

3 Service Excellence

This section outlines the ways in which community needs are assessed, how the standards used to determine open space provision are applied and how resources are allocated in order to provide an excellent quality of service to the community.

3.1. Assessing Community Need

3.1.1. Community Demographics

Population growth and changing demographics are key factors in understanding shifts in community need. Population growth drives the growth of the parks and open space system and new services are targeted at those areas of the city experiencing growth. In the last decade, the city's population has grown by over 22,000 people at the same time as 74 ha. (183 acres) of parkland have been added to the system. Over the next decade, Richmond's population is forecast to increase by approximately 50,000 people, with 75% of the growth occurring in the City Centre.

The effects of changing demographics vary across the city, and over time, so the demographic profiles of each area must be considered in assessing the types of services offered. However, the larger demographic trends of an aging population and increasing cultural diversity have implications across the system.

Ensuring that our services are responsive to these influences is approached in the following ways:

- Regular updates to the Land Acquisition Strategy to update priorities based on growth and development trends;
- Consideration of demographic profiles at the planning area scale when undertaking park capital projects; and,

- Public consultation to obtain a more nuanced understanding of local demographics is conducted with regard to particular services or in association with particular projects.

3.1.2. Community Satisfaction

Community Satisfaction measures peoples' perceptions of how well their needs are being met and the quality of services provided. This information has been collected through surveys and public consultation processes.

2010 Ipsos Reid Recreation and Physical Fitness Survey

This bi-annual survey conducted in municipalities across BC provides information on residents' activity levels and their level of satisfaction with the City's parks and recreation programs and facilities. The results that are specific to parks and trails in Richmond are as follows:

- 84% felt that access to paths, trails and green spaces are important to their physical fitness
- The top 3 types of outdoor activities are walking (50%), socializing outdoors (50%), and attending outdoor community events (49%)
- 91% are satisfied with the City's recreation facilities (which includes parks and trails)
- In response to the question "What do you like best about living in Richmond?" the strongest response was its "natural setting"

The value of this survey is that with its province-wide scope, it enables comparison with other municipalities on some of the basic services the system provides. The survey was first completed in 2006 and provides a good baseline for future evaluations.

PRCS Community Needs Assessment (2009)

The Community Needs Assessment, which is conducted every 5 years, gathers information on the awareness of, participation levels in, and satisfaction with the City's parks, recreation, sports, and cultural programs, services and facilities. In the 2009 survey, residents expressed a high level of satisfaction and so the overarching recommendation of the study was to maintain the current levels of service offered. Some of the findings that relate directly to the Parks Division services are as follows:

- 83% of residents feel that the City provides enough parks playgrounds and trails
- The majority of residents typically go to their neighbourhood parks for most of their outdoor leisure activities
- Trails are viewed as very positive assets and are used quite regularly by large parts of the population.
- Park usage appears to be influenced somewhat by dog off-leash issues.

Top Outdoor Activities (2009 PRCS Community Needs Assessment)

- 83% *Walk/run*
 - 56% *Socialize outdoors*
 - 49% *Attend outdoor community events*
 - 48% *Cycling for recreation or exercise*
 - 44% *Visit the Richmond Nature Park*
 - 40% *Play at a playground*
 - 39% *Visit museum/heritage sites*
 - 39% *Play outdoor sports*
-



Dolphin Basketball Classic at Thompson Community Park

The recommendations arising out of the Needs Assessment are:

- Continue to foster and encourage neighbourhood park use
- Showcase major parks for the higher quality amenities they offer
- Increase awareness of the Richmond Nature Park and what it offers
- Evaluate “dog off-leash” areas and policies, and consider adding off-leash areas as well as increasing enforcement
- Expand trails and trail connections to lead to increased usage.
- Create culturally relevant opportunities for groups to meet, exercise and socialise in neighbourhood parks

The Needs Assessment provides both quantitative and qualitative information that will inform the **Implementation Plan** of this Strategy and will form the basis for future monitoring and measurement.

2041 OCP Community Engagement

The recent update to the OCP was informed by extensive community consultation through 28 public open houses, city-wide surveys and online discussion forums. The findings were that residents generally desire the protection of the existing parks and open space system. The priorities relevant to the parks and public open space system that were identified to be included in the OCP Update were:

- improve streets and connectivity in neighbourhoods
- provide more parks and open space
- improve the ecological network and its services
- improve opportunities to access the shoreline

Focus Group Facts

*71 Participants at
7 Meetings with:*

- *Youth (city-wide)*
 - *Older Adults (City Centre)*
 - *Multi-cultural representatives (city-wide)*
 - *West Richmond Area*
 - *Thompson Area*
 - *South Arm Area*
 - *Steveston non-profit organizations*
-

Parks and Open Space Strategy Focus Groups

A series of seven meetings were organized in 2011 to obtain input on the Strategy from a wide cross-section of people from each of the Community Centre catchment areas. The participants were young to old, with varying interests and ethnicities. They were led through a series of exercises to gain insight into the seven focus areas of the Strategy and to provide information on their experience with the parks and public open space system.

