



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services
Committee

Date: November 30, 2018

From: Elizabeth Ayers
Director, Recreation Services

File: 01-0370-20-002/2018-
Vol 01

Re: **Recreation and Sport Strategy 2019-2024**



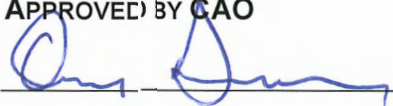
Staff Recommendation

1. That the Recreation and Sport Strategy 2019-2024, and companion documents, as outlined in the report titled "Recreation and Sport Strategy 2019-2024," dated November 30, 2018, from the Director, Recreation Services, be adopted;
2. That staff report back at the mid-point and end of the implementation period of the Recreation and Sport Strategy 2019-2024, as outlined in the report titled "Recreation and Sport Strategy 2019-2024," dated November 30, 2018, from the Director, Recreation Services; and
3. That the Recreation and Sport Strategy 2019-2024, as outlined in the report titled "Recreation and Sport Strategy 2019-2024, dated November 30, 2018, from the Director, Recreation Services, be presented to the Council School Board Liaison Committee.

EAyers

Elizabeth Ayers
Director, Recreation Services
(604-247-4669)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Communications	<input checked="" type="checkbox"/>	
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	
Community Social Development	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO 

Staff Report

Origin

The draft Recreation and Sport Strategy 2018-2023 was adopted by Council on October 9, 2018, for the purpose of seeking stakeholder validation of the strategy. This report responds to the resulting referral:

That the Final Recreation and Sport Strategy 2018-2023, including the results of the stakeholder validation, be reported back to the Parks, Recreation and Cultural Services Committee.

The purpose of this report is to present the stakeholder validation process the results of the validation process, and the Recreation and Sport Strategy 2019-2024 (the “Strategy”) for adoption (Attachment 1). The Recreation and Sport Strategy 2019-2024 takes a relationship-based approach, with an emphasis on working with community partners in the delivery of programs and services. The overall goal is to enrich recreation and sport opportunities for residents, as participation allows for physical, creative, social and intellectual opportunities which contribute to building healthy, liveable and vibrant communities.

This report supports Council’s 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond’s demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.

2.1. Strong neighbourhoods.

2.3. Outstanding places, programs and services that support active living, wellness and a sense of belonging.

This report supports Council’s 2014-2018 Term Goal #3 A Well-Planned Community:

Adhere to effective planning and growth management practices to maintain and enhance the livability, sustainability and desirability of our City and its neighbourhoods, and to ensure the results match the intentions of our policies and bylaws.

This report supports Council’s 2014-2018 Term Goal #5 Partnerships and Collaboration:

Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.

5.2. Strengthened strategic partnerships that help advance City priorities.

This report supports Council’s 2014-2018 Term Goal #9 A Well-Informed Citizenry:

Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.

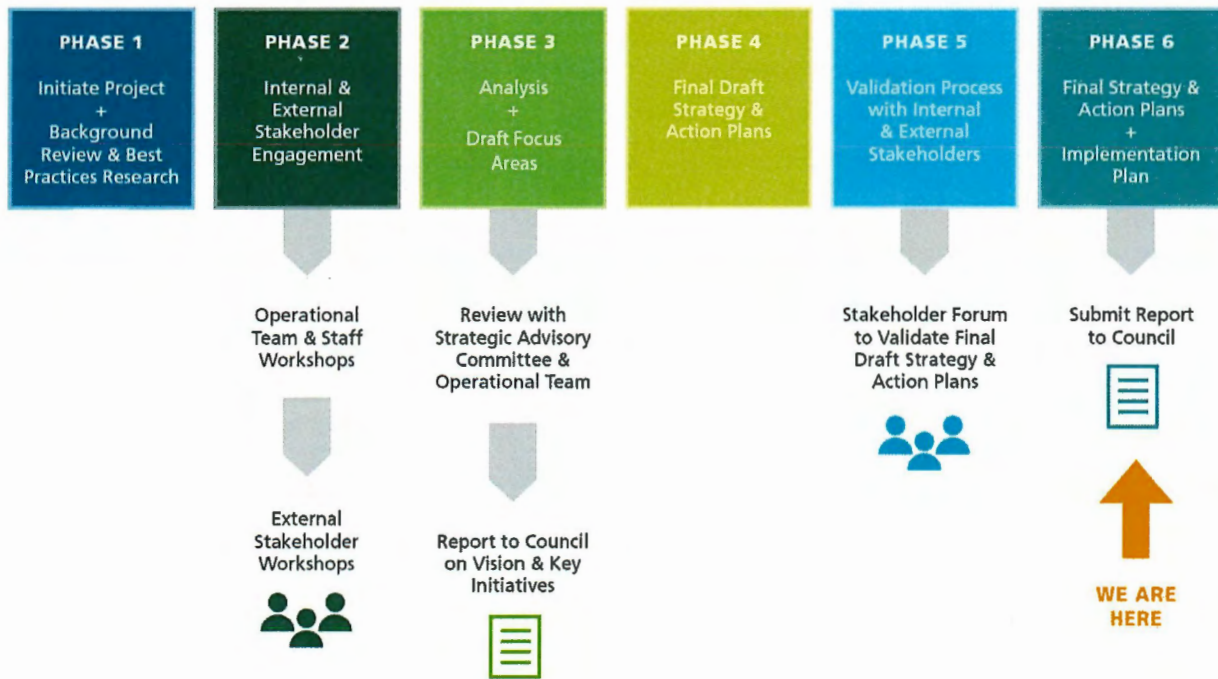
- 9.1. *Understandable, timely, easily accessible public communication.*
- 9.2. *Effective engagement strategies and tools.*

Analysis

Background

The diagram below provides a summary of the development process. Staff are currently in Phase 6, which includes preparation of the final Strategy, and presentation of the Recreation and Sport Strategy 2019-2024 to Council for adoption. It is important to note that while the Strategy was intended to be completed in mid-2018, the consultation process took longer than expected which resulted in a shift to the time frame. Consequently, the Strategy has been updated to 2019-2024.

Diagram 1: Recreation and Sport Strategy Development Process



Stakeholder Validation Process

The purpose of the stakeholder validation process was to gain feedback on the action plan identified within the Strategy to ensure that the actions resonate with key stakeholder groups and that they represent what needs to be done in order to improve recreation and sport opportunities and increase participation by Richmond residents.

The validation process included:

- Two dialogue forums, held on October 30, 2018, and November 3, 2018, where the Strategy and action items were presented, staff were available to answer questions, and participants were invited to complete a survey or provide comments on poster boards; and
- An online survey, which was available from November 5, 2018, to November 12, 2018.

These opportunities were promoted extensively through email invitations to stakeholder groups, including all indoor and outdoor sport groups, and the Associations and Societies that offer recreation and sport programs and services across the City.

Richmond School District No. 38 was also asked to review the Strategy and provide feedback, which they did.

Stakeholder Validation Results

An estimated 35 people participated in the dialogue forums and 38 individuals completed a survey either in person or online. In addition, there were over 50 specific comments made in regards to the Strategy and its actions.

The feedback demonstrated strong overall support for the Recreation and Sport Strategy 2019-2024 and specifically for the action items outlined in the Strategy. Stakeholders recognize the importance of recreation and sport with feedback as follows:

Richmond's population is growing - with diverse culture and families with different age groups. The city is on the right track to keep our Community involved and be active - by providing facilities and opportunities. Our city is one of the best livable cities with a balance of nature and modern facilities; and

I especially like the points where the city and SD38 build a new and supportive relationship; and

There are many actions targeting youth and children, who will be the best place to create change for the long term. There is simple intentionality of the City wanting to have everyone (10 yrs-100 years) physically active.

Survey respondents were asked a series of specific questions to gauge whether or not the action items resonated with participants and to confirm that the actions will help to improve opportunities for recreation and sport. The questions and responses are provided in Table 1 below.

Table 1: Online Survey Questions Regarding Action Items

Survey Question	% of Respondents that Strongly Agree or Agree
I feel that putting in place a campaign to increase awareness of the benefits and opportunities of recreation and sport for community members, partners and City staff will have a positive impact.	90%
I feel that it is important to find ways to reach out to and support individuals and groups who experience barriers to participating in recreation and sport services and programs.	97%
I feel that creating environments where residents of all ages can try new recreation and sport opportunities and children/youth are exposed to an increased number of activities that incorporate play will help contribute to an active, engaged and healthy community.	99%
I feel that it is important to integrate the Long Term Athlete Development model into city-wide recreation and sport opportunities in order for residents of all ages to have physical literacy skills, the opportunity to excel as athletes and to remain active for life.	95%
I feel it is important to work with the School District in order to continue to increase physical literacy skills among children and youth in Richmond.	92%
I feel that enhancing opportunities and education around safe and enjoyable walking and cycling will help to encourage more walking and cycling by Richmond residents.	95%
I feel it is important to improve places and spaces at a neighbourhood level to make them inclusive, inviting, healthy and safe.	97%
I feel that increasing opportunities for outdoor unstructured play city-wide and at a neighbourhood level will contribute to more children and youth taking part in unstructured play.	81%
I believe it is important to include infrastructure (i.e. power, water, coverings) that promotes and supports grass roots activities in parks and open spaces.	90%
I believe it is important to ensure there are opportunities city-wide to connect with nature and for residents to have the opportunity to engage in outdoor recreation.	92%
I believe that it would be beneficial for the city to continue to use technology to increase resident's physical activity levels. An example would be to adapt existing apps designed to increase participation in recreation and sport.	66%

Resulting Modifications to the Recreation and Sport Strategy 2019-2024

The validation process demonstrated strong support for the Recreation and Sport Strategy 2019-2024 overall, with the following additions made:

- Action item - Offer increased opportunities for families to be active together;
- Action item - Expand the review of the field allocation policy to include an assessment of the facility allocation policies, to ensure there are opportunities for new sports and activities to access space; and
- Recognition that staff from the City and School District No. 38 need to meet regularly to ensure that the relevant action items are successfully implemented.

The validation process also highlighted to staff three areas that were of particular interest to respondents, indicating their importance:

- Education and Communication regarding the importance of physical activity and outdoor play;

Educating parents is key, as they are often guilty of overscheduling their children and also "fearful" of letting their children outside and unsupervised.

One of the initial challenges is AWARENESS. The city is doing a great job of campaign and also for organizing community events that are free and interactive. We need to break through the language barrier and try to reach out to immigrant families - and using specific apps that would appeal to them - ie. WeChat for Chinese community, etc.

- Working across sectors and collaboratively is key to the success of the Strategy; and

There needs to be a more unified approach between the schools, city and existing youth sports organizations to provide a more structured, unified and ultimately meaningful approach to the physical education of the children living in Richmond.

I especially like the points where the City and SD38 build a new and supportive relationship. Pro D physical literacy clinics get an A+ in my view.

- Continue to focus on investing in the maintenance and upkeep of existing facilities as well as adding facilities to support population growth.

I believe our facilities are in need of upgrades so the above will help but improvements are needed at Rinks, pools, playgrounds and parks, etc.

Financial Impact

Most of the actions identified within the Strategy will be accomplished through the use of existing resources. In some instances, this will involve the re-allocation of current resources. Staff will also continue to work with community partners to apply for grants and other funding opportunities as they become available. If a distinct circumstance arises during the Strategy

implementation process where additional resources are required to accomplish an action, an additional level request will be submitted through the annual budget process.

Conclusion

A relationship-based approach to improve recreation and sport opportunities for Richmond residents has resulted in the Recreation and Sport Strategy 2019-2024. The Strategy provides an opportunity to address the new and diverse interests of stakeholders and to encourage all citizens of every age to enjoy the benefits of being active and connected to their community. This has been accomplished through a vision, action plan and evaluation framework that are outlined in detail in the Draft Strategy. Upon adoption of the Strategy by Council, staff will embark on the implementation of the Recreation and Sport Strategy 2019-2024 and will report back at the mid-point of the implementation time-frame.



Elizabeth Ayers
Director, Recreation Services
(604-247-4669)

Att. 1: City of Richmond Recreation and Sport Strategy 2019-2024



City of Richmond Recreation and Sport Strategy 2019-2024

Table of Contents

Executive Summary	1
1.0 Introduction	9
1.1 Purpose of the Strategy	10
1.2 Creating the Strategy	10
1.3 Canadian Sport for Life-Long Term Athlete Development Model.....	13
1.4 Sport Excellence.....	14
2.0 Context	15
2.1 The Community Services Division Service Delivery Model.....	15
2.2 Community Relationships	16
2.3 Trends Affecting Recreation Challenges and Opportunities	17
2.4 Overview of Current Situation - A Snapshot of Richmond Today	18
2.5 Current Facilities Use/Participation in Recreation and Sport	20
3.0 Stakeholder Engagement.....	25
3.1 Stakeholder Engagement Process.....	25
3.2 Key Themes Identified by Stakeholders	27
4.0 Platform for Change.....	31
4.1 Definition and Vision for Recreation and Sport in Richmond	31
4.2 Recreation and Sport Action Plan.....	32
5.0 Measuring our Progress.....	37
5.1 Evaluation Framework and Logic Model.....	37
5.2 Measuring Results-Implementation and Outcomes Evaluation Plan ..	41
6.0 Strategy Implementation.....	45
6.1 Communication	45
7.0 Conclusion	47
Appendix 1:	
City Of Richmond Recreation and Sport Strategic Advisory Committee and City Of Richmond Recreation & Sport Strategy Operational Team	49
Appendix 2:	
Richmond Recreation and Sports Strategy Stakeholders Engaged.....	53
Appendix 3:	
Summary of Richmond Recreation and Sport Strategy Engagement Process and Result.....	57
Appendix 4: Richmond Community Profile Data Sources	67
Appendix 5: Richmond Plans and Strategies	71
Appendix 6: Provincial and National Plans and Strategies.....	77

Executive Summary

The City of Richmond, in collaboration with its partners and key stakeholders, has developed a future-oriented Recreation and Sport Strategy (2019-2024) to guide the planning and delivery of recreation and sport opportunities in the City over the next five years. The aim of the Strategy is to build on the strong and successful foundation already present in the City to address the new and diverse interests of stakeholders and to encourage all citizens of every age to enjoy the benefits of an active and involved lifestyle. Emphasis is placed on taking a holistic approach to recreation, this includes planning for a variety of opportunities from connecting with Richmond's beautiful natural environment to regular participation in formal and informal sports and recreation.

The Community Services Division offers residents of all ages and abilities access to recreation and sport programs and services and special events through community facilities, arenas, aquatic facilities, fitness and sport facilities and in outdoor spaces, parks and schools. The Division works to eliminate barriers and provide opportunities for people with disabilities, individuals and families in financial need, and Richmond's diverse cultural groups. Both indoor and outdoor opportunities are available to increase physical activity and overall wellness. In addition, creating welcoming environments for those who are new to the community and offering an entry point to participate in recreation that includes arts, heritage, culture and sports are priorities.

The Sport for Life philosophy and actions and the Long-Term Athlete Development model permeate recreation and sports services and programs in Richmond facilitating the development of necessary competencies for sport excellence, physical literacy and positive life-long sport participation for all citizens.



Strategy Development Process

The Strategy was developed in consultation with City of Richmond staff, stakeholders, community associations and sport organizations and guided by a Recreation and Sport Advisory Committee and Staff Operational Team. To support this work and provide context, a Richmond Community Profile including recreation and sport utilization data was prepared along with a scan of recreation and sport trends and best practices nationally and provincially. An Evaluation Framework was developed to facilitate implementation, progress assessment and monitoring, measuring outcomes and ensuring overall accountability of results.

Phases of Strategy Development Process

CONTEXT	ENGAGEMENT	STRATEGY FRAMEWORK	ACTION PLAN & EVALUATION	FINAL STRATEGY
<ul style="list-style-type: none"> Richmond Community Profile Jurisdictional scan Review of background documents 	<ul style="list-style-type: none"> Strategic Advisory Committee Staff Operational Team Recreation and Sports Organizations Community Stakeholders 	<ul style="list-style-type: none"> Development of Vision, Principles and Focus Areas Validation by Partners and Richmond City Council 	<ul style="list-style-type: none"> Develop Action Plan and Evaluation Framework 	<ul style="list-style-type: none"> Draft Richmond Recreation and Sport Strategy Validation by stakeholders Endorsement by City Council

Stakeholder Engagement Process

Approximately 150 stakeholders were consulted through numerous workshops, focus groups, interviews, and online surveys including;

- ✓ Recreation and Sport Strategy Strategic Advisory Committee
- ✓ Recreation and Sport Strategy Staff Operational Team
- ✓ City of Richmond staff
- ✓ Richmond Community Associations and Societies
- ✓ Richmond Indoor and Outdoor Sport Organizations
- ✓ Richmond Community Organizations
- ✓ Regional and National Organization Sport Organizations
- ✓ School District No. 38 and Vancouver Coastal Health Richmond

Public consultation (Spring 2017) was undertaken as part of the Richmond Community Wellness Strategy 2019-2024, reaching 781 residents. Residents who participated in the consultation identified the importance of recreation and sport to community wellness and appreciated the many choices of programs, services and facilities Richmond offers. They identified the need for increased access to recreation and sport opportunities and to green space and nature, and recognized the benefits of these supports to encouraging physical activity, creating feelings of belonging and connectedness and to improving overall individual and community wellness.

