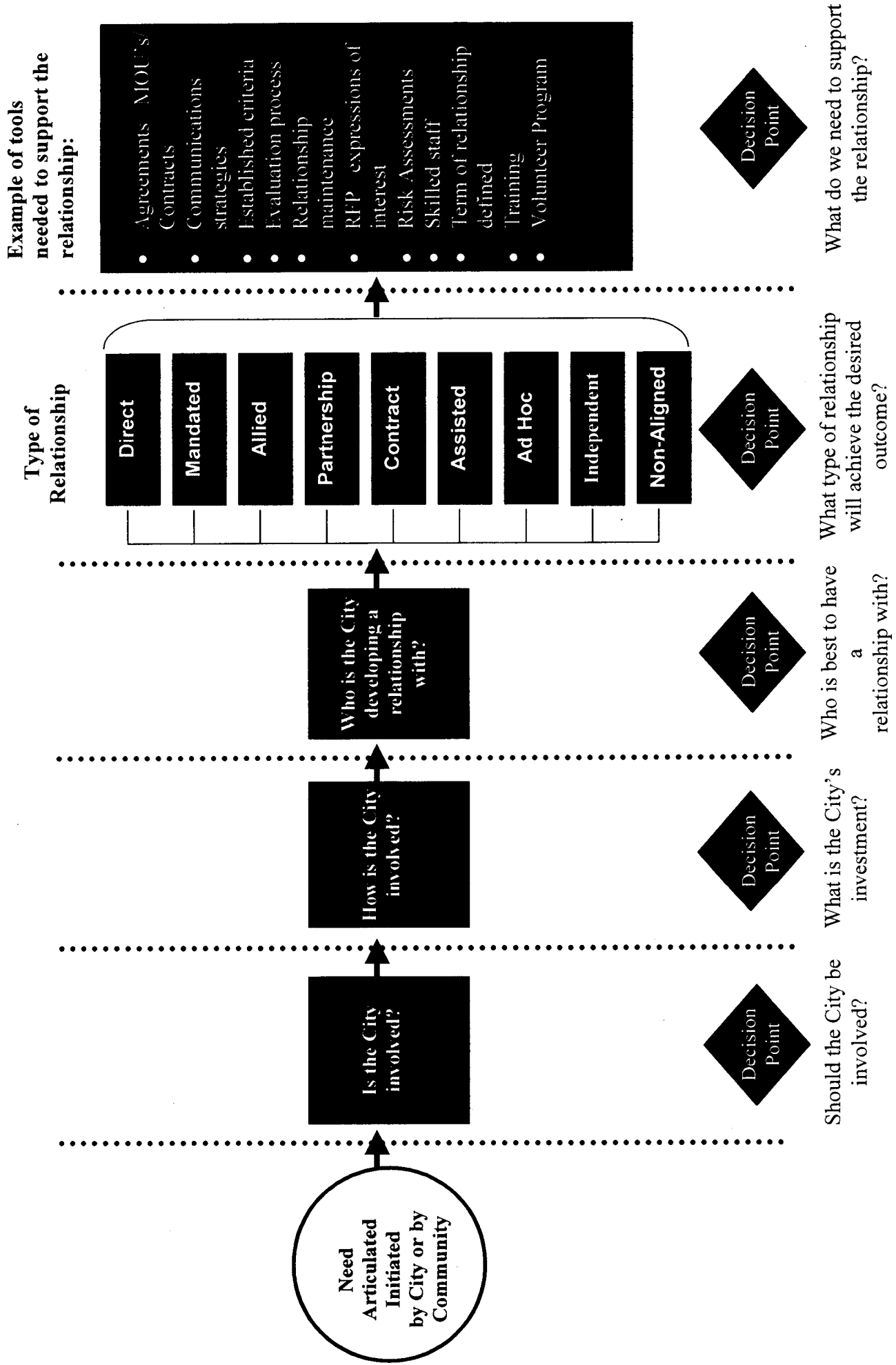
Manage and monitor the implementation of contract agreements where applicable and evaluate the achievement of the desired outcomes to meet the determined need.