Most people reported satisfaction with the system in its current form. Residents' favorite places in Richmond were overwhelmingly Steveston Village, the dyke trails and Minoru Park. Some of the insights, themes, and highlights from the meetings include the following:

- Provide opportunities for connection with nature and the natural environment
- Increase opportunities for seniors to remain active
- Increase communication, education and information (i.e. signage) to residents on current assets
- Continue maintenance
- Enhance existing parks with other features; washrooms, lighting, etc.
- Increase bike routes and trail systems
- Include places of solitude and sanctuary into the overall parks and open space system
- Increase education related to ecosystems, resiliency and ecological networks

The complete report on the findings of the neighbourhood meetings can be found in Appendix E

Emerging Priorities

Monitoring of demographic shifts and community satisfaction will continue in the following ways:

- Use of demographic data from the most recent census providing information at the planning area level;
- In 2014, the Community Needs Assessment will be updated for the whole Community Services Department;
- The use of focus groups and on-line tools to collect more detailed and targeted information; and,
- Measurement of usage rates of parks and trails.

3.2 Open Space Standards

The open space standards are benchmarks for determining the distribution and quantity of parks and public open spaces and are used to guide planning, acquisition and use. The most critical standard the system must meet is for the distribution of parks. Achieving convenient, equitable access is fundamental to effectively meeting community need. However, in growing areas of the city, it is necessary to increase the quantity of parks and open spaces and the quantity standards provide the means to secure adequate parkland.



Middle Arm Waterfront Park

3.2.1. Park Quantity Standard

The standard for quantity of park and open space is expressed as a ratio of hectares or acres per 1000 population. This type of ratio is used by Parks agencies across North America but is applied differently in each jurisdiction as it relates to the local context. In Richmond, the quantity standard is used for all of the types of municipal park and open space. The standard is based on the historic level of quantity of dedicated parkland, a level of service the community expects and supports.

Quantity Standard		
City Wide - 3.1 ha. (7.66 acres)/1000 population	City Centre* - 1.3 ha. (3.25 acres)/1000 population	133.5 additional ha. (330 acres) required for 2041 population of 284,000

**The higher population densities in City Centre mean that residents will have access to parks and public open spaces within 400 metres of where they live to the standard of 3.25 acres/1000 population. The balance of open space will be located elsewhere to meet the city-wide quantity standard.*

3.2.2. Park and Trail Distribution Standards

The standards for distribution are based on walking distances and are applied to neighbourhood and community parks and city-wide trails. Use of these standards ensures that all residential areas, and most commercial areas, have equitable access to the system. In addition to the walking distance, neighbourhood parks are also situated so that users do not have to cross major streets in recognition that neighbourhood parks are the most accessible to those who have the least mobility (e.g., children, seniors).

Distribution Standards			
Parks	Neighbourhood Parks <ul style="list-style-type: none"> • Serve an 800 m. radius • 400 m. radius in City Centre* 	Community Parks <ul style="list-style-type: none"> • Serve a 1.5 km. radius 	City-wide Parks <ul style="list-style-type: none"> • Location determined by unique site attributes (e.g., waterfront)
Trails	City-wide Trails/ Greenways <ul style="list-style-type: none"> • serve a 1 km. radius 	Neighbourhood Links <ul style="list-style-type: none"> • no standard 	

The Distribution Standard is applied according to park/trail type. The park typology presented here is an update of the classification of parks and proposes a new standard for city-wide trails and greenways.