Definition of Recreation and Sport - adopted by Richmond

Richmond stakeholders modified the national framework for recreation definition to reflect the specific interests and cultural needs of Richmond's residents as follows:

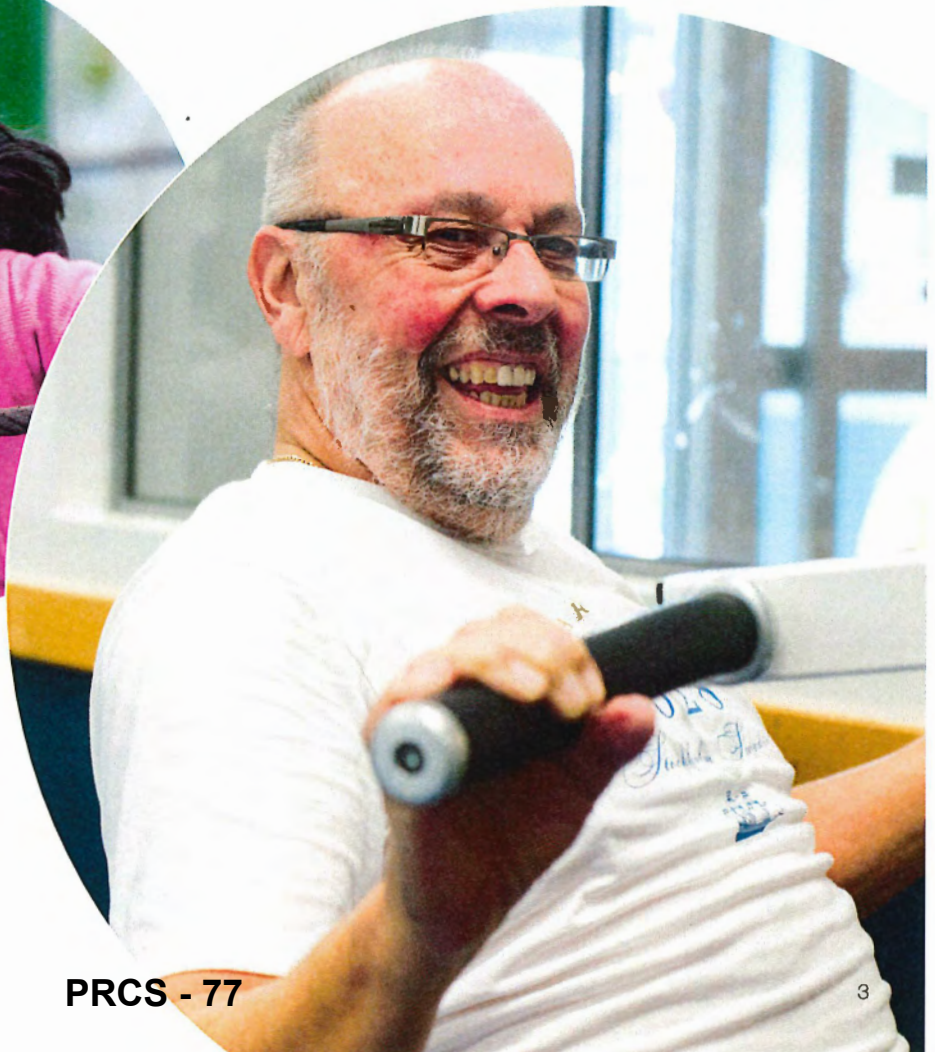
Recreation is the experience resulting from participation in physical, social, intellectual, creative, cultural and spiritual pursuits that enhance individual and community wellbeing.

Recreation includes, but is not limited to, physical activity, sport, arts, culture and heritage.

Vision for Recreation and Sport in Richmond

The vision for recreation and sport in Richmond was developed through a collaborative and holistic approach; the result is a future-oriented and aspirational vision:

Richmond is a leader in the planning and delivery of recreation and sport opportunities, inspiring individuals and communities to be active, connected and healthy for a lifetime.



Richmond Recreation and Sport Strategy Focus Areas and Actions

The Community Services Division and its partners are dedicated to both organized and grassroots recreation. The Division believes that recreation and sport is “about every child finding their activity ‘for life’, and every adult connecting to a recreational activity or sport as well as to each other”. Building community capacity through enhancing participation in recreation and sport and strengthening collaborative efforts and partnerships with schools, community facilities, community groups, multicultural groups and sport organizations is an overall priority. Well-maintained facilities that meet the needs of a growing and diverse population, as well as supportive built and natural environments are seen as critical to successful recreation and sport opportunities. There is a strong commitment to innovation and the use of technology to enhance recreation and sport participation.

These priorities, supported by data, best practice research, and the results of the broad consultation led to the identification of seven focus areas and the creation of an action plan. Collectively, the actions aim to inspire, motivate and support active participation in recreation and sport by all Richmond residents.

The focus areas and a snapshot of the actions are identified below. The complete set of 56 comprehensive actions is found in Section 4 of this Strategy document.

1. Awareness and Understanding:

Richmond residents understand the opportunities and benefits of participation in recreation and sport.

Key Action/Program/Initiative	Start Implementation
1	Develop and implement a communication plan to increase awareness of the benefits and opportunities of recreation and sport for community members, partners and City staff. The plan should link to and leverage national recreation, sport and active living campaigns and activate these campaigns at a local level.
2	Conduct annual scanning of trends, best practices and private recreation opportunities to understand residents' needs and inform program decisions.



2. Engaged Community:

Recreation and sport opportunities are accessible, inclusive and support the needs of a growing and diverse population in Richmond.

Key Action/Program/Initiative		Start Implementation
1	Increase opportunities for Richmond residents of all ages to sample recreation and sport activities. Look at multiple outlets for providing sampling opportunities (e.g., bring sampling to already existing groups – schools, religious groups, malls, etc.).	Year 2: Identify opportunities Year 3-4: Implement
2	Conduct a study on barriers to sport and recreation participation in identified neighbourhoods or communities and take action to reduce barriers accordingly (build on learnings from the City Centre Active Communities Project).	Year 2: Conduct study Years 3-5: Reduce barriers
3	Work with sport organizations to ensure that individuals with financial hardships are directed to either the City of Richmond's fee subsidy program, Richmond KidSport or Jump Start for assistance.	Ongoing
4	Celebrate excellence in sport by creating opportunities to meet sports idols; this could include meeting professional and elite teams and athletes in the community.	Year 2: Identify opportunities Year 3: Implement
5	Develop a recognition program for athletic achievement for children and youth.	Year 2

3. Physical Literacy and Sport for Life:

Richmond residents have the fundamental movement skills, competence, confidence and motivation to move for a lifetime.

Key Action/Program/Initiative		Start Implementation
1	Continue to integrate fundamental movement skills into all community recreation programs, addressing all ages from early childhood to older adults.	Ongoing
2	Encourage and support sport groups to implement the Long Term Athlete Development (LTAD) model and the quality sports criteria.	Ongoing
3	Develop and implement initiatives targeting older adults/seniors participation in sport for life.	Year 2: Develop Year 3: Implement
4	Work with School District No. 38 to embed physical literacy mentors in elementary schools to support teachers and assist schools to develop a physical literacy curriculum appropriate for a range of ages and levels.	Year 3: Confirm methodology Year 4: Implement
5	Build partnerships with senior levels of government to strengthen the Excellence Pathway for athletes and Active for Life participation.	Year 3: Confirm methodology Year 4: Implement

4. Active People and Vibrant Places:

Natural and built environments within neighbourhoods in Richmond encourage connectedness and participation in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Implement the Active Communities Grant Project focusing on physical activity initiatives in the City Centre neighbourhood, an initiative of the Richmond Community Wellness Strategy 2019-2024.	Year 1
2	Review and update Facility and Field Allocation Policies to ensure effective and efficient use of City resources.	Year 2
3	Include infrastructure (i.e., power, water and covering) that promotes and supports grass roots activity in parks and open spaces.	Ongoing
4	Develop and implement a "roving leader" program to animate and engage the community in physical activity in parks and public spaces.	Year 2: Develop plan Year 3: Implement
5	Expand the 'Live 5-2-1-0 Playbox' program to additional parks across the City.	Ongoing
6	Work with grassroots organizations and schools to increase the number of walk-to-school programs.	Year 2: Develop plan Year 3: Implement
7	Investigate opportunities to host multi-sport games that increase community pride, economic development and provide legacy benefits for the community and contribute to the vibrancy of the City (e.g., Youth Olympic Games).	Year 3

5. Connectedness to Nature:

Richmond residents enjoy opportunities to connect with nature.

Key Action/Program/Initiative		Start Implementation
1	Develop a public awareness initiative to increase understanding of the importance of nature to recreation and wellness. Include a focus on the role of recreation in aiding people to connect to nature, and the importance of environmental sustainability in parks and recreation (<i>Connected to Focus Area 1 Action 1</i>).	Year 2: Develop Year 3: Implement
2	Increase the number of nature play elements in parks and playgrounds City-wide, in order to grow opportunities for children to play outdoors and interact with nature.	Ongoing
3	Provide an increased number of guided outdoor recreation programs within or outside of Richmond (e.g., hiking, biking and paddling trips).	Year 3: Develop Year 4: Implement
4	Provide an increased number of guided nature and conservation science educational options.	Year 3: Develop Year 4: Implement

6. Community Capacity-Building:

Collaborations, partnerships and volunteerism are strengthened to expand the reach and impact of recreation and sport in Richmond.

Key Action/Program/Initiative		Start Implementation
1	Establish a strategic alliance leadership team that is united by a common vision and acts as an advisory body for recreation and sport.	Year 1
2	Conduct an assessment of the supports required to ensure local sport organizations are healthy, vibrant and able to provide excellent opportunities for residents, and address identified priorities.	Year 2: Develop plan Year 3: Implement
3	Increase opportunities for young athletes with Richmond's local sports clubs to lead and teach sports programs at community centres.	Year 3: Establish methodology Year 4: Implement
4	Develop and implement a strategy to build capacity of early years providers to promote and integrate physical literacy into programming.	Year 3: Develop strategy Year 4: Implement

7. Technology and Innovation:

Technology and innovative ideas connect and inspire Richmond residents to participate in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Identify opportunities to adapt existing apps designed to increase participation in recreation and sport. Initiate adaptation and co-branding options for the City, as feasible.	Year 2: Research Year 3: Implement
2	Expand or enhance the Richmond App to allow for previewing of classes and programs and enable customization of schedules.	Year 3: Develop Year 4: Implement
3	Introduce the use of traffic counters for trails, sidewalks and bike routes in order to measure the use of various active transportation routes.	Year 2: Research Year 3-5: Implement

Evaluation Framework

An Evaluation Framework and logic model have been developed to guide the Community Services Division, and especially the Recreation Services Department, in evaluating the process for implementing the key initiatives of the Strategy and to measure the achievement of the desired outcomes both in the medium and long term.

Conclusion

The Recreation and Sport Strategy 2019-2024 is a commitment by the City of Richmond to work with its partners, stakeholders and citizens to enhance the quality, reach and scope of recreation and sport services, programs, facilities and amenities for the benefit of all Richmond residents – individuals, families, and the Richmond community. The Strategy provides an opportunity to help inspire, motivate and engage Richmond residents to participate in recreation and sport. It will take the involvement and commitment of the entire community for all of Richmond to benefit.

1.0 Introduction

The City of Richmond is rich with a remarkable diversity of recreation and sport opportunities, as well as amenities and facilities brought to life by skilled and innovative staff and citizen volunteers. The commitment and ongoing involvement of many community partners and stakeholders and a vibrant natural setting that offers parks, trails and dykes to explore all contribute to a city with a significant amount to offer in terms of recreation and sport.

The Community Services Division offers residents of all ages and abilities access to recreation and sport programs and services and special events through community facilities, arenas, aquatic facilities, fitness and sport facilities and in outdoor spaces, parks and schools. The Division works to eliminate barriers and provide opportunities for people with disabilities, individuals and families in financial need and for Richmond's diverse cultural groups. Both indoor and outdoor opportunities are available to increase physical activity and overall wellness. Creating welcoming environments for those who are new to the community and offering an entry point to participate in recreation that includes arts, heritage, culture and sports are priorities.



1.1 Purpose of the Strategy

The purpose of developing a Recreation and Sport Strategy is to guide the work of the Community Services Division, and especially the Recreation Services Department, over the next five years. The aim of the Strategy is to build on successes, enhance synergies with partners, and increase reach and impact of recreation and sport benefits to all residents in Richmond. The Strategy is intended to ensure leadership and support for recreation and sport through a vision, focus areas and a comprehensive list of actions.

Recreation and sport not only benefit individuals and families who are active and involved, but also enhance the well-being and vitality of their community. Recreation and sport activities have the potential to attract, mobilize and inspire individuals, groups and communities. Recreation and sport can also encourage citizenship and a sense of security and belonging.

The Strategy has an overarching goal of ensuring that exceptional recreation and sport opportunities are available, which inspire residents to be physically active and connected to their communities for a lifetime. In addition, the full spectrum of recreation and sport participation is seen as integral, from an active start, which is achieved through physical literacy, through to sport excellence for competitive athletes, all the way through to life-long physical activity and participation in sport.

Key benefits to participation in recreation and sport include¹:

- Enhancing mental and physical well-being;
- Enhancing social well-being;
- Helping to build strong families and communities;
- Helping people connect with nature;
- Promoting active transportation and walkability;
- Providing economic benefits by investing in recreation;
- Achieving sport excellence for individuals and communities; and
- Creating safe and supportive environments through social development, community cohesion, reduced crime and economic development.

1.2 Creating the Strategy

The Richmond Recreation and Sport Strategy 2019-2024 was developed through an iterative and multi-phased engagement process involving a wide range of community stakeholders including recreation and sport organizations, the general public and City of Richmond staff. The process was led and guided by a strategic advisory committee and staff operational team.

¹ Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). *A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*. Ottawa: Canadian Recreation and Parks Association; Richmond Sport for Life Strategy 2010-2015

The following chart outlines the process undertaken to create the Strategy.

Phases of Strategy Development Process

CONTEXT	ENGAGEMENT	STRATEGY FRAMEWORK	ACTION PLAN & EVALUATION	FINAL STRATEGY
<ul style="list-style-type: none"> Richmond Community Profile Jurisdictional scan Review of background documents 	<ul style="list-style-type: none"> Strategic Advisory Committee Staff Operational Team Recreation and Sports Organizations Community Stakeholders 	<ul style="list-style-type: none"> Development of Vision, Principles and Focus Areas Validation by Partners and Richmond City Council 	<ul style="list-style-type: none"> Develop Action Plan and Evaluation Framework 	<ul style="list-style-type: none"> Draft Richmond Recreation and Sport Strategy Validation by stakeholders Endorsement by City Council

To support the development of the Strategy and provide context, a Richmond Community Profile² including recreation and sport utilization data was prepared along with a scan of recreation and sport trends and best practices nationally and provincially³. This supporting information combined with the results of the multi-phased consultation led to the identification of priority focus areas and the creation of an Action Plan. The Action Plan, created with broad input, outlines strategic actions that will make a measurable and meaningful difference to increasing participation in recreation and sport. An Evaluation Framework was prepared to guide the implementation of the actions and monitoring of progress for the Strategy. The final phase involved preparation of a draft Richmond Recreation and Sport Strategy Report, seeking endorsement from City Council and undertaking a stakeholder validation process.