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 19th, 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

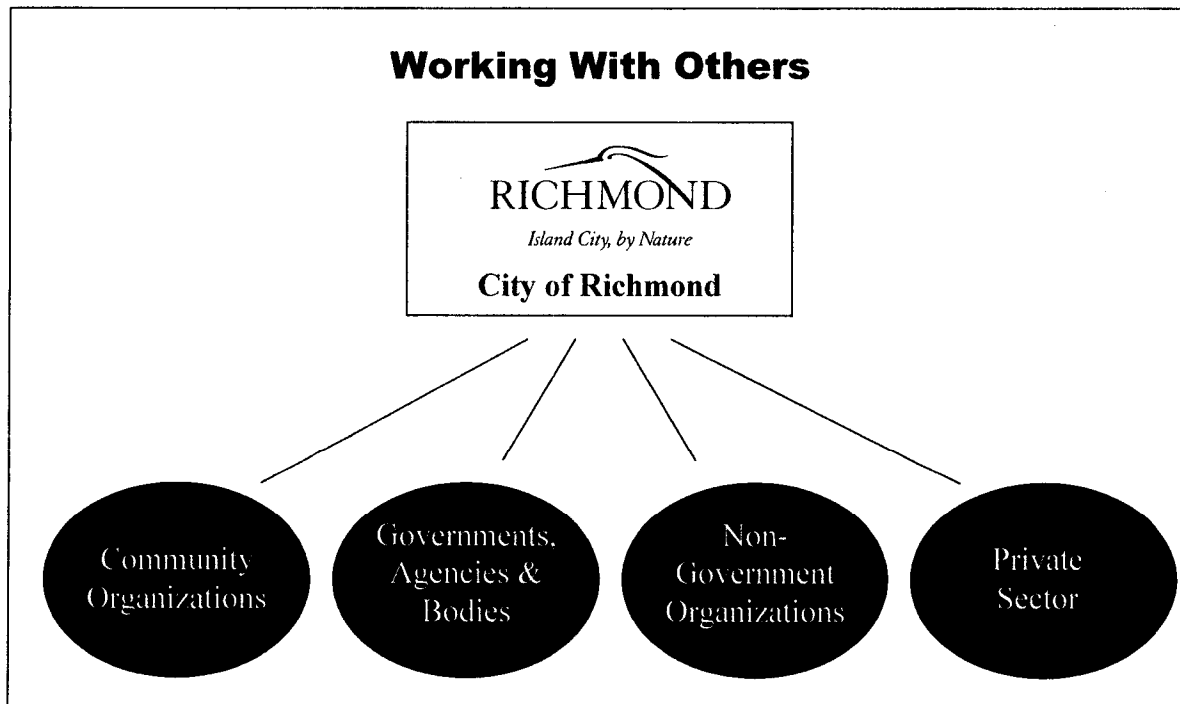
(Adopted by the Community Working Group – February 19th, 2004).

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.

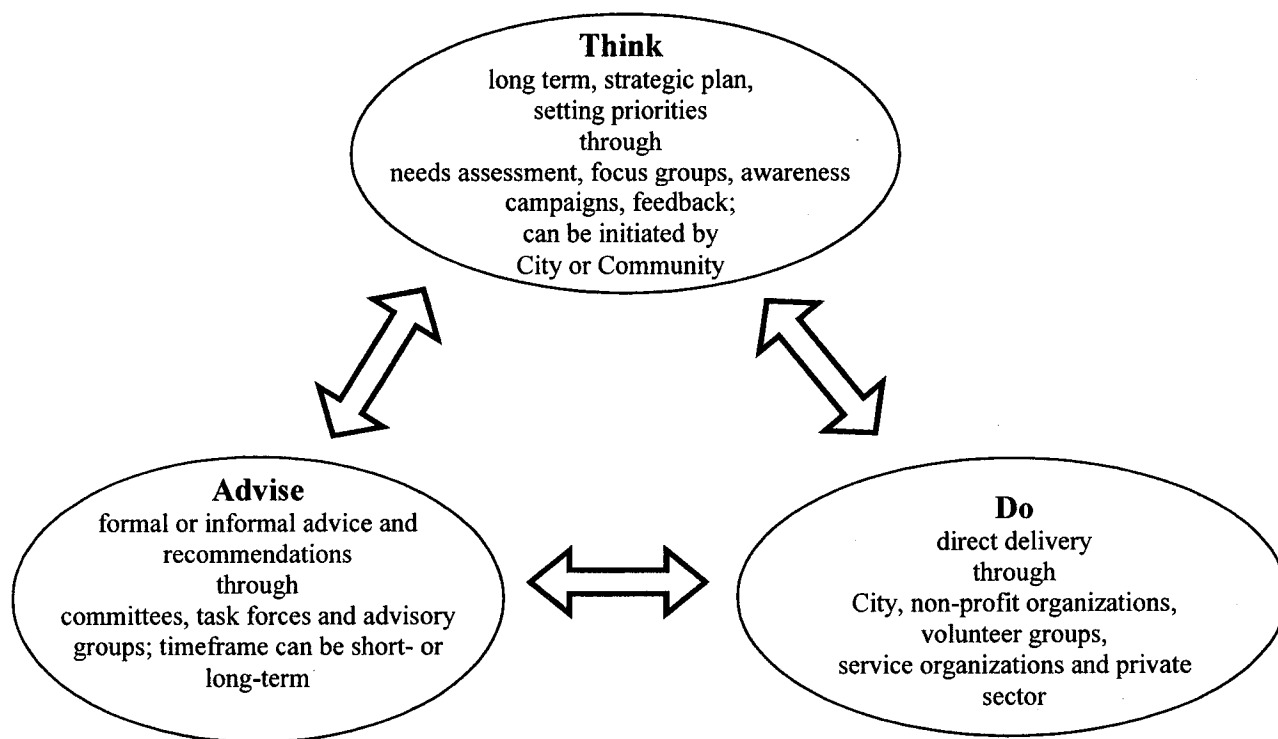
The City of Richmond will enter into relationships with a variety of community organizations (and others described above) as part of its leadership responsibility to ensure access to quality of life programs, activities and services.