Parks and Trails Typology		
Type ¹	Sub-Type	Description
Neighbourhood Park ²	Urban Plaza	<ul style="list-style-type: none"> Smaller than 0.4 ha (1 acre). Providing for social gatherings, celebrations and passive recreation.
	Pocket Park	<ul style="list-style-type: none"> Smaller than 0.8 ha (2 acres). Providing small scale activities such as tot lots and gathering space.
	Neighbourhood Park (including school sites)	<ul style="list-style-type: none"> Between 0.8 to 8 ha. (2 and 20 acres). Providing for passive and informal active recreation incl. playgrounds and limited programmed sports and serve as neighbourhood gathering places.
Community Park	No sub-types	<ul style="list-style-type: none"> Larger than 8 ha (20 acres). Provide for active recreation uses incl. walking routes, destination playgrounds and fully programmed sports facilities, significant numbers of large-scale trees and features providing ecosystem services. Provide facilities and infrastructure for community scale events.
City-Wide Park	Natural Area	<ul style="list-style-type: none"> Variable size but ideally larger than 8 ha (20 acres) to function as hubs within the Ecological Network. Provide trails and interpretive and educational program opportunities.
	Linear Park ²	<ul style="list-style-type: none"> Variable size but with a min. width of 10 m. Provide city-wide trail/greenway connections, include various neighbourhood amenities. May function as eco-corridors.
	Signature Park	<ul style="list-style-type: none"> Variable size. Contain special facilities, unique landscapes and cultural features.
Trail	Trail	<ul style="list-style-type: none"> City-wide recreational corridors, typically off-road, providing access to the waterfront, natural areas, parks, heritage sites and community facilities. Provide rest areas, and special amenities (e.g., piers) May function as eco-corridors.
	Greenway ³	<ul style="list-style-type: none"> City-wide corridors that link multiple destinations such as parks, natural areas, historic sites, and community facilities. Provide a higher standard of amenity incl. designated pedestrian and cycling lanes, special features (landscaping, public art, special furnishing and paving). May function as eco-corridors.
	Neighbourhood Link ²	<ul style="list-style-type: none"> Neighbourhood pedestrian and cycling routes both on local streets and off-street (incl. trails through parks). Provide connections to local destinations (e.g., schools, parks, shopping)

Notes:

1. Iona Beach Regional Park and Sea Island Conservation Area are administered by other agencies and so are not included in the City's park typology.

2. May be partially or wholly located on private property where public access has been secured through legal agreement.

3. Exclusive of on-street cycling routes without enhanced pedestrian facilities

3.2.3 Analysis of Gaps

Application of the Distribution Standards to the existing parks and trails system reveals that while the majority of Richmond's residential areas and even most commercial and industrial zones, are well served by parks and trails, there are gaps that must be addressed. Service gaps are revealed by plotting the distribution standards on the park system map. The Gap Analysis provides direction for addressing these gaps. The maps on pages 43, 45 and 47 show the Gap Analysis. Refer to Section 4 -Implementation Plan for specific actions.

Neighbourhood Parks (Map 2)

i. City Centre

Gaps exist, temporarily, in the City Centre in areas that are being redeveloped according to the City Centre Area Plan (CCAP). As these areas redevelop, new neighbourhood parks will be constructed. There are several properties already owned by the City, as indicated on Map 2, which will help to close most of the gaps within the next decade.

The gap shown in the Eastern part of Lansdowne Village (between No. 3 Road and Garden City Road) will be served by open space that will be developed along with the redevelopment of the Lansdowne Mall site. The timing of that redevelopment is unknown at this time.

In Bridgeport Village, on the western shore known as Duck Island, a preliminary development proposal has been submitted to the City that includes significant park space and waterfront amenities that will fill the gaps shown in that area.

Community Parks (Map 3)

Traditional community parks were typically co-located with community centres and secondary schools and were largely dedicated to athletic facilities (e.g., sports fields and swimming pools). The new model for community parks incorporates some of the same features, such as destination playgrounds and community celebration facilities, but also includes a broader range of amenities. Since the community's focus has been on developing higher quality sports facilities in fewer locations (e.g., artificial turf fields at Hugh Boyd Community Park, Minoru Park, Richmond Secondary School, and King George Community Park), new community parks are not required to provide those facilities as their primary role.

i. City Centre

The future Middle Arm Waterfront Park, for which the City has already begun acquiring properties, will be both a city-wide destination park and will fulfill the role of a community park serving the western and northern sections of the City Centre. The area of Bridgeport Village that is not served by a community park is a non-residential area and, as noted previously, will see the development of significant park and waterfront amenities in the future.

ii. West Cambie

The need for a community park in this area has not previously been identified. Assessment of the need for a community park and a strategy for delivering the required services will be developed in the future.

iii. Tait Neighbourhood

The isolated nature of this small residential neighbourhood creates a challenge for delivering community level parks in a cost effective manner. The City has developed an adaptive strategy that capitalizes on new development on the North Arm waterfront. The development on River Dr between No. 4 Rd and Shell Rd., includes two waterfront parks and an upgrade to the dike trail that will provide gathering spaces, sports facilities and a destination playground. The developer is also contributing indoor community space that will be located at Tait Elementary School.

iv. Blundell & Broadmoor Neighbourhoods

The narrow gap that exists beyond the boundaries of the Steveston, Hugh Boyd, Thompson, and South Arm Community Park service areas will be addressed by increasing the range of community amenities offered at Blundell and London-Steveston Neighbourhood Parks. Both parks are larger than typical neighbourhood parks (11.3 and 17 ha. respectively) and offer numerous sports fields, sport courts and playgrounds. The City will undertake a planning process to determine what additional amenities will be required.

v. Kingswood and Woodward Neighbourhoods

These neighbourhoods fall outside the South Arm service area. To address this gap and to accommodate the growth occurring in the area, a new park (currently known as The Gardens Agricultural Park) will be developed on the former Fantasy Gardens site. The original gardens will be restored and community gardens, celebration facilities, and a destination playground will be added to the park.

vi. Sea Island

This is a smaller neighbourhood surrounded by land controlled by the Vancouver International Airport Authority (YVR). The limited land base available to the City has made it difficult to provide a typical community park. The complement of park space in the neighbourhood, including the sports fields maintained by the City on YVR land, does provide a reasonable level of service. In the future, better connections to the City Centre will provide Sea Island residents with greater access to the major park and open space amenities located there.