² Richmond Recreation and Sport Strategy 2019-2024 Community Profile is available under separate cover

³ Richmond Recreation and Sport Strategy 2019-2024 Jurisdictional Scan is available under separate cover

The Recreation and Sport Strategy was undertaken in conjunction with the creation of the Richmond Community Wellness Strategy 2019-2024, which was developed in partnership by the City of Richmond with Vancouver Coastal Health – Richmond, and Richmond School District No. 38. This was a strategic decision that recognized the significant contribution of a dynamic recreation and sport system to individual, family and community wellness. There is a major role for Recreation Services in helping to achieve the outcomes identified for the five focus areas of the Richmond Community Wellness Strategy 2019-2024:

1. Foster healthy, active and involved lifestyles for Richmond residents with an emphasis on physical activity, healthy eating and mental wellness;
2. Enhance physical and social connectedness within and among neighbourhoods and communities;
3. Enhance equitable access to amenities, services and programs within and among neighbourhoods;
4. Facilitate supportive, safe and healthy natural and built environments; and
5. Promote wellness literacy for residents across all ages and stages of their lives.

The Richmond Recreation and Sport Strategy builds on the Live, Connect and Grow - Parks Recreation and Cultural Services Master Plan 2005-2015⁴ and the Richmond Sport for Life Strategy 2010-2015⁵ which introduced the implementation of the Sport for Life-long Term Athlete Development (LTAD) model⁶ and the foundational cornerstones:

- *Physical Literacy* – giving children the tools they need to take part in physical activity and sport, both for life-long enjoyment and for sporting success;
- *Active for Life* – facilitating life-long (adolescent to senior) participation in sport and physical activity for health, social and enjoyment benefits; and
- *Sport Excellence* – providing the training pathway for athlete success and transition back to being Active for Life.

The Richmond Recreation and Sport Strategy 2019-2024 reflects Richmond's renewed commitment to improving health, wellness and sporting experiences of all its residents by advancing physical literacy, increasing life-long participation in physical activity and fostering sport excellence.

Richmond Strategies and Plans

The City of Richmond has developed and is implementing a number of major strategies and plans that influence, support and enhance the opportunities outlined in the Recreation and Sport Strategy. Examples of plans and strategies that provide relevant context and support the Richmond Recreation and Sport Strategy are identified in Appendix 5. In addition, a number of national and provincial frameworks and strategies that helped guide the development of the Richmond Recreation and Sport Strategy are identified in Appendix 6.

⁴ Live, Connect, Grow - Parks, Recreation and Cultural Services: A Master Plan for 2005-2015 City of Richmond

⁵ City of Richmond Parks and Recreation Department, Sport for Life Strategy 2010-2015 Endorsed by Richmond City Council November 2010.

⁶ <http://sportforlife.ca/qualitysport/long-term-athlete-development/>

1.3 Canadian Sport for Life-long Term Athlete Development Model

The Canadian Sport for Life - Long Term Athlete Development (LTAD) model provides a framework for a national system that focuses on the well-being of citizens and the achievement of sport excellence. Developed by Sport Canada and Canadian Sports Centres, the model embraces the participation of a whole population or community in a continuum of sport and physical activity from infants to seniors. The model is divided into three areas of focus:

Physical Literacy

Provides children (ages of 0-12) with the tools they need to take part in physical activity and sport, both for life-long enjoyment and for sporting success. The model emphasizes the need for all children to be physically literate by having the fundamental movement skills, competence, confidence and motivation to move for a lifetime. An example of how the City is dedicated to developing physical literacy is through the 'physical literacy street team', which provides opportunities to sample various sports and acquire physical activity skills at events across the City.

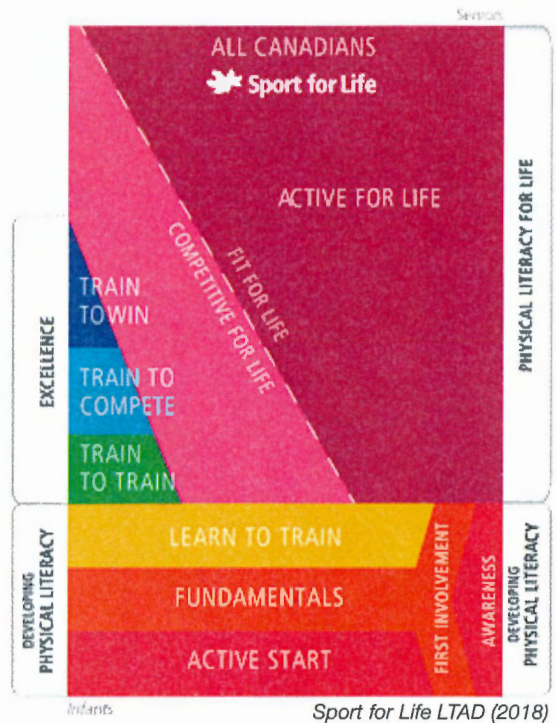
Active for Life

Facilitates life-long participation (from adolescents to seniors) in sport and physical activity for health, social and enjoyment purposes. This aspect of the model supports citizens in being physically active and participating in recreation opportunities and competitive sport.

Excellence

Provides a training pathway for athlete success both nationally and internationally. The pathway involves the 'playground to podium' concept and also addresses the transition of the athlete back to being Active for Life after pursuing podium performances. The steps involved in becoming competitive for life include training to train, training to compete and training to win.

The overall goal of the model is for all children to become physically literate, which lays the groundwork for future sport excellence or being active for life. Athletes that pursue excellence ultimately transition into active for life. Taking this model into consideration, it is evident that 'excellence' programming has a strong connection to the 'active for life' and 'physical literacy' components. This connection needs to be a focus when developing 'excellence' programming. The City has adopted the Canadian Sport for Life - Long Term Athlete Development (LTAD) model and continues to be committed to a strategic planning approach to ensure sport excellence.



1.4 Sport Excellence



Richmond is recognized for its dedication to sport excellence and for supporting high performance athletic development. The legacy of Richmond's role during the 2010 Winter Olympics has laid the foundation of the City being a leader in providing high performance training facilities and supporting athletes on the performance pathway. Richmond is home to several highly specialized recreation and sport facilities, amenities, programs and resources that help citizens reach their fullest potential as athletes. As a starting point, a range of community centres, pools, arenas and parks provide young residents with the building blocks to gain physical literacy skills.



Many residents continue to excel as athletes and begin to enter elite competition; this brings a plethora of benefits such as improved self-esteem, mental health and social skills, as well as the possibility of being a role model and leader. For athletes in Richmond that are on the performance pathway, a range of leading edge training facilities and resources (coaching and technology) are available to aid them in performing at their best. One such facility is the Minoru Centre for Active Living which is a 'Centre of Excellence' for active living and wellness. This innovative facility features an aquatic centre, dedicated seniors area and fitness centre. The aquatic centre includes two 25 meter pools, as well as a large leisure pool. The 'Centre of Excellence' also includes 8,500 square feet of fitness space offering state of the art equipment, there are also eight team rooms for sport field users and multipurpose spaces to support tournaments and events. The Minoru Centre for Active Living provides athletes on the performance pathway with an optimal space to train and excel.



As athletes continue to mature and develop they also have access to the Richmond Olympic Oval, which operates Centres of Excellence for volleyball, short track speed skating, hockey and table tennis. Also, the Canadian Sport Institute Pacific is located at the Oval, which aims to provide a world class, multi-sport daily training environment for athletes and coaches through leadership, services and programs. The Oval provides services for winter and summer sports from the community to Olympic level. In addition, Richmond has a Sports 'Wall of Fame' which recognizes the outstanding achievements of athletes, teams, coaches, officials, builders, pioneers and special achievements of sport in Richmond. It is prominently located at the Richmond Olympic Oval and is intended to inspire and educate residents and visitors.

The City is dedicated to supporting sport excellence and providing athletes the tools to reach their fullest potential. It is a priority for future generations to have opportunities to experience the full spectrum of athlete development. The benefits of this commitment are numerous as evidence suggests that experiencing the excellence stage of athlete development results in being active for life. Another concrete way in which the City is demonstrating its dedication to sport excellence is through being a pilot city for the Active Well-being Initiative, which is a global movement that helps cities and organizations to improve the lives of their citizens through the promotion of physical activity, sport and well-being for all. The City is a partner in this initiative and is in the process of being certified as a Global Active City.

Overall, planning and delivering opportunities for sport excellence are important as they are an integral component of ensuring that citizens remain active for life. It is vital that Richmond citizens have access to and benefit from the best quality leadership, coaching, officiating, administration and sport science in order to reach their fullest potential achievement as athletes.



2.0 Context

2.1 The Community Services Division Service Delivery Model

The Community Services Division is made up of four departments: Recreation Services; Parks; Arts, Cultural and Heritage Services; and Community Social Development. The Division's programs and services are delivered according to the Well-being Framework adopted in the Parks, Recreation and Cultural Services Master Plan 2005-2015, which also includes a focus on taking a relationship-based approach. The framework describes the essential needs of well-being, these include healthy lifestyles and a healthy environment, embracing diversity, ensuring a connected community and opportunities for individual growth. The Master Plan established a comprehensive service delivery model based on the following three approaches:

1. A Relationship-Based Approach describes how the City will work with others by valuing and encouraging community involvement and valuing effective partnerships;
2. Being Accountable in the context of recreation services means providing the best services and programs possible within the resources available;
3. A Service-Based approach focused on program and service priorities that:
 - Address community needs;
 - Deliver a range of opportunities that will reach all segments of the community; and
 - Ensure City and community resources are effectively allocated.

2.2 Community Relationships

The Recreation Services Department works with a range of community organizations, non-profit organizations, recreation and sport organizations, and individuals to provide programs and services. These relationships add value to people's experiences and provide a multitude of opportunities for people to become engaged in community recreation opportunities. Through embracing a relationship-based approach, the Recreation Services Department is able to successfully achieve its vision of being a leader in the planning and delivery of recreation and sport opportunities and inspiring residents to be active, connected and healthy for a lifetime.

Community Associations

The City's eight Community Associations assist with understanding the needs of individual neighbourhoods and provide direct connections to community members for various outreach and consultation processes. They participate directly in delivering programs and services to the public.

Sports Organizations

The Recreation Services Department works closely with both indoor and outdoor athletic organizations through the Richmond Sports Council on a wide range of initiatives and projects.



2.3 Trends Affecting Recreation – Challenges and Opportunities⁷

Recreation has evolved over time, and has been influenced by trends that often reflect societal and environmental changes. Current trends pose both challenges in terms of how to address them and opportunities to do things differently. These include:

Shifting demographics – population growth in many urban areas, including Richmond; increased immigration and an aging population highlighted by a large number of baby boomer retirees;

Increasing diversity – increase in newcomers brings multiple languages, diverse cultural identities and perspectives on how to engage in recreational activities;

Physical inactivity – physical activity levels have decreased due to sedentary lifestyles combined with societal and environmental changes;

Social connectedness – changes to the way we interact (social media vs. face to face), busy lives and changing neighbourhoods have affected social cohesion and connectedness and community involvement;

Time segmentation – busy lifestyles have led to more condensed time available for recreation;

Shift to informal and individual activities – activities that can be done at personally convenient times and locations;

Growing leisure activities – activities such as walking, cycling, gardening and outdoor activities have grown in popularity;

Technology – societal dependence on and acceptance of technology has grown exponentially over the last decade; and

Back to nature movement – encompasses environmental stewardship, reconnecting with nature, and experiential outdoor opportunities.

In order to stay relevant and meet the needs of the community, these trends, challenges and opportunities will need to be considered as Richmond designs and develops recreation and sport programs and services. For example:

- There will be greater demand for drop-in opportunities and scheduling of programs throughout the day;
- Recreational opportunities will need to meet the needs of a diverse population;
- Technology will be utilized to a much greater extent;
- There will be greater demand for open space systems including trails and pathways;
- Active transport and walkable communities create opportunity to be physically active as part of everyday life even when leisure time is limited; and
- An increasing percentage of Richmond residents will be living in multi-family housing and will rely on parks and open spaces.

⁷ Adapted from BC Parks, Recreation and Culture Trends: BCRPA Appendix B – BC Trends in Quality of Life; Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.cpra.ca/about-the-framework/

2.4 Overview of Current Situation - A Snapshot of Richmond Today

The Data

The following summary of Richmond's community profile identifies factors associated with the health and well-being of Richmond citizens and participation in Richmond's community recreation and sport programs that are relevant to the development of the Recreation and Sports Strategy and to providing opportunities for lifelong involvement in recreation and sport. A detailed Richmond Community Profile for the Recreation and Sport Strategy is provided under separate cover⁸. The profile is based on currently available demographic, economic, social, health and lifestyle data for Richmond's population (see Appendix 4: Richmond Community Profile Data Sources).

The City⁹

The City of Richmond is endowed with a vibrant natural setting that includes 1950 acres of park land, an extensive system of 147 parks, 73 km of trails and 60 km of road cycling paths. It is a unique 17-island city situated at the mouth of the Fraser River, providing an estuary for fish and migrating birds along the shores lined with walking dykes. The City provides a diversity of exceptional recreation facilities, services and amenities that include the Richmond Nature Park, eight Community Centres, Minoru Centre for Active Living, Watermania, two outdoor pools, two arenas, the Garratt Wellness Centre and the Richmond Pitch and Putt Golf Course.

Richmond has rich and varied arts, cultural and heritage amenities. The Richmond Cultural Centre is home to the Richmond Museum, the City of Richmond Archives, Richmond Arts Centre, Richmond Art Gallery, the Richmond Media Lab and the Brighthouse branch of the Richmond Public Library. Richmond has its own professional theatre, the Gateway Theatre. Arts in the Community initiatives bring critically acclaimed events on site or throughout different neighbourhoods in the City. Heritage facilities include the Britannia Shipyards National Historic Site, London Heritage Farm, Minoru Chapel, Steveston Interurban Tram Building and Steveston Museum.

The stewardship of these amenities and the vast parks and open space system which include trails makes a significant contribution to the liveability and healthy lifestyle opportunities in the City.

Population Demographics

The City of Richmond is the fourth largest city in the Metro Vancouver area representing 8.3% of the population in this region. Richmond's population is growing and continues to grow with a high influx of new residents born outside of Canada (60%)¹⁰. The current estimated population (2016) for Richmond is 218,307. This represents a 4.1% increase from 2011. The growth rate from 1991 to 2011 was 50%. The population is projected to continue growing with an estimated population in 2041 of 280,000¹¹.

⁸ Richmond Recreation and Sport Strategy 2019-2024 – Community Profile

⁹ Richmond City Planning Hot Facts (the series, 2014-2017)

¹⁰ Statistics Canada (2015) 2011 Population Census/Household Survey

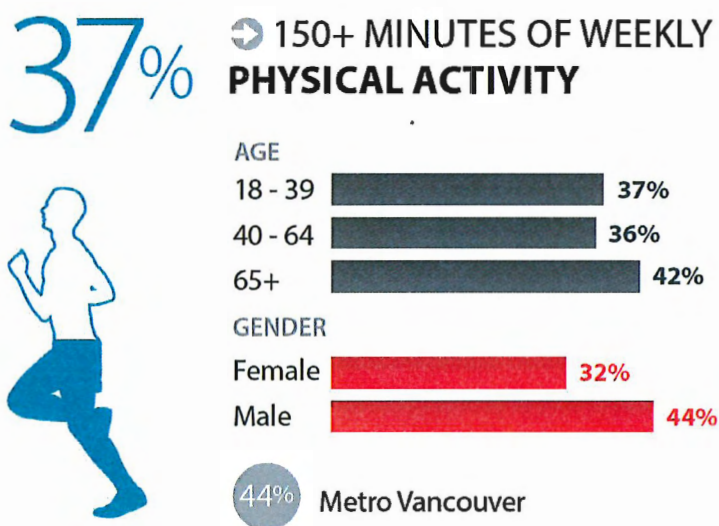
¹¹ BC Stats. (2015) Sub-Provincial Populations – P.E.O.P.L.E.

Richmond is known for its rich ethnic diversity. A majority of Richmond residents (70%) self-identify as a visible minority¹². This is the highest proportion of any municipality in BC and the second highest in Canada. Many languages are spoken in Richmond (45.7% speak English at home; 90% are able to converse in English). Chinese is identified as the first language in 41% of homes. In nine of the 16 planning area neighbourhoods, a majority of residents (> 50%) are immigrants. In the 2014/15 school year, 27.8% of Richmond School District students were English Language Learners¹³. Understanding the unique needs of people from different cultures who speak different languages is important for improving access to recreation and sport opportunities.

Currently, the over 65 age group is growing faster than the under 15 age group in all Richmond neighbourhoods. Adults between the age of 45 and 60 years represent the largest population group¹⁴.

Physical Activity and Active Transportation Measures¹⁵

Although Richmond adults are healthy by many indicators, according to the My Health My Community Survey¹⁶, Richmond residents rank lowest in BC for meeting physical activity targets (150 minutes/week, moderate to vigorous activity). Less than half of children and youth meet the physical activity targets and fewer females than males meet recommended physical activity guidelines.