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 19th, 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.

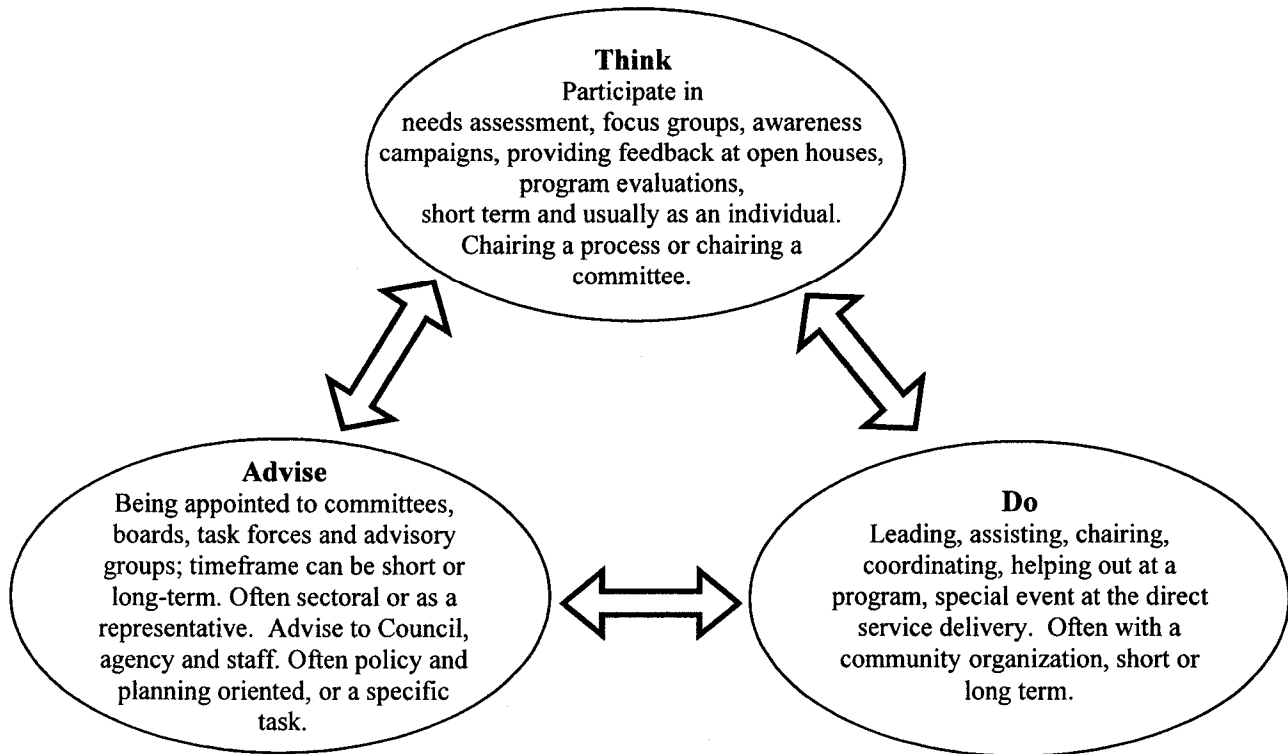
Advising (Advise)