Trails & Greenways (Map 4)

To date, the City has not adopted a standard for the provision of trails. The importance of walking, cycling and trails to the community merits increased focus on trail and cycling network improvements. Therefore, a one kilometre radius service standard is being proposed with this Strategy. This service area is applied to city-wide trails and greenways. With the future update of the 2010 Trail Strategy, the resultant gaps in the system will be addressed. Some steps to address the gaps will be implemented in the near future.

i. Railway Greenway

Development of the Greenway is underway providing service to a large area of West Richmond. Construction of the first phase will be completed in fall of 2013.

ii Lansdowne Linear Park

This park was identified in the CCAP to extend from No 3 Road west to the Oval and east to Garden City Road. With rapid redevelopment occurring in the Oval and Lansdowne Villages, planning for the Lansdowne Village West Blocks of this major link in the system has begun and will be implemented over time in concert with development.

iii. Garden City Road and Granville Avenue

Both streets have been identified in the 2010 Trail Strategy and the CCAP as major greenways. With the development of the Railway Avenue Corridor, there is the potential to develop a more significant cycling and pedestrian linkage across Lulu Island from Steveston to Bridgeport that would serve neighbourhoods in the City Centre and beyond. Further study is required to advance this concept.

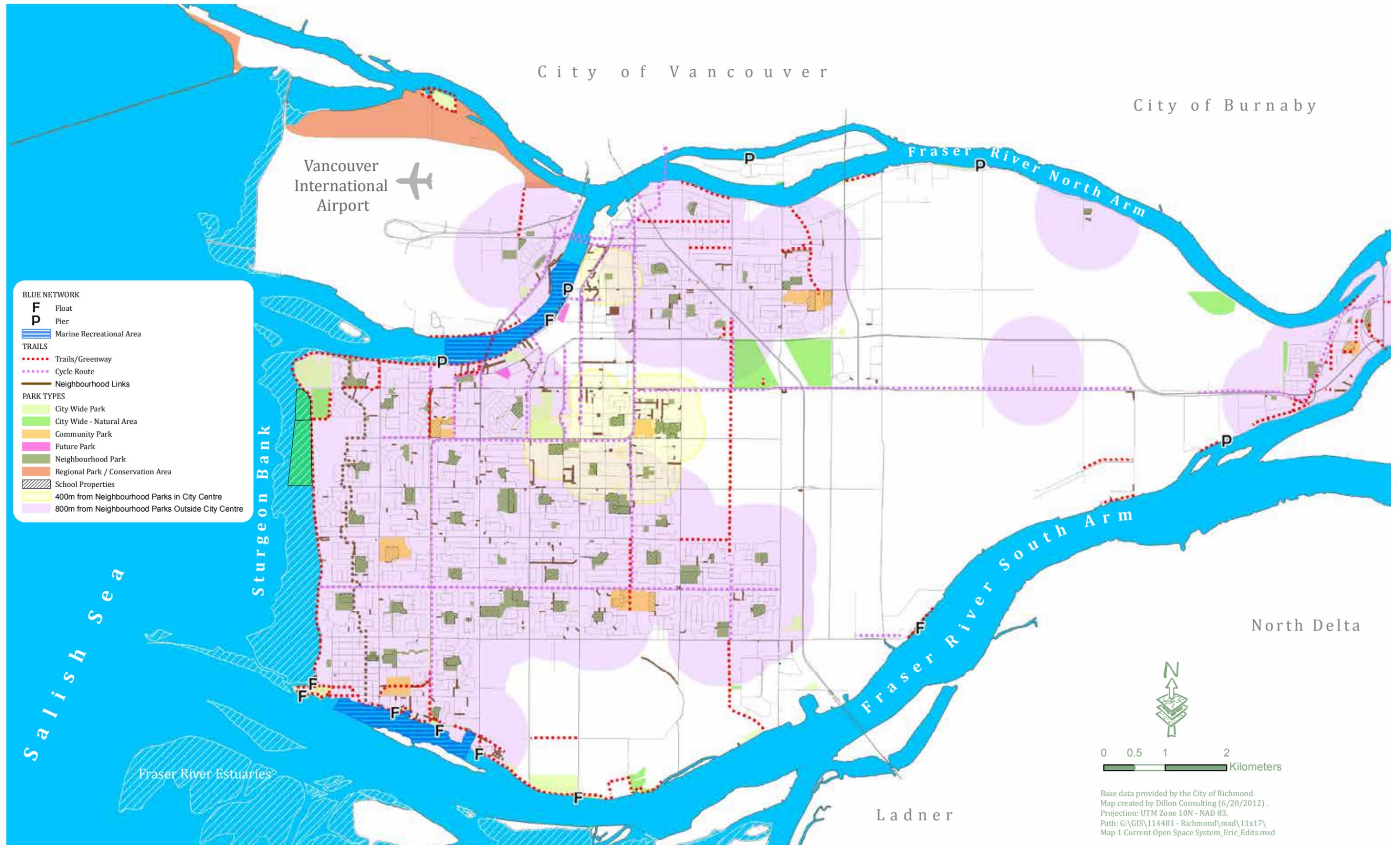
Neighbourhood Links

There are a variety of small pedestrian links within neighbourhoods; City-owned walkways, trails through parks, and rights-of-way through private property. One of the objectives of the 2041 OCP is to “Improve walking, rolling and bicycle linkages within neighbourhoods to create safer, more convenient and attractive routes to multiple destinations a short distance from home”. The objective is supported by policies that support links across neighbourhoods, many of which can be achieved by improvement to streets and walkways through parks, while others can only be achieved through redevelopment. Completing linkages for each of the city’s 16 neighbourhoods will be the subject of further study so no standard for neighbourhood links is proposed in this Strategy.



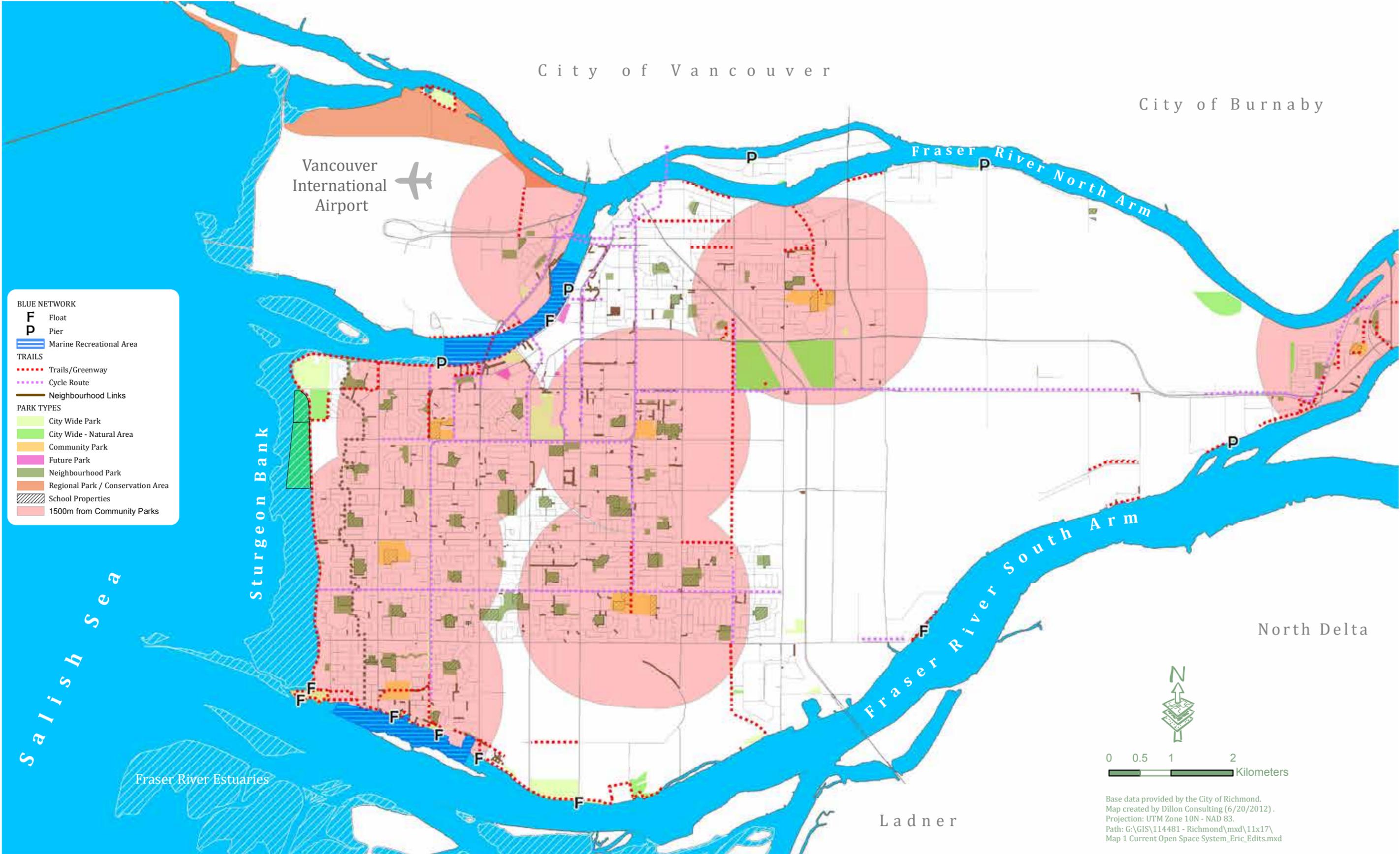
West Dyke Trail: one of Richmond’s iconic destinations