My Health My Community (2013/2014)

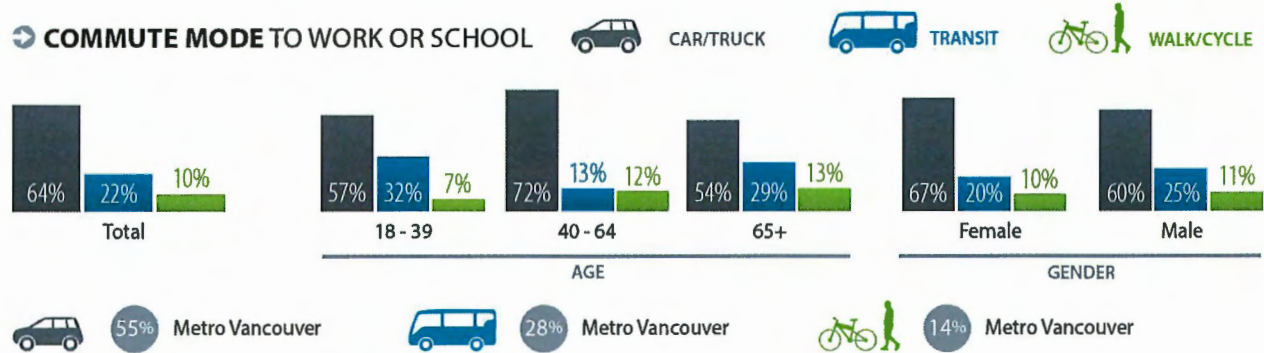
¹² Statistics Canada (2015) 2011 Population Census/Household Survey

¹³ BC Ministry of Education

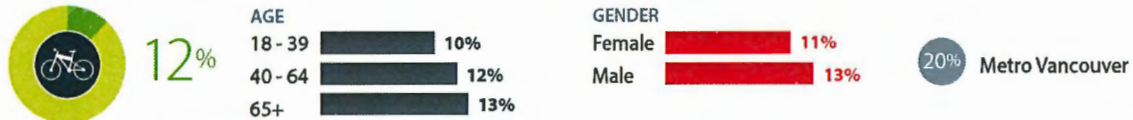
¹⁴ BC Stats (2015) Socioeconomic Profiles

¹⁵ My Health My Community (2013/14) Richmond

¹⁶ My Health My Community is based on a statistically valid survey (2013-2014) of residents from Metro Vancouver municipalities, including Richmond, who provided information about their health, lifestyles choices, community involvement and neighbourhood characteristics. See also Appendix 4 for further information.



WALK OR CYCLE FOR ERRANDS



My Health My Community (2013/2014)

The majority (64%) of residents commute to work by car compared to the regional average of 55%. Walking or cycling for commuting is reported by only 10% of the population and for errands by 12%.

Current Facilities Use/Participation in Recreation and Sport

Richmond recreation and sport facilities are well-used. The following provides information about who uses the facilities, types of visits and the extent of use of key Richmond facilities as well as summarizes available data on sport participation.

Interestingly, the types of Richmond facilities used most frequently by Richmond residents, no matter where they live in the City, are: the library, a city park, field or outdoor court, and the dyke or park trail.

Community Recreation Facilities

Based on 2017 participation data, there were 1,166,949 recorded visits to community recreation facilities¹⁷, which is an increase when compared to previous years. The community recreation facility that has had the most significant increase in visits in the past few years is City Centre Community Centre, which opened in 2016.

¹⁷ Cambie Community Centre, Hamilton Community Centre, Sea Island Community Centre, South Arm Community Centre, Thompson Community Centre, West Richmond Community Centre, Steveston Community Centre, City Centre Community Centre/Lang Centre

Visits by Type and Gender/Age

- Four types of visits are currently recorded by community recreation facilities: drop-in visits, event visits, membership visits and registered program visits;
- The majority of visits in 2017 were to attend a registered program (45.5%), or use a membership pass (45.8%). Drop in visits represents 8.7% of all visits and non-registered community events generated 2% of all visits. Note: event visits are estimates of attendance unless the event included ticket sales;
- There were over 500,000 registered program visits to community centres in 2017; and
- Program registrants are on average 53.8% females, 43.7% males and 2.5% undisclosed gender. 34.1% of program registrants are children aged six to 12 years, 32.3% are preschoolers zero to five years, 11.2% are adults aged 18-54 years, 5.6% are seniors aged 55-64, 10.0% are seniors aged 65 plus and 6.7% youth aged 13-17 years.

Visits by Category

- Six categories of programs and services are offered through community recreation facilities: health and fitness, sports and open gyms, arts, general interest, child care, and events. Arts include dance, music, performing arts and visual arts programming. General interest includes computers, technology, social media, environmental sustainability, gardening, nature and science, cooking, outdoor trips and tours, languages, heritage and various other programs of interest to the community; and
- 46.4% of program registration in 2017 were to childcare programs, 16.1% for general interest programs, 10.2% for sports, 9.9% for daycamps 8.6% for arts, 5.8% for health and fitness programs and 2.9% in registered events.

Minoru Place Activity Centre (MPAC)

Richmond offers a variety of recreational, wellness, cultural, educational programming and social opportunities for older adults and seniors at most community centres. The Minoru Place Activity Centre (MPAC) was specifically designed to offer older adults and seniors a welcoming environment to enjoy healthy and active lifestyles. The new Minoru Centre for Active Living will open for service in 2018. The facility will include aquatic and fitness services, seniors services and other recreation and sport amenities. It will replace the Minoru Aquatic Centre, the Minoru Place Activity Centre and the former Minoru Pavilion.

- Total visits to Minoru Place Activity Centre in 2017 were 78,733, which is an increase from previous years.

Visits by Type and Gender

- The most popular method of attendance is by membership pass at 70.1% of visits. Registered programs draw 24.0% of visits, drop-in visits 4.9%, and events 0.1% of visits; and
- 68.9% of all registered program participants are female.

Visits by Category

- Registered programs were the most popular (34.0%) followed by general interest programs (33.1%), health and fitness (23.7%), and arts (9.2%).



Aquatics Facilities¹⁸

Aquatics facilities in Richmond had a total number of 1,052,424 visits in 2017.

Aquatics Visits by Type and Age

- The majority of aquatics visits in 2017 were membership pass visits (48.8%), followed by registered program visits (30%) and drop-in visits (21.2%);
- There were over 6,200 visits from school groups in 2017, which make up approximately 0.6% of visits with 63.9% of these visits taking place at Watermania;
- Program registrants (2017) are primarily children aged 6 to 12 years (50.2%) or preschoolers (0-5 years, 26.5%). 12.8% are youth aged 13-17 years, 8.8% are adults aged 18-54 years, and seniors aged 55 plus account for 1.7% of those registered for programs in 2017; and
- School board lessons make up approximately 2.0% of the total swim lessons with 731 children participating in 2017.



Arena Facilities¹⁹

Arena facilities in Richmond had a total number of 574,654 visits in 2017.

Arena Visits by Type and Age

- The primary driver of 2017 arena visits were facility rentals by community groups (88.4% of visitors). Other visits entailed attendance at registered programs and memberships as well as open skate drop-ins, which account for (11.6%);
- School group visits make up approximately 2.2% of visits; and
- Program registrants (2017) are primarily children aged 6 to 12 years (62.5%) or preschoolers (0-5 years, 31.0%). 3.0% are youth aged 13-18 years, 3.3% are adults aged 18-54 years, and seniors aged 55 plus account for less than 1% of those registered for programs in 2017.



¹⁸ Watermania, Minoru Aquatic Centre, Steveston and South Arm Outdoor Pools

¹⁹ Minoru Arena and Richmond Ice Centre

Richmond Arts Centre

The total recorded visits in 2017 were 79,764, which is an increase when compared to previous years.

Visits by Type and Gender/Age

- 73.9% of visits were for registered programs, 20.8% for events and 5.3% for rentals; and
- Registered program participants were primarily children (51.6%) and preschoolers (30.0%) with more girls (62.3%) than boys (34.7%) attending for both these age groups. Youth represented 5.8%, adults represent 8.6%, seniors 55-64 represents 1.9% of program registrants, and seniors 65+ represents 1.7% of program registrants: 72.8% of participants were female.



Visits by Category

- In 2017, program registration in arts programs included 39.6% in visual arts, 20.2% in dance, 9.9% in music programs, 7.3% in general interest programs, 6.3% in performing arts, 3.0% in day camps, and the remainder in a variety of programs such as languages, computers and fitness classes.

Participation in Sport²⁰

A number of sports opportunities are offered for children, youth and adults across the seasons. In 2017, 7,521 children/youth played organized community sports including soccer, football, lacrosse, ice hockey, ringette, skating, swimming, softball and baseball.

Trends over time as they relate to field sport participation data would suggest that youth participation in the primary field sports is changing as other sport opportunities emerge. Adult participation in soccer is growing due partially to the City of Richmond's investment in artificial turf fields and sport lighting that allows more groups to play on existing fields than previously.



Volunteers are the backbone of the sport organizations with over 193,000 volunteer hours to support the teams for field sports alone documented in 2017. This support includes coaching, team management and administration. Volunteers and volunteer hours make a significant contribution to ensuring the availability of diverse sport opportunities in Richmond.

2.5 Facilities and Facilities Strategic Plan Overview

Richmond is known locally, nationally, and internationally for its parks and open spaces and recreation, sport, cultural and heritage facilities. The provision of modern, well-maintained facilities that meet the current and future needs of residents is foundational to the success of this strategy.

The 2015 Facilities Strategic Plan (The Plan) provides direction to ensure that Community Services Facilities continue to be responsive to the current and future needs of Richmond. The Plan provides strategic direction, tactical guidance, and specific recommendations that outline a comprehensive strategy and implementation plan for informing facility investments and decommissions that support an appropriate level of service provision.

²⁰ Sport Participation Rates and Volunteer Hours (2017) – City of Richmond Recreation Services Data

The Plan provides a framework for the identification, evaluation, and scoring of projects within the Community Services Division. Projects are rated on nine criteria. Once rated, they are ranked and prioritized for consideration in the City's annual Capital Submission Request process. Minor capital improvements for facility maintenance and upkeep are also reviewed and evaluated annually, with significant funds being invested each year.

The City has a wide range of facilities which support the provision of creative, physical, social and educational activities, and add value to quality of life for residents throughout Richmond. Current facilities include:

- 9 Community Centres;
- 2 Ice Arenas with 8 sheets of ice in total;
- 2 Indoor Swimming Pools;
- 2 Outdoor Swimming Pools;
- The Richmond Olympic Oval (2 ice sheets, 8 gymnasiums, a 200m indoor running track, weight room, and other features including fitness studios, multipurpose spaces, and indoor rowing tank);
- Art Gallery, Cultural Centre, and Museum;
- 18 City-owned heritage sites; and
- Minoru Centre for Active Living (opening 2018).

The City also maintains and allocates the use of a wide range of outdoor sport facilities, including:

- 46 full size, natural turf soccer/rugby/football fields;
- 1 cricket pitch;
- 8 full size lit artificial turf fields;
- 2 artificial carpet lawn bowling greens;
- 1 competition track and field facility;
- 92 softball diamonds;
- 25 asphalt ball hockey courts;
- 23 baseball diamonds;
- 1 par 3 golf course;
- 3 lacrosse boxes;
- 2 skateboard parks;
- 61 tennis courts;
- 78 basketball courts;
- outdoor fishing piers; and
- 1 bike terrain park.

Additionally, ball hockey courts and some of the basketball courts are on Richmond School District No. 38 land and are maintained by Richmond School District No. 38. The City is committed to the continued provision of facilities, parks, and open spaces that are maintained, well-managed and sustainable, and that keep pace with community growth and needs.

3.0 Stakeholder Engagement

3.1 Stakeholder Engagement Process

The recreation and sport service delivery system in Richmond includes the City, provincial and national organizations, 50 private sector sports and fitness clubs, 70 community sport organizations, 10 Community Associations, the Aquatic Services Board, and numerous partners.

The Recreation and Sport Strategy was developed in collaboration with a Strategic Advisory Committee, a Staff Operational Team, and in consultation with core partners, stakeholders and the community. Approximately 150 stakeholders were consulted through numerous workshops, focus groups, interviews, and online surveys. See Appendix 1 for a detailed list of the Strategic Advisory Committee and Staff Operational Team, Appendix 2 for a detailed list of Stakeholders engaged and Appendix 3 for more details on the Richmond Recreation and Sport Strategy Engagement Process and Results.



Public Consultation (Spring 2017) was undertaken as part of the Richmond Community Wellness Strategy 2019-2024 and information gathered also informed the development of this strategy. This engagement, reached 781 respondents in the following ways:

- Online survey of parents through Richmond School District 38 PAC;
- Students from 10 classes in two elementary and two high schools;
- Public Consultation – Family Day;
- Public Open Houses in four branches of the Public Library (with Cantonese and Mandarin-speaking volunteers); and
- Let's Talk Richmond – Online survey.

Residents who participated in the consultation identified the importance of recreation and sport to community wellness and appreciated the many choices of programs, services and facilities Richmond offers. They identified the need for increased access to recreation and sport opportunities and to green space and nature, and recognized the benefits of these supports to encouraging physical activity, creating feelings of belonging and connectedness and to improving overall individual and community wellness.

What is Working Well in Richmond

Recreation and Sport in Richmond is highly regarded as an important contributor to healthy and active lifestyles. Stakeholders consistently praise the number of choices and quality of recreation and sport programs, services, and events in Richmond. More specifically they value the variety of recreation and sport activities for all ages and in many locations across the City as well as many sport organizations representing a wide range of sports and providing a variety of opportunities for adults and youth.

Stakeholders highlighted that Richmond has a strong volunteer base and recognized the good work of the volunteer boards of the Community Associations. Community groups expressed a willingness to continue to work together with the City to further enhance recreation and sport for all residents.

"Richmond has many recreation and sport facilities, parks and fields, walking and cycling paths."

"There is still a "small town feel" in Richmond that can be built upon while addressing the urban density in certain parts of the City."

"The City is responsive and provides many opportunities for community input."

"There is a synergy and good working relationship between community-based organizations and the City."



3.2 Key Themes Identified by Stakeholders

The themes outlined in this section were consistently identified by stakeholders in the workshops, focus groups, interviews, and online surveys when asked *“what are the key priority areas for the Richmond Recreation and Sport Strategy?”*

Awareness and Understanding

- Focus on opportunities and benefits of recreation and sport; and
- Use multiple ways of communicating.



Outreach

- Take programs and services to where people are, e.g., into their neighbourhoods, apartment complexes, mobile services, churches, etc.; and
- Implement strategies that motivate and engage individuals and groups who otherwise do not participate in recreation and sport.

“We would like to see more buddy programs and people that can reach out and help others participate”

“People need to have opportunities to experience different programs and services to encourage them to participate”

“We like the library and would go to events and educational workshops at the Library”



Neighbourhoods

- Provide more recreation and sport amenities and opportunities at a neighbourhood level.
- “We need more recreation programs closer to home, more in our neighbourhoods”*
- “Important to feel safe for us to go out into the neighbourhood and on the streets”*
- “Recreation and sport activities will help bring people out in our neighbourhoods – will help make us feel more connected to others”*



Physical Literacy/ Sport for Life

- Support engagement in physical activity throughout one's life.
- “Support, encouragement and confidence to be active for life is needed”*





Access

- Recreation and sport opportunities need to be inclusive, welcoming and ensure everyone can participate regardless of age, ability, gender, income, language, and ethnicity; and
- Reduce barriers relating to affordability, availability, proximity, culture, language, child minding, mental and physical challenges.

"We love the free events and events for the entire family – we would like to have them more regularly"

"Programs need to be affordable"

"Programs need to be offered at more flexible times"

"There should be more opportunities to bring different cultural groups together to talk and get to know each other"

"Adults need to have greater choices to encourage them to participate"

"We would like to see more therapeutic recreation and exercise, healthy aging and falls prevention"



Participation of all Children and Youth

- Focus on:
 - Early years;
 - Youth during transition years;
 - Before, during and particularly after school programs; and
 - Enhancing participation of girls (and women) in sport.

"There is a need for after school programs for our children"



Built and Natural Environment

- Indoor and outdoor spaces that are safe, inclusive and inviting gathering places;
- Efficiencies in use of facility space and playing fields and extending usage with covers, improved surfaces, lighting; working with others to secure space (schools, developers, condo managers/strata);
- Unstructured indoor and outdoor play opportunities; and
- Connection with nature and more green spaces.