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



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"> Community and Neighbourhood building Programs and services to meet community need Facility and Parks operations Research, planning, development and marketing 	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	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	Continue with service plan priorities 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	ACTION REQUIRED	START DATE	CITY INVOLVED	OTHERS INVOLVED
11	Ensure that community organizations be responsible for managing their staff, personnel, systems and resources.	Fall 2004	City Council	Community Organization
12	Endorse the Community Involvement Framework, which also defines the roles for volunteers and volunteer organizations.	Fall 2004	PRCS	
13	Encourage Community Organizations to have a broader mandate.	Fall 2004	City Council	Community Organizations
	Communicate recommendation to community assns and societies	Winter 2005	PRCS	Community Organizations
	Receive copies of constitutions, business plans, strategic plans and annual reports.	Ongoing	PRCS	Community Organizations
	Create data bank for organizations	Winter 2006	PRCS	
14	Support the development of a comprehensive volunteer strategy and increase the City's investment in volunteer management.	Fall 2004	City Council	Volunteer Richmond
	Initiate volunteer strategy development	Fall 2005	PRCS Community Safety	
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	City Council	Community Organizations
	Communicate expectations to all community organizations that are involved in the City	Winter 2005	PRCS	
	Put expectation in all contracts and agreements	Winter 2005	PRCS	
	Ensure conflict resolution process is included in all contracts and agreements	Winter 2005	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	City Council	Community Organizations
	Draft guidelines for engaging the public	Summer 2005	PRCS	
	Publish guidelines and implement strategies for involving the public	Fall 2005	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.	Fall 2004 Fall 2004 Winter 2005 Spring 2005 Fall 2005	Approve recommendation Create detailed implementation plan and coordinate with other internal departments Assign elements of the implementation strategy to staff Consult and involve stakeholders in The plan. Commence implementation and transitions	City Council PRCS PRCS PRCS PRCS	Community organizations Community organizations
18 Ensure the City has responsibility for financial management of its facilities, staff and resources.	Fall 2004 Winter 2005 Summer 2005 Fall 2005	Approve recommendation Current contracts and agreements with community organizations cancelled City to receive revenues from facility management and operations Organization of staff and budgets according to the needs and demands	City Council PRCS PRCS PRCS	Community Organizations
19 Expect community organizations that are involved with the City are viable, sustainable and have a business plan.	Fall 2004 Winter 2005 Fall 2005 Ongoing	Approve recommendation Communicate expectation to community organizations Request business plans and other tools that indicate sustainability when dealing with community organizations Assist wherever possible in ensuring groups are sustainable and viable	City Council PRCS PRCS PRCS	Community Organizations Community Organizations Community Organizations

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 Fall 2005 Winter 2005	Adopt recommendations Complete research Public consultations included Council approval	City Council PRCS	Public 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	
22 That Council establish a Community Initiatives Fund with a portion of new revenue from programs and services being allocated to this fund.	Fall 2005 Fall 2004 Winter 2005	Revenue transition Approve recommendation Develop program	PRCS Finance PRCS PRCS	Community Organizations
23 That Council encourage community organizations to develop other sources of revenue through grants and fundraising to support community projects.	Spring 2006 Fall 2004	Implement Approve recommendation	City Council	
24 That Council accept the financial impact of the changes resulting from the recommendations.	Spring 2005 Fall 2004	Communicate and support Approve recommendation	PRCS City Council	

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 & 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"> • Understand that our preference is for someone else to provide service where it makes sense. • Look at alternate service delivery where practical & possible. <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 & 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>

Parks Classifications

The proposed parks classification system provides an integrated hierarchy of parks, natural areas, and open space at four functional service levels: neighbourhood, area, city-wide, and regional. For each of these levels, we will:

- Prepare or update master plans to guide planning and development for each park,
- Ensure that the appropriate parks standards are met for each level of open space,
- Ensure coordination with civic projects initiated from other divisions,
- Develop Integrated Resource Management Plans such as individual park maintenance management plans, and
- Establish performance measurement targets for open-space strategic planning, implementation, and resource management.

Neighbourhood Level

These are primarily parks within a 0.8-kilometre maximum radius of each neighbourhood, preferably uninterrupted by major thoroughfares or major physical barriers. Neighbourhood open space may be provided on jointly owned school/park sites.

The types of parks that are included in this level are pocket parks, tot lots, City Centre urban parks, neighbourhood core, neighbourhood athletic parks, and privately owned, publicly accessible open-space areas.

Area Level

These are primarily larger parks within a 2.2-kilometre radius of a residential property. These community orientated park sites may also include a secondary school and/or a community centre, to accommodate amenities for recreational activities not typically found in the neighbourhood parks.

This level of park typically provides a central site and focus for community facilities and major events. It also offers a broad range of opportunities for athletic play and informal recreation, to residents from all surrounding neighbourhoods. This type of park serves between 25,000 and 30,000 residents.

City-Wide Level

These parks can be a range of sizes and act as a major destination for all Richmond residents and visitors. These are primarily parks developed to promote unique landscapes and/or cultural features, and they provide special facilities and services.

This level includes trails and greenways, natural areas, medians and boulevards, and specialty-use parks, such as BMX and skateboard parks.

Regional Level

This classification includes parks that may consist of distinctive natural or constructed features, or both. These parks usually accommodate half- or full-day outings and are typically 20 acres or larger, depending on the amenities at the site. Examples are waterfront parks, the West Dyke Trail, and major sports field complexes. The users of these parks are drawn from the region and beyond. Regional parks are significant tourism generators.