Map 2: Neighbourhood Park Service Areas & Gaps

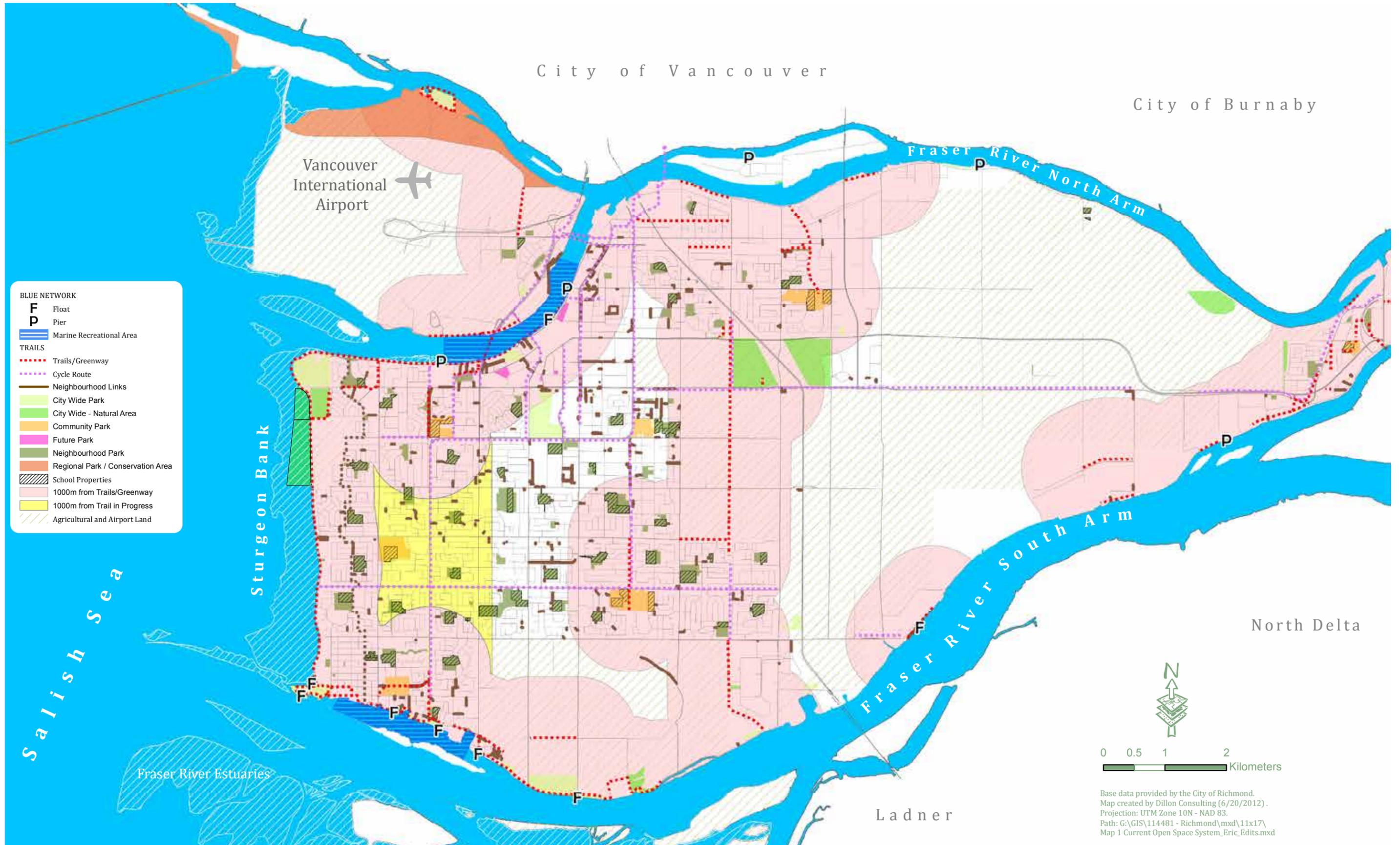


Base data provided by the City of Richmond.
Map created by Dillon Consulting (6/20/2012).
Projection: UTM Zone 10N - NAD 83.
Path: G:\GIS\114481 - Richmond\mxd\11x17\
Map 1 Current Open Space System_Eric Edits.mxd