"We need more green spaces"

"More places and spaces for gathering that are inviting would be very helpful"

Collaborations and Partnerships

- Engage in more intentional, formal partnerships to expand reach and impact of the recreation and sport programs.
“Need for partnering with other City Departments as well as external community groups”



Volunteers

- Support recruitment and retention of volunteers who are critical to the delivery of recreation and sport.
“More training of opportunities for sport organization volunteers would be beneficial, e.g., coaches, volunteer executives and managers”



Joint Training and Planning

- Engage in joint planning, training and education opportunities for recreation and sport staff City-wide and with other City Departments as appropriate, and key partners and volunteers.

Technology

- Maximize use of technology to enhance awareness, motivation and participation in recreation and sport.



Evaluation

- Measure and report on progress and outcomes.

4.0 Platform for Change

4.1 Definition and Vision for Recreation and Sport in Richmond

DEFINITION

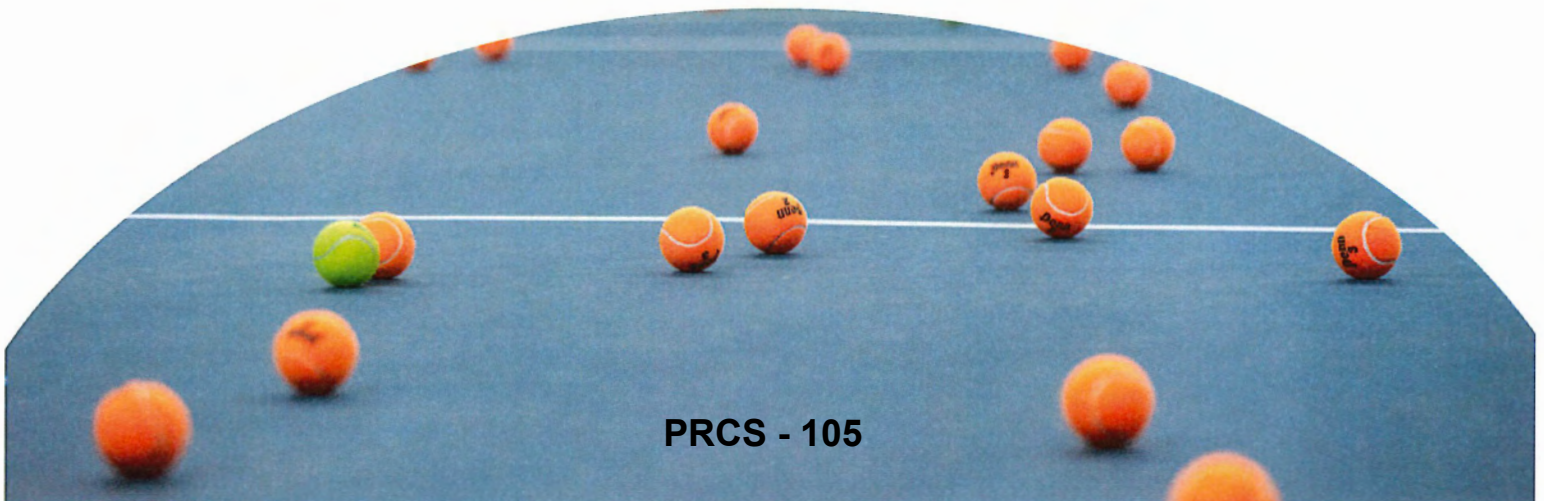
The Framework for Recreation in Canada 2015: Pathways to Well-being identifies common ways of thinking about the role of recreation in Canadian life and has been endorsed nation-wide by all levels of government and parks and recreation organizations. The following definition of recreation was developed for the national framework:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being.

This definition was used as reference for the Richmond consultation. Richmond stakeholders modified the national framework for recreation definition to reflect the specific interests and cultural needs of Richmond's residents as follows:

Recreation is the experience resulting from participation in physical, social, intellectual, creative, cultural and spiritual pursuits that enhance individual and community well-being.

Recreation includes, but is not limited to, physical activity, sport, arts, culture and heritage.



THE VISION

The vision for recreation and sport in Richmond was developed through a collaborative and holistic approach; the result is a future-oriented and aspirational vision:

Vision for Recreation and Sport in Richmond

Richmond is a leader in the planning and delivery of recreation and sport opportunities, inspiring individuals and communities to be active, connected and healthy for a lifetime.

4.2 Recreation and Sport Action Plan

The Community Services Division and its partners are dedicated to both organized and grassroots recreation. The Division believes that recreation and sport is *“about every child finding their activity ‘for life’, and “every adult connecting to a recreational activity or sport as well as to each other”*. Building community capacity through enhancing participation in recreation and sport and strengthening collaborative efforts and partnerships with schools, community facilities, community groups, multicultural groups and sport organizations is an overall priority. Well maintained facilities that meet the needs of a growing and diverse population, as well as supportive built and natural environments are seen as critical to successful recreation and sport opportunities. There is a strong commitment to use technology and innovation in the effort to enhance recreation and sport participation.

These priorities, supported by data, best practice research and the results of the broad consultation led to the identification of seven focus areas and the creation of an action plan. Outlined below are the strategic actions that will make a measurable and meaningful difference to realizing the intent of each focus area. Collectively, these actions aim to inspire, motivate and support active participation in recreation and sport by all Richmond residents.

1. Awareness and Understanding:

Richmond residents understand the opportunities and benefits of participation in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Develop and implement a communication plan to increase awareness of the benefits and opportunities of recreation and sport for community members, partners and City staff. The plan should link to and leverage national recreation, sport and active living campaigns and activate these campaigns at a local level.	Year 2: Develop, Initiate Year 3: Implement
2	Continue to develop and provide a variety of educational resources for parents to inform them of the value of recreation, physical literacy, physical activity and sport.	Annual
3	Conduct annual scanning of trends, best practices and private recreation opportunities to understand residents' needs and inform program decisions.	Annual

2. Engaged Community

Recreation and sport opportunities are accessible, inclusive and support the needs of a growing and diverse population in Richmond.

Key Action/Program/Initiative		Start Implementation
1	Increase opportunities for Richmond residents of all ages to sample recreation and sport activities. Look at multiple outlets for providing sampling opportunities (e.g., bring sampling to already existing groups – schools, religious establishments, malls, etc.).	Year 2: Identify opportunities Year 3: Implement
2	Conduct a study on barriers to sport and recreation participation in identified neighbourhoods or communities and take action to reduce barriers accordingly (build on learnings from the City Centre Active Communities Project).	Year 2: Conduct study Years 3-5: Reduce barriers
3	Work with sport organizations to ensure that individuals with financial hardships are directed to the City of Richmond's fee subsidy program, Richmond KidSport or Jump Start for assistance.	Ongoing
4	Develop and implement a strategy for increasing women and girls' participation in recreation and sport. An outcome from this strategy would be an increase in the number of female coaches in Richmond Sport Organizations.	Year 3: Develop strategy Year 4-5: Implement
5	Work with local intercultural and immigration organizations to introduce residents to local recreation and sport organizations and opportunities.	Year 2: Confirm methodology Year 2: Implement
6	Collaborate with community partners to ensure children and youth have the opportunity to participate in school sport teams, community sport organizations and recreational leagues.	Year 2: Confirm methodology Year 3: Implement
7	Provide additional supports for children with special needs so that they are integrated into and supported in participating in programs and services.	Year 1: Identify supports Year 2-3: Implement
8	Celebrate excellence in sport by creating opportunities to meet sports idols. This could include meeting professional and elite teams and athletes in the community.	Year 2: Identify opportunities Year 3: Implement
9	Apply Richmond Age-Friendly Assessment and Action Plan 2015 guidelines in planning all recreation and sport programs, services and amenities.	Ongoing
10	Develop, implement and promote a "play" lens to appropriate recreation programs across the Community Services Division. Ensure this takes into account the child's right to play and partake freely and entirely in "age-appropriate recreational experiences, cultural life, and artistic and leisure activities", as outlined in the United Nations Convention on the Rights of the Child.	Year 1: Develop Ongoing
11	Expand the City-wide intergenerational "mentoring program" where seniors and youth exchange skills and experiences, and support each other in participating in recreation and sport opportunities.	Year 3
12	Work with Arts, Culture and Heritage to incorporate activity/movement opportunities, where feasible, within programs.	Year 2
13	Provide opportunities for Provincial Sport Organizations and National Sport Organizations to be involved in local events.	Ongoing
14	Develop a recognition program for athletic achievement for children and youth.	Year 2

3. Physical Literacy and Sport for Life:

Richmond residents have the fundamental movement skills, competence, confidence and motivation to move for a lifetime.

Key Action/Program/Initiative		Start Implementation
1	Continue to integrate fundamental movement skills into all community recreation programs, addressing all ages from early childhood to older adults.	Ongoing
2	Establish a task force or working committee to align the Long Term Athlete Development (LTAD) pathways by coordinating recreation, school, community and Oval programming.	Year 2
3	Enhance pathways from recreation to sport and sport to recreation.	Year 3: Confirm methodology Year 4: Implement
4	Increase opportunities for Richmond children, youth and adults to participate in all stages of the long-term athlete development model.	Year 2: Identify opportunities Year 3: Implement
5	Encourage and support sport groups to implement the Long Term Athlete Development (LTAD) model and the quality sport criteria.	Year 2: Determine support Year 3: Implement
6	Develop and implement initiatives targeting older adults/seniors participation in sport for life.	Year 2: Develop Year 3: Implement
7	Work with School District No. 38 to embed physical literacy mentors in elementary schools to support teachers and assist schools to develop a physical literacy curriculum appropriate for a range of ages and levels.	Year 3: Confirm methodology Year 4: Implement
8	Work with School District No. 38 to offer workshops on Physical Literacy at elementary school professional days.	Year 3: Plan Year 4: Implement
9	Assess, benchmark, identify and implement improvements to enhance Richmond's Fundamental Movement Skills program using the Physical Literacy Environment Assessment.	Year 3: Assess & Benchmark Year 4: Implement
10	Build partnerships with senior levels of government to strengthen the Excellence Pathway for athletes and Active for Life participation.	Year 3: Confirm methodology Year 4: Implement
11	Investigate the expansion of the 'Richmond Virtual School' Secondary Program for Grade 10-12 athletics in partnership with the Oval and Richmond School District No. 38.	Year 2
12	Continue to support the Gym Works™ program for registered athletes with the Canadian Sport Institute and expand it as new facilities come online.	Year 1



4. Active People and Vibrant Places:

Natural and built environments within neighbourhoods in Richmond encourage connectedness and participation in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Implement the Active Communities Grant Project focusing on physical activity initiatives in the City Centre neighbourhood, an initiative of the Richmond Community Wellness Strategy 2019-2024.	Year 1
2	Review and update Facility and Field Allocation Policies to ensure effective and efficient use of City resources.	Year 2
3	Provide inclusive, safe and welcoming facilities and spaces for recreation and sport programs and services.	Ongoing
4	Include infrastructure (i.e., power, water and covering) that promotes and supports grass roots activity in parks and open spaces.	Ongoing
5	Incorporate unstructured recreation and sport opportunities in public parks and open spaces, i.e., urban design features that can be used for free play, training and parkour.	Ongoing
6	Develop and implement a “roving leader” program to animate and engage the community in physical activity in parks and public spaces.	Year 2 Develop plan Year 3 Implement
7	Expand the “Live 5-2-1-0 Playbox” program to additional parks across the City.	Ongoing
8	Work with grassroots organizations and schools to increase the number of walk-to-school programs.	Year 2 Develop plan Year 3 Implement
9	Develop and implement bike education initiatives or programs for children and youth in each neighbourhood.	Year 3 Develop plan Year 4 Implement
10	Investigate opportunities to host multi-sport games that increase community pride, economic development and provide legacy benefits for the community and contribute to the vibrancy of the City (e.g., Youth Olympic Games).	Year 3
11	Offer increased opportunities for families to be active together.	Ongoing

5. Connectedness to Nature:

Richmond residents enjoy opportunities to connect with nature.

Key Action/Program/Initiative		Start Implementation
1	Develop a public awareness initiative to increase understanding of the importance of nature to recreation and wellness. Include a focus on the role of recreation in aiding people to connect to nature, and the importance of environmental sustainability in parks and recreation (Connected to Focus Area 1 Action 1).	Year 2: Develop Year 3: Implement
2	Increase the number of nature play elements in parks and playgrounds City-wide, in order to grow opportunities for children to play outdoors and interact with nature.	Ongoing
3	Provide an increased number of guided outdoor recreation programs within or outside of Richmond (e.g., hiking, biking and paddling trips).	Year 3: Develop Year 4: Implement
4	Provide an increased number of guided nature and conservation science educational options.	Year 3: Develop Year 4: Implement

6. Community Capacity-Building:

Collaborations, partnerships and volunteerism are strengthened to expand the reach and impact of recreation and sport in Richmond.

Key Action/Program/Initiative		Start Implementation
1	Establish a strategic alliance leadership team that is united by a common vision and acts as an advisory body for recreation and sport.	Year 1
2	Work with Richmond Sports Council to develop and implement club quality standards for clubs, groups, programs and services.	Year 2 Develop Year 3 Implement
3	Conduct an assessment of the supports required to ensure local sport organizations are healthy, vibrant and able to provide excellent opportunities for residents, and address identified priorities.	Year 2: Develop plan Year 3: Implement
4	Increase opportunities for young athletes with Richmond's local sports clubs to lead and teach sports programs at community centres.	Year 3: Establish methodology Year 4: Implement
5	Develop and implement a strategy to build capacity of early years providers to promote and integrate physical literacy into programming.	Year 3: Develop strategy Year 4: Implement
6	Develop and implement career awareness, preparation and development strategies to attract and educate new leaders.	Ongoing
7	Find and involve champions for recreation and sport. A champion could be an individual, community group or City staff member.	Ongoing

7. Technology and Innovation:

Technology and innovative ideas connect and inspire Richmond residents to participate in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1.	Promote new technologies and innovations associated with Recreation at the City of Richmond.	Ongoing
2.	Identify opportunities to adapt existing apps designed to increase participation in recreation and sport. Initiate adaptation and co-branding options for the City, as feasible.	Year 2: Research Year 3: Implement
3.	Develop and implement an 'App' for Richmond's walking, running and cycling routes with built-in incentives to measure progress and reward participation.	Year 2: Develop Year 3: Implement
4.	Expand or enhance the Richmond App to allow for previewing of classes and programs and enable customization of schedules.	Year 3: Develop Year 4: Implement
5.	Develop and implement a library of multi-lingual videos to introduce people to recreation programs and services.	Year 4: Develop Year 5: Implement
6.	Introduce the use of traffic counters for trails, sidewalks and bike routes in order to measure the use of various active transportation routes.	Year 2: Research Year 3-5: Implement

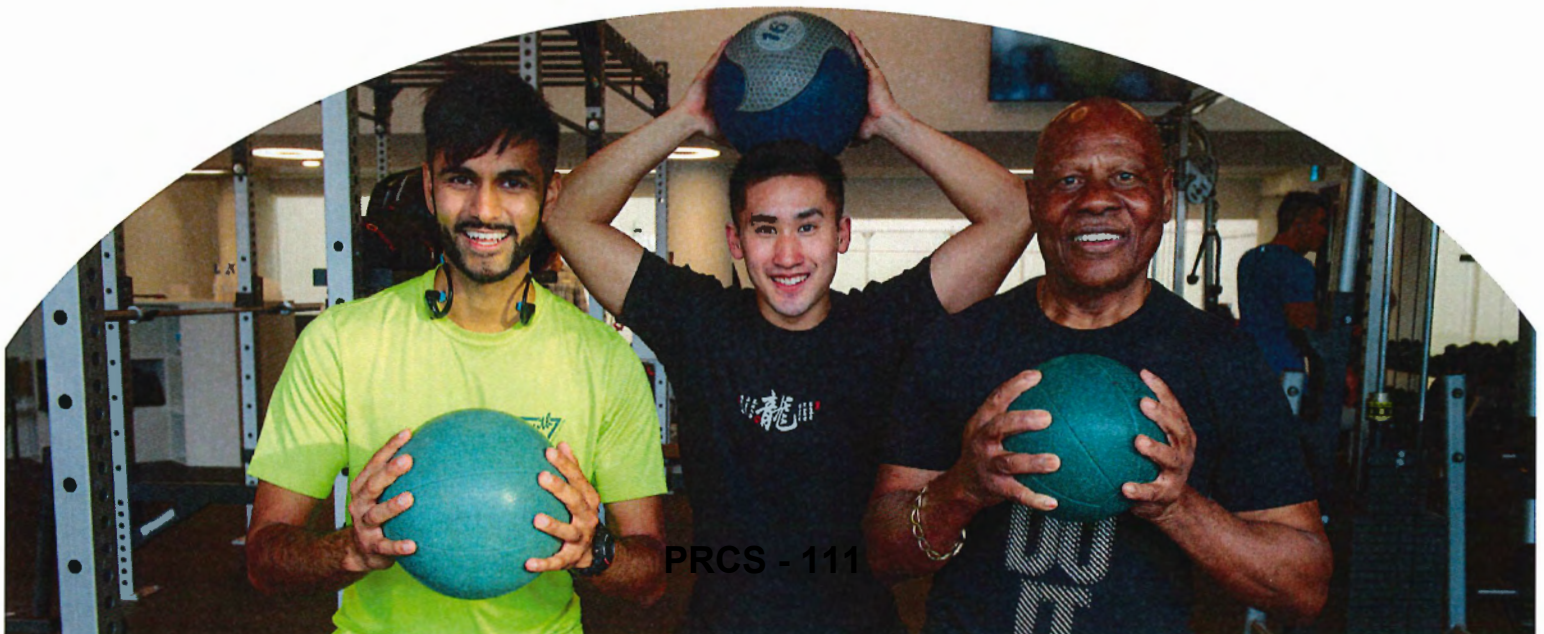
5.0 Measuring our Progress

5.1 Evaluation Framework and Logic Model

The Richmond Recreation and Sport Strategy 2019–2024 Evaluation Framework has been developed and is available under separate cover. An Evaluation Logic Model and an Implementation and Outcomes Evaluation plan are key components of the Evaluation Framework that will help guide the Community Services Division and especially the Recreation Services Department, in evaluating the process of implementing the key initiatives of the Strategy and to measure the achievement of desired outcomes both in the medium and long term. The overall aim of the evaluation is to ensure progress toward the essential outcome - increased participation of all Richmond residents in recreation and sport to enhance individual, family and community wellness.

