

## **Parks, Recreation and Cultural Services**

# **Master Plan 2004 Update**

*The City of Richmond's Vision is to be the most appealing, livable, and well-managed community in Canada.*

### **Master Plan Framework – A New Direction**

The Master Plan is a strategy for the delivery of PRC amenities, programs and services to achieve specific quality of life outcomes. It was formulated over the last year and will be a living document that is flexible to address changing needs. With the community vision as the goal, the Master Plan will guide decision-making by:

- Providing a framework to meet community needs
- Providing a framework for developing relationships
- Providing a framework to ensure sustainability
- Ensuring opportunities to engage the community
- Defining the City's core business

The Well-Being Framework will help the City and community determine the best way to address consumer needs. Consumer needs in the PRCS context are things needed or desired for ensuring a good quality of life: To Live; To Connect and Build Community; and To Grow. When these needs are met, PRCS has contributed to the consumer's well being.



Consumer needs may be identified by staff or by the community. Therefore, as a provider of well-being products with limited resources, the City will need to form relationships with community groups and agencies to efficiently meet certain community needs. The Relationship Model is a tool for determining: when to develop a relationship with an outside agency; how the City will be involved in the relationship; and what type of relationship is appropriate for each situation.

Regardless of whether the City provides service directly or an outside agency provides service on the City's behalf or in partnership, the use of City resources must be effective and efficient to ensure sustainability. The Framework for Sustainability considers five factors that make up the PRCS system: financial; volunteer and non-profit organizations; human resources; physical infrastructure; and planning, policies and procedures. Each of these areas must be balanced and well-functioning in order to achieve a sustainable PRCS system.

### **Outcomes in Core Business Areas**

Municipal governments are mandated to ensure that the broadest range of recreation opportunities are available for every individual and group within available community resources. In order to achieve this, the City's core business areas must be identified in order to prioritize resources.

Core business areas are simply what the City must do for the community. They are what taxpayers and Council are prepared to invest in to meet community needs. They define the city's role in ensuring essential services are available, but do not necessarily mean that the City will provide them.

The four core business areas are:

1. Building Community
2. Ensuring Programs and Services
3. Operating Places and Spaces
4. Planning, Research and Design

To guide decision-making in the core business areas, PRCS will use an outcomes-based approach. Desired outcomes are clearly stated end results, developed to provide direction. They can be qualitatively and quantitatively evaluated to measure progress and success. The outcomes act as building blocks that together, help achieve the community vision.

Some examples of PRCS outcome statements include:

- Volunteer opportunities are available to enhance individual and group growth and development.
- Parks, facilities and amenities are maintained, well managed and sustainable, and keep pace with community growth.
- There is effective community consultation where the community is engaged to determine needs in Richmond.

Core business areas and desired outcome will help the City be agile, flexible, and able to allocate resources in a way that makes sense and is the best use of taxpayer dollars.

Community engagement is essential to building and sustaining an accountable service delivery system. Therefore, the City must work with others to ensure public funds are used to meet the broadest range of community needs. Opportunities for public input at each level of the service delivery system have been built into the Master Plan framework. Engagement ranges from an advisory role at the governance level, to consumer feedback surveys at the operations level, to volunteer opportunities at the service delivery level.

Developing the Master Plan Framework has been a rewarding process for PRCS. It has been an example of the city's commitment to the quality of life of its residents, to accountable and sustainable use of resources, and to meeting the broadest possible range of community needs. Richmond is a growing and evolving city. Over the next ten years as the community builds capacity and community needs change, the Master Plan will ensure the City is able to respond with agility and flexibility to new challenges.

### **Want more information?**

The Master Plan process and resulting documentation is available on the City Website:

[http://www.city.richmond.bc.ca/leisure/leisure\\_master\\_plan.htm](http://www.city.richmond.bc.ca/leisure/leisure_master_plan.htm)



### **Next Steps**

**Community Working Group Report to Council**  
November 2004

**Master Plan Open Houses**  
November 3<sup>rd</sup> & 4<sup>th</sup>, 2004

**Implementation of Master Plan**  
Beginning in January 2005