Map 3: Community Park Service Areas & Gaps



Map 4: Trails Service Areas & Gaps



3.3. Allocation of Resources

As outlined in Section 2, the Parks Division delivers services in Planning, Design, Construction, Programs and Resource Management. Parks Division services are deployed to provide high-quality places and experiences in collaboration with community partners to enhance the city's social, environmental and economic health.

3.3.1. Planning, Design and Construction Services

The services of this section include planning, landscape architecture, engineering technology, park/landscape construction, and graphic design. Parks staff are responsible for city-funded capital projects, development projects (that include design and construction of public open space), and for community initiated projects. Services are provided directly by Parks staff or through consultants and private contractors. Consultants and private contractors are used strategically to provide specific expertise and to increase the Division's capacity during periods of high volumes of work. When external resources are used, staff are positioned to maintain community relationships, ensure services are responsive, and to provide an intimate knowledge of place and community to each project.

City-funded Capital Projects

Planning, design and construction services are provided for parks and trails identified in the City's 5 –Year Capital Plan and according to the process described in the Parks Division Service Overview in Section 2. The average annual capital budget in the last 5 years for park land acquisition has been \$8.2 mil. and for park development \$3.5 mil. Park development projects can take from 6 months, typical for many small playground projects, to several years, especially for larger signature parks like Terra Nova Rural Park, from the beginning of the planning and design process to the official opening.

Urban Development Related Projects

Parks and publicly accessible open space can be provided directly through residential and commercial developments. The Planning and Design section reviews rezoning and development applications and works with developers to prepare servicing agreements for design and construction. In addition, field reviews during construction are provided to ensure that the City's requirements are met.

In the last 5 years, the size and number of development related projects has increased dramatically, and Parks services have expanded in response. There are currently 14 projects underway that will result in approximately 8 ha. (20 acres) of new parks and public open space that will potentially be completed within the next 5 years.



Cambie Plaza at Middle Arm Waterfront Park

Community Initiated Capital Projects

Community initiated projects are supported by the City according to the following process:

- a) A community group submits a project idea to the City.
- b) The project idea is reviewed by the City to understand if it fills a gap in service and its relationship to current 5-Year Capital Plan priorities.
- c) A report is submitted to Council for approval of the project and approval for commitment of City funding for the project.
- d) Upon Council approval, the project is scheduled according to the 5-Year Capital Plan and Parks Design and Construction work schedule.
- e) Parks staff work with the community group and any other affected stakeholders to develop the project design and construction specifications.
- f) Staff provide construction resources to build the project and/or construction management services where private contractors are involved to implement the project.
- g) Staff work with community partners to provide communications throughout the project.

Typically, community initiated projects bring greater community engagement and support for projects as well as contributing funding to City capital budgets that would not otherwise be available (e.g., grants available only to non-profit community organizations).

Communication and Consultation

Through all stages of park and open space development, communication and consultation with stakeholders is a critical part of developing the goals and objectives for each project. A variety of forms of public consultation are used to inform the park master planning process for new parks or any significant park renewal process. The consultation may take the form of a series of public open houses, surveys seeking information on priorities and patterns of use, or neighbourhood meetings and design workshops with individuals that are representative of the wider community of stakeholders.

Internal stakeholders (i.e., other City departments), and especially Parks Operations staff, are engaged during the design phase to make sure that completed projects are aligned with City policy and operations budgets. The Operational Budget Impact, or the cost of operation and maintenance, is calculated and is submitted to Council for approval along with each park master plan.

Emerging Priorities

From urban farms to rain gardens and from sports venues to cultural venues, the increasing multi-functionality and the new roles that parks and public open space play in the city present exciting planning, design and construction opportunities as well as challenges. Future services will encompass sustainability and climate change adaptation, ecosystem services and green infrastructure. The focus on the waterfront and creating great places that are unique to Richmond will continue and there will be a stronger focus on planning for trails, greenways and neighbourhood links.

3.3.2. Programming Services

Parks programs are delivered in accordance with the Service Delivery Model described in Section 2. The type of programs offered in parks and other venues range from formal registered programs such as educational programs at the Richmond Nature Park to programs for informal park use such as dog off-leash areas and to community events of all sizes.