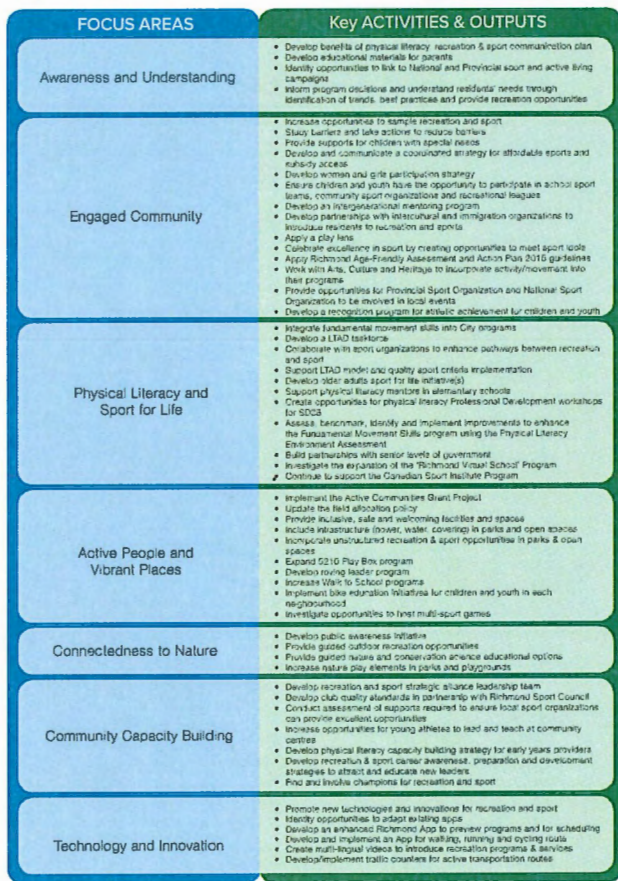
Evaluation Logic Model

The Recreation and Sport logic model provides a high level visual representation of the relationship between the activities identified for each of the focus areas and the medium and long terms outcomes.



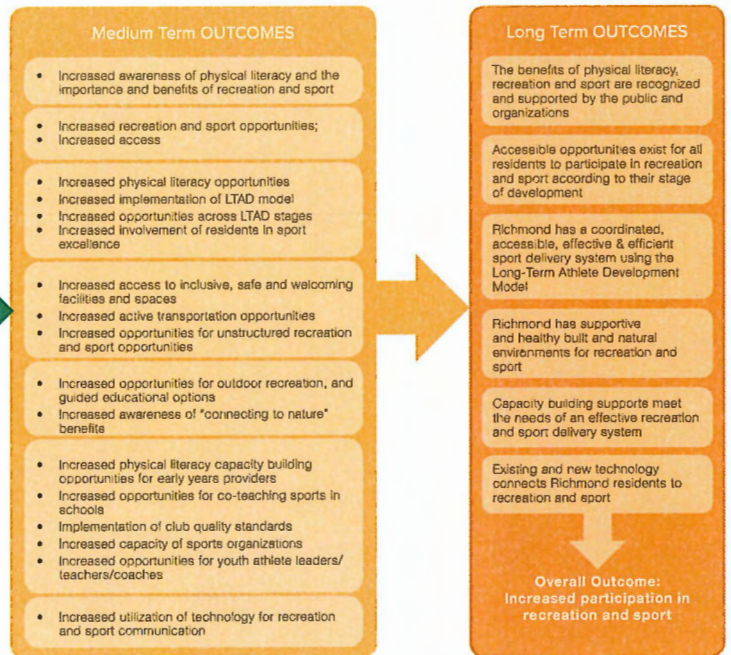


City of Richmond Recreation and Sport Strategy Logic Model



Situation: Improve participation in recreation and sport; improve access to recreation and sport programs and services; improve physical literacy; enhance supportive built and natural environments; improve connection to nature; enhance community capacity; and utilize technology.

Inputs:
Organizational level: Partnership, funding, coordination and oversight, and monitoring and communication.
Program and Project level: Resources, staff, volunteers, and facilities.



5.2 Measuring Results - Implementation and Outcomes Evaluation Plan

Implementation or process evaluation and an outcomes evaluation (both in the medium term and in long term) will be undertaken.

Implementation (process) Evaluation: provides a guide for assessing whether the initiatives and actions under each focus area are implemented as intended and what further work needs to be done. The intent is to identify what is working well and what is not, to determine what adjustments need to be made, implement the necessary adjustments, and, in a specified time, assess again (PDSA Cycle for Continuous Quality Improvement: Plan, Do, Study, Act ²²).

Medium-term Outcome Evaluation: provides a guide to measure what progress has been made toward achieving the desired results once the actions have been implemented. This usually occurs half way through the Strategy timeline. It also provides an opportunity to review and then assess what changes may be needed.

Long-term Outcome Evaluation: is intended to measure progress made in the longer time frame to achieve the desired results identified for each focus areas and the overall aim of the strategy to increased participation in recreation and sport.

Examples of key evaluation questions to guide the evaluation include:

- Is there a greater awareness and understanding of the benefits of recreation and sport and physical literacy?
- Have barriers to access (e.g., geographic, financial, language) been addressed?
- Are programs, services and amenities inclusive (e.g., welcoming for all ages, genders, cultures and abilities)?
- Has the Long Term Athlete Development (LTAD) model been adopted and implemented by the sport organizations?
- Are the Sport for Life principles, including physical literacy, integrated into the recreation and sport programs?
- Have changes to the built and natural environment helped to support increased recreation and sport participation. Are Richmond neighbourhoods more walkable?
- Has the addition of nature play elements to parks and playgrounds increased recreation and sport participation? Do residents feel more connected to their neighbourhoods?
- Has the capacity of key organizations and stakeholders been strengthened to meet the needs of the recreation and sport system?

²² <http://www.ihl.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx>

Data Collection Methods and Sources

Where possible, data collection methods and sources for the evaluation will use and build upon available reliable data and established data collection/analysis systems. These include, for example, data on:

Adults

- Richmond recreation and sport services participation rates, and recreation and sport facility and program utilization from the *City of Richmond Community Facilities Profiles* (annual report, 5 year trend over time, adult users/registrants);
- Recreation and sport facility and public spaces use, program participation measures and value perceptions from the *Community Needs Assessment* (2015 baseline, planned follow-up surveys every 5 years, a multi-language telephone survey of a representative sample of Richmond residents, adult users/non-users); and
- Physical activity levels, other lifestyle and health indicators and social connectedness measures from *My Health My Community* (baseline 2013/2014, planned follow-up survey every 5 years, multi-language survey of a representative sample of Richmond residents, adults). Metro-Vancouver comparisons and enhanced analysis of priority topics are available.

Children and Youth

Reliable repeated measures reports providing trend over time data for Richmond children and youth relating to physical activity levels, other lifestyle factors and health, social and emotional development/connectedness and sense of belonging are available from: the BC Ministry of Education (*BC School Satisfaction Survey* for grades 4, 7, 10 and 12); the McCreary Centre Society (*BC Adolescent Health Survey*); the *Human Early Learning Partnership* (EDI - Early Years Development Instrument); and MDI (Middle Years Development Instrument).

However, new or enhanced data collection methods and tools will be needed to evaluate many of the actions identified in the strategy, e.g., records, surveys, stakeholder interviews and focus groups, photographic records, special reports, program-specific evaluations and use of technology. This will require collaboration with community associations and other partners, sport organizations and community groups to determine appropriate data collection processes and to establish templates for data to be collected as well as timelines for collection.

The following table identifies examples of indicators/measures and targets to be used in the evaluation of the Recreation and Sport Strategy. As indicated above, a variety of data sources and qualitative and quantitative data collection methods will be used to measure outcomes. The full complement of outcomes, indicators, data sources and timelines are outlined in the Richmond Recreation and Sport Strategy Evaluation Framework – Technical Document is available under separate cover.

Focus Area	Indicator/Measure	Target Trend
Awareness and Understanding	<ul style="list-style-type: none"> • Communications initiatives and resources for community members, partners and City staff. • Understanding and awareness of physical literacy. • Understanding and awareness of recreation and sport opportunities and benefits. 	↑
Engaged Community	• Barriers to access and participation.	↓
	<ul style="list-style-type: none"> • Opportunities to sample programs. • Recreation and sport program opportunities. • Resident participation and engagement. 	↑
Physical Literacy and Sport for Life	<ul style="list-style-type: none"> • Fundamental movement skills integrated into community services programs. • Long Term Athlete Development (LTAD) Model adopted by sport groups. • Physical Literacy initiatives implemented in schools. • Children, youth and adults involved in all stages of the LTAD pathway. • Involvement of residents in sport excellence. 	↑
Active People and Vibrant Places	<ul style="list-style-type: none"> • Welcoming, safe facilities and spaces. • Infrastructure improvements. • Active transportation. • Unstructured recreation and sport opportunities in public parks and open spaces. 	↑
Connectedness to Nature	<ul style="list-style-type: none"> • Awareness of benefits of being in nature. • Nature play opportunities. • Nature education options. • Residents connected to nature. 	↑
Community Capacity-building	<ul style="list-style-type: none"> • Sport organization capacity to provide excellent opportunities. • Young athletes lead and teach recreation and sport programs. • Early years providers promote physical literacy. • Champions for recreation and sport established and recognized by the community. 	↑
Technology and Innovation	<ul style="list-style-type: none"> • Technology and innovation supports recreation and sport. • Apps enhance recreation and sport participation. • Multi-lingual videos introduce residents to opportunities. 	↑
OVERALL OUTCOMES	<ul style="list-style-type: none"> • Participation of all residents in recreation and sport. • Richmond residents achieve physical activity targets. 	↑

Evaluation Implementation Considerations

An Evaluation Committee will also be established to facilitate data collection and analysis for reporting on progress and results.

Reporting: The Recreation Services Department will provide a report on the process evaluation measures and outcome evaluation measures of the Recreation and Sport Strategy at 2.5 years and 5 years.



6.0 Strategy Implementation

There are many individuals who must be involved in the implementation of the Strategy if the actions outlined are to be implemented and the outcomes realized. Implementation of the Strategy will be the responsibility of the Community Services Division, and especially the Recreation Services Department, in partnership with Richmond's Community Associations, Richmond Sports Council, the Richmond Olympic Oval as well as a range of other community organizations and partners.

It is only through engaging with and harnessing the expertise and leadership of all partners that serve the community's recreation and sport needs that the vision of the Strategy will be realized. A leadership team with representation from the Recreation Department, the Richmond Olympic Oval, Richmond Sports Council, Richmond Council of Communities and the Richmond School District will meet at least quarterly to provide advice and guidance to action teams who are responsible for moving specific actions forward. City and Richmond School District No. 38 staff will also meet regularly to ensure the successful implementation of identified actions.

Staff across the Recreation Services Department will develop annual work plans which include key priorities for moving the Strategy forward.

6.1 Communication

Continuous communication and information sharing is also key to the successful implementation of the Strategy. A variety of tools and techniques are anticipated to be used, including:

- Regular sharing of information through both staff and board meetings;
- Annual reporting on work plans;
- Recognition and celebration of successes as actions are implemented and achievements realized; and
- Review and reporting of annual participation statistics.

Ongoing communications both internally and externally will help to ensure the Strategy is top of mind for staff and that the actions and outcomes are realized.



7.0 Conclusion

The Recreation and Sport Strategy 2019-2024 is a commitment by the City of Richmond to work with its partners, stakeholders and citizens to enhance the quality and benefits of recreation and sport services and programs for all Richmond residents – individuals, families and the entire community. The overall purpose of the Strategy is to identify what needs to be accomplished over the next five years to make a difference in recreation and sport services in Richmond, to build on current strengths and to increase the reach, scope and impact of recreation and sport in the community. This Strategy also acts as a tool to ensure that the Recreation Services Department is able to successfully achieve its vision of being a leader in the planning and delivery of recreation and sport opportunities and inspiring residents to be active connected and healthy for a lifetime.

The vision, focus areas and actions which have been developed through an extensive engagement process will guide the work of the Community Services Division, and particularly the Recreation Services Department, along with continued evaluation and monitoring of impact and results. Understanding community needs and keeping abreast of current trends and best practices in other jurisdictions will help ensure a continued forward looking process to enhancing recreation and sport opportunities in Richmond.

Richmond has taken a leadership role in the Global Active Cities movement, recognizing that cities need to invest in multiple ways that promote individual and collective well-being of their residents. Cities around the world have come to the understanding that improving the quality of life of its citizens requires everyone to be involved. The City engages its citizens, establishes advisory groups and works together with public sector, corporate and not-for-profit partners to achieve its stated goals. Through a relationship-based approach, the City is able to continue to be a leader in the provision of community recreation and sport services, facilities and amenities, especially by partnering with service agencies, School District No. 38, Vancouver Coastal Health, sports organizations and many volunteer sports clubs throughout the City.

Many stakeholders participated in the development of the 2019-2024 Recreation and Sport Strategy, which has a strong vision for the future of recreation and sport in Richmond. The Recreation and Sport Strategy and the updated Community Wellness Strategy provide an opportunity to ensure the actions within both Strategies improve the quality of life of Richmond residents.



Appendix 1:

City Of Richmond
Recreation and Sport
Strategic Advisory
Committee

and Operational Team

CITY OF RICHMOND RECREATION AND SPORT STRATEGY STRATEGIC ADVISORY COMMITTEE

Name	Area of Responsibility
CITY OF RICHMOND	
Gregg Wheeler	Manager, Sport and Community Events
Grant Nishi	Coordinator, Aquatic Services
Kirsten Close	Coordinator, Major Projects Community Services Division
COMMUNITY PARTNERS	
Sherry Sutherland	Board member, East Richmond Community Association
Jose Gonzalez	Past President, South Arm Community Association
Ian MacLeod	Chair, Aquatic Services Board
Ilario Galano	Co-Chair, Richmond Fitness and Wellness Association (RFWA)
Frank Claassen	Chair, Richmond Arenas Community Association (RACA)
Jim Lamond	Chair, Richmond Sports Council
Susie Burbidge	President, South Arm Community Association
PROJECT LEADERSHIP TEAM	
Elizabeth Ayers	Director, Recreation and Sport Services
Serena Lusk	General Manager, Community Services
Suzanna Kaptur	Research Planner 2, Community Services
Lisa Fedoruk	Accessibility Coordinator, Community Services
PROJECT CONSULTANT	
Zena Simces	Consultant Team
Sue Ross	Consultant Team
Karen Strange	Consultant Team

CITY OF RICHMOND RECREATION AND SPORT STRATEGY OPERATIONAL TEAM

Name	Area of Responsibility
CITY OF RICHMOND	
Andrew Chornohus	Youth Coordinator, Steveston Community Centre
Andrew Clark	Manager, Fitness and High Performance (Oval)
Dave Black	Marketing Assistant
Debi Jones	Aquatic Supervisor
Emily Ooi	Educational Programs Coordinator
Emily Toda	Coordinator, Parks Programs
Jordan Mottl	Program Manager, Community Sport (Oval)
Kirsten Frankish	Arts Programmer
Melanie Burner	Community Facilities Coordinator
Paul (Sammy) Morizawa	Coordinator, Parks Programs – Sports
Renata Turick	Community Facilities Coordinator
Will Kump	Community Facilities Coordinator
Wing Ho	Volunteer Development Coordinator
Winnie Wong	Arts Programmer, Richmond Arts Centre
Angela Straker	Program Manager, Community Sport (Oval)
Katie Varney	Manager, Community Cultural Development
Beayue Louie	Park Planner

Appendix 2:

Richmond Recreation
and Sport Strategy
Stakeholders Engaged

CITY OF RICHMOND STAFF STAKEHOLDER ENGAGEMENT

Richmond Community Services	Area of Responsibility
Planning and Projects	Manager, Community Services Planning and Projects Coordinator, Special Projects Research Planner
Recreation and Sport Services - Aquatics and Arenas	Manager, Aquatic and Arena Services Aquatics Supervisor Community Facilities Coordinator - Arenas Coordinator, Arena Services Arena Maintenance, Supervisor Instructor Recreation Facility Clerk
Sport	Manager, Sport and Community Events Community Facilities Coordinator
Fitness	Coordinator, Fitness and Wellness Services
Volunteers	Volunteer Development Coordinator
Recreation and Sport Services - Community Recreation	Manager, Community Recreation Services Area Coordinator Recreation Leader Community Facilities Coordinators Fitness Coordinator - South Arm Youth Coordinator - Steveston Seniors Coordinator - City Centre Community Development Coordinator - West Richmond School aged Child Care Coordinator Preschool Program Coordinator Attendant
Arts, Culture and Heritage Services	Manager, Community Cultural Development Arts Coordinator Arts Programmer Manager, Major Events and Film Supervisor, Museum and Heritage Services Media Arts Specialist Public Art Planner Manager, Art Services Director, Richmond Art Gallery
Community Social Development	Coordinator - Accessibility
Administration	Manager, Administration Functional Analyst Department Associate 5
Richmond Olympic Oval	Program Manager, High Performance Sport

Richmond Recreation AND Sport Strategy Stakeholder Engagement	
COMMUNITY ORGANIZATIONS WORKSHOP	
City Centre Community Association	East Richmond Community Association
Steveston Community Society	Thompson Community Association
West Richmond Community Association	Sea Island Community Association
Hamilton Community Association	South Arm Community Association
<i>Associations also participated by survey</i>	
INDOOR AND OUTDOOR SPORTS ORGANIZATIONS WORKSHOPS	
Richmond Ravens	Richmond Lawn Bowling Club
Richmond Fitness AND Wellness Association	Air Attack Volleyball Club
Richmond Minor Hockey	Richmond Arenas Community Association
Richmond Badminton – WEqual Foundation	Richmond City Baseball
Pacific Wave Synchronized Swim	Richmond Sports Council
Richmond Cricket Club	Dugout Club (Baseball)
Richmond Kigoos Summer Swim Club	Richmond Rapids Winter Swim Club
Ultra Rhythmics	Sea Island Community Association
<i>Organizations also participated by survey</i>	
COMMUNITY SERVICE ORGANIZATIONS - Interviews	
Richmond Children First	Richmond Centre for Disability
SUCCESS – Immigrant Settlement and Integration	Immigrant Services Society
Richmond Multicultural Community Services	
REGIONAL AND NATIONAL ORGANIZATIONS - Interviews	
CAAWS - Canadian Association for Women and Girls and Sport and Physical Activity	BCRPA - BC Recreation and Parks Association
ProMOTION Plus	Sport for Life
Pacific Sport	
COMMUNITY WELLNESS PARTNERS - Interviews	
Vancouver Coastal Health – Richmond	School District No. 38

Appendix 3:

Summary of Richmond
Recreation and Sport
Strategy Engagement
Process and Results

I. Stakeholders Consulted

Consultations took place with the following stakeholders:

- ✓ Recreation and Sport Strategy Strategic Advisory Committee – included representatives from the Recreation Services Department and community organizations;
- ✓ Recreation and Sport Strategy Staff Operational Team – included staff from the Recreation Services Department and the Community Services Division;
- ✓ City of Richmond staff – workshop held with representatives from Planning and Projects, Recreation Services, Arts, Culture and Heritage Services, Community Social Development and Richmond Olympic Oval;
- ✓ Richmond Local Area Community Associations – workshop held with board and staff representatives. Online survey also provided;
- ✓ Richmond Indoor and Outdoor Sport Organizations – several workshops held with board members and other volunteers. Online survey also provided;
- ✓ Richmond Community Organizations - Individual meetings held with staff and/or board members from SUCCESS - Richmond, Richmond LINC and Settlement - Immigrant Services Society of BC, Richmond Centre for Disability, Richmond Multicultural Community Services (RMCS) and Richmond Children First;
- ✓ Interviews held with Regional and National Organizations, e.g., Pacific Sport, Richmond Children First, Canadian Association for Advancement of Women and Sport and Physical Activity (CAAWS), BC Recreation and Parks Association (BCRPA), and Rick Hansen Foundation; and
- ✓ Interview with School District No. 38 and VCH Richmond.

The sequencing of the consultations process was as follows:

*Advisory Committee
April 2017*

*Staff Operational Team
June 2017*

*City Staff Workshop
July 2017*

Vision and Future Strategic Directions

Vision: Five years from now how will Richmond be different as a result of the Recreation and Sport Strategy?

Strategic Directions: What broad City-wide strategic directions would most likely enable this vision to be realized?

Values: What values are unique to Richmond that will be key in the formation of this strategy and its initiatives?

Challenges/Opportunities: What do you see as the biggest challenges or opportunities to achieving the Richmond you described 5 years hence?

Community Organizations
Workshop
September 2017

Sports Organizations
Workshop
September 2017

Strengths: What do you see at the best features/key strengths of recreation and sport programs and services in Richmond?

Gaps/Issues: What are the major gaps/issues that need to be addressed in Recreation and Sport in Richmond?

Strategic Directions: What strategic directions are important to implement over the next 5 years to address gaps and build on strengths?

Partnerships: What partnerships or ways of working together would you like to see with the City's Recreation and Sport Services Department?

Top Priorities: If you could do two things to improve recreation and sport in Richmond that would have the greatest impact – what would you do?

Interviews with
National and Regional
Organizations
August/September 2017

1. How does your organization support recreation and/or sport programs and services in Richmond?
2. What is your relationship with the City's Recreation and Sport program and services?
3. What do you see as the best features/key strengths of recreation and sport programs and services in Richmond?
4. What do you see as the major gaps or opportunities in recreation and sport services in Richmond (e.g., in terms of social, cultural, arts, heritage, sports, other physical activities)?
5. If you could do two things to improve recreation services in Richmond - what would you do? What impact would you expect this to have, for whom?
6. If you could do two things to improve sport services in Richmond - what would you do? What impact would you expect this to have, for whom?
7. What relationship/partnership would you like to have with the City of Richmond's Recreation and Sport program and services?

October/November 2017

- Stakeholder feedback consolidated under emerging themes; and
- Identification of 7 focus areas.

Staff Operational Team,
Recreation and Sport Leadership
and Advisory Committee
October 2017 – March 2018

Priority setting and refinement of vision, focus areas and major actions

The Vision for the Recreation and Sport Strategy was developed through an iterative process, with the Advisory Committee, Staff Operational Team and City Staff being asked to take a future-oriented and aspirational approach and envision... **“five years from now how will Richmond be different as a result of the Recreation and Sport Strategy?”**. Recreation and Sport staff and leadership were given further opportunities to review the results and refine the vision statement for final review by the Recreation and Sport Advisory Committee.

II. Stakeholder Feedback

The following summarizes the feedback received from all stakeholders. The feedback is grouped under common themes that emerged. This led to the development of the recreation and sport focus areas identified in the strategy and to many of the actions outlined in the Action Plan.

AWARENESS AND UNDERSTANDING

Stakeholders exposed a need to increase awareness of what recreation and sport opportunities are available in Richmond. They indicated that there is a lack of understanding of the benefits of recreation and sport, in particular, the importance of being active every day and understanding the value of recreation and sport for personal development and its role in contributing to a sense of belonging to the community. They indicated that they would like to see:

- Multiple strategies that will enhance the awareness of existing opportunities and how to participate. Specifically, they identified the value of being able to obtain hands-on experience of different recreation and sport options in the schools, community centres and neighbourhoods;
- An enhanced understanding of a broader definition of what recreation is for all ages; and
- Enhanced availability of non-traditional recreation and sport opportunities (e.g., those of interest to diverse cultural groups, unstructured play, nature play and inter-generational program opportunities).



ACTIVE PEOPLE

Stakeholders emphasized the need to:

- Increase access to recreation and sport opportunities;
- Aim for participation of by all children, including enhancing participation of girls and women;
- Enhance outreach to hard-to-reach groups; and
- Strengthen physical literacy and long term athlete development.

Increase access to recreation and sport opportunities

Stakeholders highlighted the importance of addressing the following barriers to access:

- *Proximity* – enabling closer to home, easy transportation and better transit;
- *Language* – providing opportunities in different languages and/or translator and translated information;
- *Culture* – facilitating sensitivity to cultural practices and traditions to enhance participation of new immigrants and members of different cultural groups;
- *Affordability* – ensuring a comprehensive approach that includes increasing awareness and availability of subsidies and providing more affordable options;
- *Child minding* – complementing adult/parent programs with child care programs;
- *Hands on orientation* – providing the chance for citizens of any age to “try-out” and gain experience with different recreation and sport activities of interest to them;
- *Physical accessibility* – ensuring access and social inclusion standards enable participation by people with disabilities; and
- *Availability of opportunities* – providing services in different areas of the city; a range of different times; drop-in possibilities, being responsive to high demand and wait lists.



Aim for participation in recreation and sport by all children

Stakeholders identified the need for more partnerships between the City and School District that enable joint program planning to meet the identified needs of children and youth during schools hours, after school programs, and opportunities to experience ("try-out") different recreation and sport activities.

Recruit and retain girls and women in the recreation and sport system

Stakeholders identified the importance of providing a gender lens when developing programs and services and enhancing community recreation and sport programs for girls.

Outreach to hard-to-reach groups

Stakeholders emphasized the importance of:

- Offering recreation and sport programs and services where people are (e.g., in their neighbourhoods, schools, apartment/condo complexes, shopping centres, etc.).
- Reaching out to identified hard-to-reach groups in partnership with community organizations working with the target populations to find ways to enhance participation. For example:
 - Immigrant serving and multicultural organizations;
 - Seniors organizations and facilities supporting older adults;
 - Organizations assisting youth with special support needs;
 - Organizations serving people with disabilities; and
 - Mental health and addictions support agencies.

Community organizations, consulted as part of this strategy process, indicated a willingness to assist in reaching out to their clients, sharing information, exchanging skills, and engaging in joint programming.

Strengthen physical literacy and Long Term Athlete Development

Stakeholders indicated the importance of strengthening fundamental movement skills for all ages, in early years settings, in schools and through recreational programming. Stakeholders also expressed interest in sports organizations adopting the Long Term Athlete Development (LTAD) model and structuring their development based on the levels within the LTAD.

ACTIVE PLACES

Identify and address built and natural environment supports

The main focus of the feedback from stakeholders included enhancing the availability and use of indoor and outdoor space and enhancing connectedness to nature.

For example, stakeholders indicated a need to:

- Find more open space to enable gatherings – indoor and outdoor: *“We need more space outdoors to be able to sit, chat and exchange stories.” “We need more Community Living Rooms within our centre.” “We need space to have a picnic.” “ We need covered space to do Tai Chi.”;*
- Address lighting, safety issues and perceived safety concerns of parks, playground and fields;
- Make greater and more effective use of indoor and outdoor space for unstructured play and sports;
- Make greater and more effective use of playing fields for organized sport;
- Enhance nature play opportunities; and
- Facilitate an environment supportive of active transportation - walking and biking.

Focus on a Neighbourhood Strategy

The neighbourhood is seen as an important focal point for stakeholders. They expressed the desire to see more recreation and sport activities at a neighbourhood level and advocated for building neighbourhood capacity to engage residents in recreation and sport activities.

Stakeholders identified the new emerging role of recreation centres as community service hubs that include health and social services opportunities.



COMMUNITY CAPACITY-BUILDING

A major theme that emerged from the consultation is the need to strengthen collaborations and partnerships to help broaden expertise and expand the reach and impact of recreation and sport in Richmond. Suggested partners included:

- Community Associations for neighbourhood strategies;
- School District No. 38 for joint programming;
- Educational Institutions for workshops and training;
- VCH Richmond for joint programming;
- Library – the library is seen as a key resource and partner to provide space for gathering, information and education workshops; and reaching out into the community;
- Community groups for outreach and engagement of hard-to-reach groups – immigrant serving organizations, cultural groups, seniors' organizations, churches, organizations serving people with disabilities and other special needs groups;
- Business Sector – e.g., malls, hotels, local farmers and growers, retail stores;
- Federal/provincial governments – provincial strategies and PARTICIPATION; and
- Wider range of groups such as biking programs, gymnastics programs and privately operated sport facilities – to enhance coordination/cooperation.

Volunteers were identified as an integral part of recreation and sport. Many recreational activities and sports depend almost solely on volunteers. Several ideas were put forward including:

- Volunteer ambassador program;
- Supporting sports organizations with volunteer recruitment and training for coaches, board members and managers. This training would address non-sport specific training such as board training (how to run a non-profit), financial management, ethical decisions, conflict resolution, team building, safety, etc.; and
- Enhancing opportunities for young athletes of the local sport organizations to share their skills with others.

III. Implementation Considerations Identified by Stakeholders

Stakeholders identified some aspects to consider when implementing a Richmond Recreation and Sport Strategy, for example:

Maximize use of Technology and Innovation, e.g., making use of social media - particularly for youth and young parents- to provide information, educate and motivate (e.g., "We Chat", Apps, contests, incentives, etc.);

Communications, e.g., establishing and maintaining communication to internal and external groups on the status and progress of the work of the Recreation and Sport Department's Strategy and other City plans;

Training and Education, e.g., identifying and supporting joint training opportunities for recreation and sport staff City-wide, partners and volunteers;

Leadership and Champions, e.g., developing strategies to attract and train new leaders and finding and supporting recreation and sport champions;

Joint Planning, e.g., engaging in joint planning with other City Departments, community partners and other stakeholder organizations to enhance recreation and sport in Richmond; and

Implement Evaluation and Measurement, e.g., agreeing to measuring and reporting on progress.



Appendix 4:

Richmond Community Profile Data Sources

1. Richmond City Planning Hot Facts (the series, 2014-2017)
2. City of Richmond Community Services Facility Profiles 2010-2014
3. Statistics Canada (2015) 2011 Population Census/Household Survey
4. Statistics Canada (2015) 2006 Population Census/Household Survey
5. BC Vital Statistics (2011) Annual Report
6. BC Stats. (2015) Sub-Provincial Populations – P.E.O.P.L.E.
7. BC Stats (2015) Socioeconomic Profiles
8. Statistics Canada (2015) CCHS Canadian Community Health Survey
9. BC Community Health Profiles (2013, 2017) PHSA – Richmond
10. My Health My Community, Vancouver Coastal Health – Richmond (2013/14)*
11. BC Ministry of Education and BC Stats (2015) School Satisfaction Survey – SD 68 Richmond.
12. Participation Rates and Volunteer Hours (2017) – personal conversation, Gregg Wheeler.
13. Vancouver Foundation's Vital Signs 2016 – Richmond.

*Data from My Health My Community is based on a statistically valid survey (2013/14) of residents from Metro Vancouver municipalities, including Richmond, who provided information about their health, lifestyle choices, community involvement and neighbourhood characteristics. The plan is to conduct the survey every five years to assist in the planning and development of programs, services and policies. This ongoing survey provides an important tool to measure change against strategic goals for the community at a neighbourhood level. My Health My Community is the result of a non-profit partnership between Vancouver Coastal Health, Fraser Health and the University of British Columbia.