The City offers programs directly, in partnership with community groups, or facilitates programs offered by community partners. These programs are operated according to the following process:

- a) Identification of a gap or need for a program (by the City or community partner)
- b) Identification of opportunities to offer a program
- c) Identification of the resources required to run the program
- d) Determination of who the lead program provider should be
- e) When the program is lead by a community partner, agreements clarifying roles and responsibilities between the program provider and the City are completed
- f) The City monitors all programs for service performance
- g) Programs and agreements are reviewed and updated annually

Partnerships and Lines Of Business

A number of new partnerships and new lines of business have been introduced in the last decade expanding the range of program offerings well beyond the traditional adopt-a-park and interpretive programs. The rise of urban agriculture has resulted in several new partnerships and new program areas including the development of community gardens, the sharing Farm at Terra Nova and the facilitation of Kwantlen Polytechnic University's Farm School initiative to help young farmers learn the art and science of farming. Parks programs has taken on responsibility for urban wildlife management and companion animal services including the contract for operation of the Richmond Animal Shelter. Programming of heritage sites, at Britannia Heritage Shipyards and the heritage precinct at Terra Nova Rural Park, provide opportunities for parks programs to expand its offerings in conjunction with community partners.

Emerging Priorities

In the next decade, program offerings will focus on those that reflect the City's cultural diversity, ensure opportunities for active living for all within our parks and open spaces and encourage knowledge, understanding and stewardship of the natural environment. In particular, partnerships with community groups to assist with reaching specific cultural populations, facilitating events and programs which celebrate the City's waterfront and developing opportunities for farming and urban agriculture will emerge as key focus areas for parks programs.



Hugh Boyd Community Park hosts many soccer tournaments at the 6 acre artificial turf sports complex

Annual Civic Beautification Numbers

- 30,000 bulbs planted
- 200 km. of medians and boulevards maintained
- 325 hanging baskets on city streets
- 1000 banners installed

3.3.3. Resource Management

Excellence in the operation of the parks and open space system is a product of efficient use of resources to deliver the greatest benefit to the community. A skilled and highly trained work force coupled with key community partnerships as well as employment of appropriate technologies and innovation are all essential to delivering excellent service. The areas of resource management provided by the Parks Operations section include Urban Forestry, Horticulture, Turf Management and Asset Management.

Expanding Roles and Increasing Complexity

The past decade has seen the development of new parks that are substantially different from traditional suburban parks in Richmond. These new parks, like Garden City Community Park, Terra Nova Rural Park and Paulik Gardens Neighbourhood Park, have a greater variety of assets and types of landscapes. This has introduced

greater complexity to the operation and maintenance of the system, which will continue, especially in City Centre where a greater variety of functions must be incorporated into each park and where higher usage rates will require a higher level of durability and more frequent asset replacement.

In addition, the role of Parks Operations has been significantly expanded beyond traditional parks maintenance to civic beautification of medians and boulevards, collaboration in maintenance of the public realm with other city departments and with private property owners, and a growing role in coordinating the expansion of the urban forest through urban redevelopment.

A further level of complexity has arisen from the restriction of the use of cosmetic pesticides, which will require a paradigm shift in the perception of landscape aesthetics in

the city. The prevailing aesthetic has grown up around the use of chemical fertilizers and cosmetic pesticides. A highly cultivated, horticultural landscape cannot be maintained in a cost efficient manner without them. At the same time, control of invasive plant species must continue for public safety and in parks with high ecological value (Natural Areas), to protect that value. In response, a new landscape aesthetic is emerging at the same time as Parks Operations is adopting innovative solutions to landscape management.

Emerging Priorities

This increase in complexity, coupled with the sheer increase in the size of the System (74 ha. or 183 acres of parkland have been developed since 2003) has created the need for new strategies for providing the community with high-quality service at the same time as the need to avoid dramatic operations budget increases. Steps that have already been taken include:

- Since 2002, maintaining permanent staff levels at 52 employees while increasing the numbers of temporary (seasonal) staff from 24 to 39 full-time equivalents;
- Reorganization of Parks Operations from geographical areas to portfolios of expertise, including Horticulture, Turf Management, Urban Forestry and Asset Management. This focus on specific functions will optimize staff's expertise and professionalism providing better, safer and more efficient services.
- Restructuring of the Operations Budget to facilitate more accurate program based tracking of costs for specific functions and for individual parks;

- Improved inventory data management;
- Deployment of mobile solutions to staff in the field (e.g., laptops, iPads) and,
- Calculation of operational budget impact submissions that reflect the new reality.

These changes allow for greater agility in adjusting the allocation of resources and facilitate greater accuracy in measuring resource management performance. The data collected now regarding the quality and condition of assets and their operational costs will form the baseline for future evaluation. Improved data management and meaningful evaluation in the future will require more sophisticated and targeted use of available technologies (e.g., GIS system, mobile technologies).



Richmond's Beautification Program includes the display of 30,000 spring bulbs along city streets