Appendix 5:

Richmond Plans and Strategies

Global Active Cities

The City of Richmond was invited to participate in the development of a pilot “Global Active Cities” program, in recognition of Richmond’s implementation of a legacy of community benefit related to its role in the 2010 Olympic Winter Games and its strong policies, plans and programs related to sport and recreation. This initiative has now officially launched and Richmond became a partner city of the renamed Active Well-being Initiative (<http://activewellbeing.org/>) in late 2017. Richmond and nine other cities around the world are leading a movement to improve the lives of their citizens through the promotion of physical activity, sport, healthy lifestyles, social connections, supportive built and natural environments and well-being for all.

PRCS Facilities Strategic Plan

The 2015 Facilities Strategic Plan (The Plan) includes an array of tools, frameworks, findings, and guidance intended to ensure Community Services Division facilities continue to be responsive to the current and future needs of Richmond. The Plan provides strategic direction, tactical guidance, and specific recommendations that outline a comprehensive strategy and implementation plan for informing facility investments and decommissions that support an appropriate level of service provision. The Plan has two overarching goals:

1. Ensure the Community Services Division facilities continue to be responsive to the current and future needs of the community; and
2. Provide a comprehensive strategy and implementation plan for informing facility investments, and decommissioning, that support an appropriate level of service provision across the Division.

The Plan outlines the Community Services Facility Evaluation Framework, presented below in Figure 1. The framework provides a structured and replicable approach to systematically score and prioritize Community Services projects.

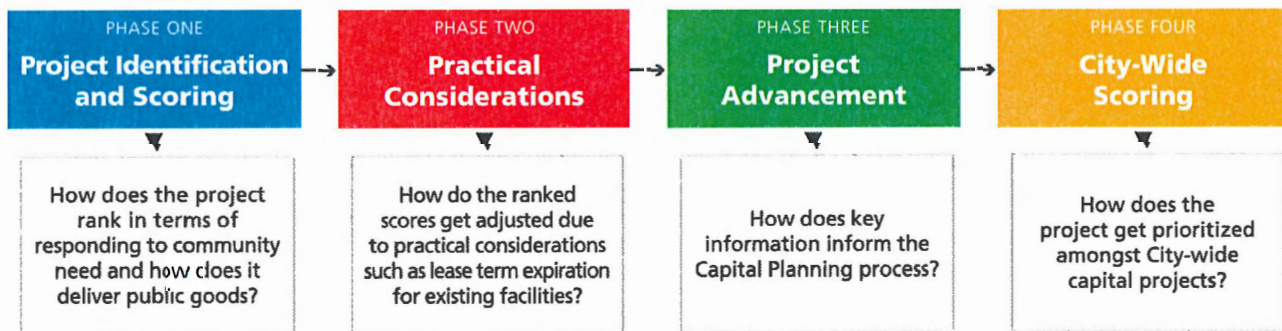


Figure 1: Revised Community Services Facility Evaluation Framework

In Phase 1, each project to be considered for inclusion should address community need or deliver public goods. Projects are rated on nine criteria, and, once rated, the projects are then ranked.

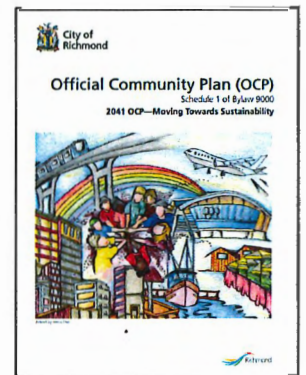
Phase 2 considers factors that impact the implementation of projects. Using the ranked list generated from Phase 1, adjustments and refinements are made to reflect current realities, such as timing of lease agreements and current partnership or development opportunities.

Phase 3 considers the information required to support the capital asset prioritization. For every project to be considered, feasibility studies should be completed to support informed decision making.

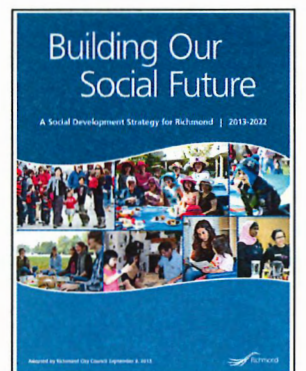
Phase 4 aligns with the City's annual municipal capital asset prioritizations process. Community Service projects will be compared against other projects from other Divisions and prioritized for council consideration.

This framework provides a structured and replicable approach to systematically score and prioritize Community Services projects.

City of Richmond's Official Community Plan 2012-2041 (OCP) guides the long-term planning within the City and enables City Council to plan, coordinate and manage the City's sustainability, social, economic and land use interests over the long term. OCP has adopted a vision of a sustainable Richmond: *"A sustainable and healthy island city that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is a place where people live, work, and prosper in a welcoming, connected, accessible and vibrant community. In Richmond, the health of the people and the health of the eco-system are sustained through community participation and long-term economic, social and environmental well-being."* This plan provides an overall context for the provision of recreation and sport programs and services and the built environment that supports the health and well-being of Richmond residents.



City of Richmond Social Development Strategy (2013-2022) guides the City's decisions and resource allocations on social development matters. The Strategy *"envisions the City of Richmond of 2022 as an inclusive, engaged and caring community – one that considers the needs of the present and future generations, values and builds on its diversity, nurtures social capital, and treats its citizens with fairness and respect. The Strategy recognizes that, for this vision to become a reality, the City must not only be ready to address existing community social issues but also develop the capacity to be responsive to the emerging needs of its diverse populations"*.

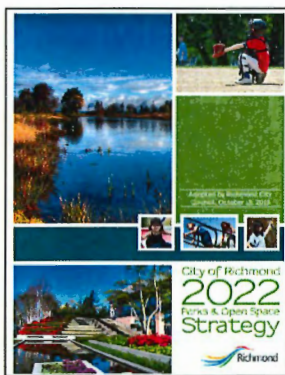


The Social Development Strategy identifies nine strategic directions:

1) Expand Housing Choices; 2) Enhance Community Accessibility; 3) Address the Needs of an Aging Population; 4) Help Richmond's Children, Youth and Families to Thrive; 5) Build Richmond's Cultural Diversity; 6) Support Community Engagement and Volunteerism; 7) Strengthen Richmond's Social Infrastructure; 8) Provide High Quality Recreation, Arts, Cultural and Wellness Opportunities; 9) Facilitate Strong and Safe Neighbourhoods. The Recreation Services Department has significant responsibilities in supporting the achievement of these directions, with strategic direction #8 specifically speaking to the role of recreation and wellness.



Richmond's Intercultural Strategic Plan (2017-2022) prepared by the Richmond Intercultural Advisory Committee highlights the importance of enhancing intercultural harmony and strengthening inter-cultural cooperation in Richmond. Richmond's intercultural vision is: *"for Richmond to be the most welcoming, inclusive and harmonious community in Canada."* Four strategic directions have been identified: 1) *Address language, information and cultural barriers that interfere with building a welcoming community;* 2) *Address the perception and reality of racism and discrimination in the community;* 3) *Work to explore potential areas of alignment between the intercultural vision... and other government and stakeholder systems, policies and planning processes;* 4) *support the development and integration of Richmond's immigrants.* These strategic directions inform and strengthen the actions identified for the Recreation and Sport Strategy.



City of Richmond 2022 Parks and Open Space Strategy helps to frame and guide the objectives and actions of the Recreation and Sport Strategy relating to the built and natural environment. It consists of seven focus areas that are aimed at providing high quality parks and open space into the future: 1) *Health and Wellness, e.g., Residents of every neighbourhood have equal access to safe, appealing outdoor places to engage in healthy active lifestyle;* 2) *Great Spaces and Experiences, e.g., The rich variety of great places, features and activities in parks and open space system contribute to the city's vibrancy and identity;* 3) *Connectivity, e.g., They system is inviting, accessible and safe, enabling residents and visitors to feel comfortable and connected to the community;* 4) *Green Network e.g., The parks and open space system include a range of green spaces that support recreation, social interaction, and psychological and spiritual renewal;* 5) *Blue Network, e.g., Richmond's waterfront provides a variety of activities and multiple destinations;* 6) *Diversity and Multi-functionality, e.g., The system provide a variety of diverse open spaces that are flexible and able to respond to changes and community needs;* 7) *Resource Management, e.g., The system inspires shared stewardship between multiple stakeholders to foster pride, purpose and a sense of community.*

Other Richmond Plans that relate to the Recreation and Sport Strategy include:

- Seniors Service Plan: Active and Healthy Living 2015-2020;
- Age-Friendly Assessment and Action Plan (Approved by Richmond City Council, March 2015);
- Community Services Youth Service Plan: Where Youth Thrive 2015-2020;
- Richmond Arts Strategy (2012-2017);
- Museum and Heritage Strategy (2007); and
- Richmond Affordable Housing Strategy, 2007 (2016 Housing Report Card).

City of Richmond Arts Strategy: the City of Richmond is currently updating its 2012-2017 Arts Strategy to reflect current needs, challenges and opportunities for the arts in Richmond. The Richmond Arts Strategy 2012-2017 was created on the heels of the 2010 Olympic Games and following a period of new investment in the arts. It set the following five strategic goals:

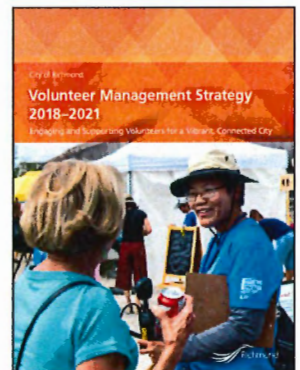
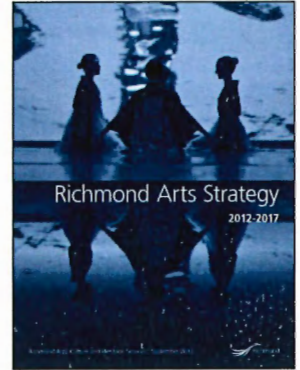
1. Strengthen and support the arts community;
2. Increase the number of art spaces and more effectively use existing ones;
3. Broaden the diversity of arts experiences and opportunities;
4. Expand public awareness and understanding of the arts; and
5. Broaden the economic potential and contribution of the arts.

Due to the population of Richmond increasing in recent years and the City placing more importance and emphasis on the role of the arts, it has become a priority that the Richmond Arts Strategy be updated to reflect current needs, identify trends and opportunities, and set a course for future arts programming, infrastructure and policy-making.

Richmond Sport Hosting Strategy 2016-2020 guides the City in hosting world class sporting events. Sport hosting is conducted via the Richmond Sport Hosting office and is a direct response to the City of Richmond's role as a venue City for the 2010 Winter Olympic Games. The Strategy aids Richmond Sport Hosting to continue to provide exceptional service to sport organizations from around the globe. This is aided by the fact that the City of Richmond provides a world class event atmosphere and is well established as a premier destination for all levels of sport events. The following is a selection of the guiding principles that are listed within the Strategy for the City of Richmond Sport Hosting program:

- Assist Richmond in reaching the Council term goals, increase the City's image, community pride, economic development and continue to build a legacy of sport for the City;
- Collaborate with City departments, event organizers and facility operations to ensure events are engaging in sustainable event practices; and
- Recognize the role of sport and sport volunteers as valuable partners in the process of sport event hosting and continually build community capacity to host high quality sporting events.

Volunteer Management Strategy 2018-2021: In 2007, the City of Richmond adopted its first Volunteer Management Strategy. The Strategy was developed to guide the actions for creating a centralized volunteer management system in preparation for the 2010 Winter Olympic Games and as a legacy intended to serve the City and its partners well into the future. The *Volunteer Management Strategy 2018-2021: Engaging and Supporting Volunteers for a Vibrant, Connected City* is an update to the original 2007 Strategy and focuses on supporting volunteers in their development and achievement of their personal goals as well as further supporting City, partner, and affiliate staff who work closely with volunteers.



Richmond Olympic Oval High Performance Profile provides an overview of the Richmond Olympic Oval High Performance Program. The Richmond Oval is a dynamic, state-of-the-art, multisport facility and is known for its role in the 2010 Olympic Games; its current goal is to develop exceptional athletes for generations to come. The Richmond Oval has supported the training of over 50 athletes that have competed in subsequent Olympic and Paralympic Games. The Richmond Oval's High Performance Program is Canada's elite provider of integrated athlete training, coaching and performance services, delivered in an Olympic environment by educated and experienced coaches. The High Performance Program takes a collaborative approach and delivers services structured to support the vision and goals of its clients. The Oval High Performance program follows the following key pillars:

- World Class Facilities;
- Integrated Services;
- High Performance Team; and
- High Performance Sport Partnerships.



Appendix 6:

Provincial and National Plans and Strategies

A Framework for Recreation in Canada 2015: Pathways to Wellbeing²³

presents a renewed definition for recreation and outlines a framework for recreation in Canada that addresses current challenges and opportunities. The framework describes 5 goals:

1. Active Living – foster active living through physical recreation;
2. Inclusion and Access – increase inclusion and access to recreation for populations that face constraints to participation;
3. Connecting People and Nature – help people connect to nature through recreation;
4. Supportive Environments – ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities; and
5. Recreation Capacity – ensure the continued growth and sustainability of the recreation field.

Active Canada 20/20: A Physical Activity Strategy and Change Agenda for Canada (2012)²⁴ describes steps that will increase physical activity and reduce sedentary behaviour, resulting in reduced health risks and achieving the many benefits of a society that is active and healthy. Recreation is identified as an important partner in pursuing this agenda.

The Canadian Sport Policy (CSP, 2012)²⁵ sets a direction over a 10 year period (2012-2022) for all governments, institutions and organizations to ensure sports has a positive impact on individuals, communities and society. The policy aims to increase the number and diversity of Canadians participating in sports through 5 broad objectives:

- Introduction to sport: Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport;
- Recreational sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation;
- Competitive sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner;
- High performance sport: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means; and
- Sport for development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

²³ Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.in.ca

²⁴ Active Canada 20/20. www.activecanada2020.ca/active-canada-20-20

²⁵ <http://sirc.ca/csp2012>

Canadian Sport for Life Long Term Athlete Development Framework²⁶

focuses on both development of sport excellence through a training pathway accounting for various ages and stages and a commitment to lifelong activity. The LTAD model incorporates:

- Awareness and First Involvement stages that introduce individuals to positive sport and physical activity opportunities;
- Active, Start, Fundamental and Learn to Train stages focus on developing physical literacy in children providing the basic skills to be active for life and providing the foundation for those that pursue elite training in sports;
- Train to Train, Train to Compete and Train to Win stages provide elite training for those specializing in one sport and competing at elite levels; and
- Active for Life stage addresses lifelong participation in competitive or recreational sport or physical activity.

Active People, Active Places BC Physical Activity Strategy 2015²⁷ lays the foundation for coordinated policies, practices and programs in physical activity to improve the health and wellbeing of British Columbians and the communities in which they live, learn, work and play. The 10 year framework identifies four key elements: Active across the Life Course, Equity, Supportive Environments and Partnerships. Recreation and Sport are identified as key partners in making progress towards increasing the physical activity levels of British Columbia.

²⁶ <http://sportforlife.ca/qualitysport/long-term-athlete-development/>

²⁷ <https://www.health.gov.bc.ca/library/publications/year/2015/active-people-active-places-web-2015.pdf>

Acknowledgments

Creating a vital future-oriented Recreation and Sport Strategy for the City of Richmond has depended upon the thoughtful contributions of many stakeholders: staff, representatives of organizations and agencies, volunteers and members of the community who participated in workshops, interviews, surveys and ongoing discussions. We would like to acknowledge the special contribution of the Recreation and Sport Strategy Advisory Committee in enhancing and advancing the opportunities for excellence in Recreation and Sport in Richmond – building on the strong and successful foundation already present in the City to address the new and diverse interests of stakeholders.

City of Richmond

Gregg Wheeler Manager, Sport and Community Events
Grant Nishi Coordinator, Aquatic Services
Kirsten Close Coordinator, Major Projects Community Services Division

Community Partners

Sherry Sutherland Board member – East Richmond Community Association
Jose Gonzalez Past President – South Arm Community Association
Ian MacLeod Chair – Aquatic Services Board
Ilario Galano Co-Chair – Richmond Fitness and Wellness Association (RFWA)
Frank Claassen Chair – Richmond Arenas Community Association (RACA)
Jim Lamond Chair – Richmond Sports Council
Susie Burbidge President – South Arm Community Association

Project Leadership Team

Elizabeth Ayers Director, Recreation Services, Community Services
Serena Lusk General Manager, Community Services
Suzanna Kaptur Research Planner 2, Community Services
Lisa Fedoruk Accessibility Coordinator, Community Services

Project Consultant

Zena Simces & Associates Consultant Team
Zena Simces
Sue Ross
Karen Strange