



# 4 Implementation Plan



The Implementation Plan will guide the provision of parks and open space services for the next decade. It describes the work program and priorities for all three of the Parks Division service areas.

The Implementation Plan does not identify funding sources for proposed changes in program services. These changes will be accommodated through realignment of existing budgets or addressed through the annual operating and capital budget processes.

Annual review of the Implementation Plan will be undertaken to address emerging needs and issues and to measure progress toward achieving the Plan's outcomes. The Implementation Plan is structured in the following manner:

## 4.1 Implementation Plan Framework

There are seven focus areas that encapsulate the benefits that the parks and open space system in Richmond delivers to the community



## Outcome Statements

Outcome statements describe the desired state of the parks and open space system in the future. These are the targets that will be used to evaluate the effectiveness of the priority actions.

## Priority Action / Program / Initiative

These actions, programs and initiatives make up the specific work that will be undertaken in order to realize the stated outcomes. Collectively, these form the basis for each section's annual work plan.

## Timeframe

The dates given indicate when an action, program or initiative will be completed. Many items are identified as 'ongoing to 2022' to indicate that they provide foundational direction which will guide actions throughout the life of the Strategy.

The timeframes are, in part, an indication of priority. They also reflect the magnitude of effort and resources required. Larger, more complex projects will have longer timeframes associated with them even though they may have a very high priority.

## 4.2 Focus Areas, Outcomes & Priority Actions

### HEALTH & WELLNESS: Places and programs for physical, social, and spiritual wellbeing

#### terminology...

**Wellness** is viewed from both individual and community perspectives and is concerned with "the realization of the fullest potential of an individual physically, psychologically, socially, spiritually, economically, and the fulfillment of one's role and expectations in the family, community, place of worship, workplace and other settings" (Smith BJ, Tang KC, Nutbeam D. (2006) "WHO Health Promotion Glossary: new terms". *Health Promotion International Advance Access Published September 7, 2006.* [www.who.int/health\\_promotion](http://www.who.int/health_promotion)).

#### Outcome #1

Our Parks and open space system is inviting and welcoming to residents and visitors of all ages and backgrounds

Priority Action/Program/Initiative		Time-frame
1	Ensure parks are barrier free places for people of all ages and abilities	Ongoing to 2022
2	Provide increased opportunities for engagement through stewardship and events, public consultation, and programs	Ongoing to 2022
3	Increase the accommodation of youth through the development of targeted spaces and amenities (e.g., Thompson Youth Park)	Ongoing to 2022
4	Increase the accommodation of older adults through the provision of more resting areas along walking routes, more public washrooms, and incorporation of less strenuous activities within the system (e.g., gardening, nature viewing)	Ongoing to 2022
5	Develop more gathering and picnicking facilities for large groups (e.g., families, businesses, cultural groups) in community and city-wide parks	Ongoing to 2022

## Outcome #2

Residents of every neighbourhood have equitable access to safe, appealing places to engage in healthy, active lifestyles

Priority Action/Program/Initiative		Time-frame
1	Regularly review park distribution to ensure the standards are met city-wide	Ongoing to 2022
2	Conduct regular updates to the Park DCC program to respond to shifts in community need and changing land values	Ongoing to 2022
3	Endeavour to improve the accessibility and visibility of existing parks by acquiring properties to increase street frontage	Ongoing to 2022
4	Assess the need for community park level services in the West Cambie area and at Blundell and London-Steveston Neighbourhood Parks and develop plans for service delivery	2014- 2016
5	Increase the promotion of the use of neighbourhood school parks by neighbourhood residents outside of school hours.	Ongoing to 2022
6	Incorporate opportunities for physical literacy skill development and for unstructured play into the design of children's playgrounds	Ongoing to 2022
7	Identify appropriate locations to provide weather protection to expand the range of opportunities for health and wellness activities	Ongoing to 2022
8	Ensure new sports facilities and sports facility upgrades reflect current and emerging trends in sport	Ongoing to 2022

## Outcome #3

The diverse interests of the community are reflected in the range of spaces and programs offered by the Parks and open space system

Priority Action/Program/Initiative		Time-frame
1	Diversify the range of activities available in neighbourhood parks	Ongoing to 2022
2	Expand existing Nature Park programs into community and neighbourhood parks	Ongoing to 2022
3	Seasonally, review direct and indirect program offerings to ensure community needs are reflected.	Ongoing to 2022
3	Create more opportunities for nature oriented activities (e.g., fishing, wildlife & bird viewing, gardening) closer to more neighbourhoods	Ongoing to 2022
4	Support programs that encourage urban agriculture including 'learn to garden' opportunities	Ongoing to 2022
5	Develop a city wide community garden plan to identify locations for new gardens and new community partners	2013-2014
6	Develop opportunities for cultural programming in parks and other public open spaces	Ongoing to 2022
7	Consider dog off-leash areas within the development of new parks	Ongoing to 2022
8	Prepare a prioritized list of field sports facilities improvements funded by the Field Sport User Fee Reserve fund	2014-2015
9	Review parks that no longer require formal sport fields (incl. school sport field requirements by the Richmond School District) and develop a program for renewal or adaptation	2015-2017

## GREAT PLACES AND EXPERIENCES: Promoting a vibrant and “distinctly Richmond” parks and open space system

### terminology...

**The Urban Realm**  
includes streets, plazas, squares, boulevards, and pedestrian and cycling linkages between and through neighbourhoods.

**Event Infrastructure**  
refers to the spaces, structures and services required to support the staging of special outdoor events.

**The Park Land Acquisition Strategy**  
is the City's long-term plan for the systematic acquisition of parkland in response to population growth.

### Outcome #1

The rich variety of great places, features and activities in the parks and open space system contribute to the city's vibrancy and identity

	Priority Action/Program/Initiative	Time-frame
1	Acquire signature places, especially along the waterfront (e.g., continue to acquire property for the signature waterfront park on the Middle Arm in City Centre)	Ongoing to 2022
2	Promote innovative, high quality design for the parks and open space system that reflects the City's distinct island culture and landscape	Ongoing to 2022
3	Develop distinct identities for parks and open spaces in each neighbourhood/village	Ongoing to 2022
4	Develop a plan for new parks in City Centre to address their character, function and relationship to each other	2013-2015
5	Develop a guide for design and construction requirements for parks and open spaces associated with developments	2014

### Outcome #2

The Parks and open space system enhances Richmond's status as an exceptional local, regional and international destination

	Priority Action/Program/Initiative	Time-frame
1	Create exceptional destinations by investing in the unique attributes of the City's major parks and open spaces (e.g., renew existing features, develop new unique amenities)	Ongoing to 2022
2	Showcase permanent and temporary site specific public art in key locations and integrate public art into everyday experiences in parks and open spaces	Ongoing to 2022
3	Promote Richmond's great outdoor spaces through web resources and various media	Ongoing to 2022

## Outcome #3

The city's unique landscape, food, arts, culture, sports and signature events are supported and showcased

Priority Action/Program/Initiative		Time-frame
1	Improve the City's ability to host major events by integrating appropriate event infrastructure into key parks	Ongoing to 2022
2	Nurture community events by providing leadership, guidance and, where appropriate, resources	Ongoing to 2022
3	Increase the promotion of Richmond's special places and events	Ongoing to 2022
4	Review existing City produced park events and update to ensure they reflect Richmond's uniqueness	2013
5	Update web-based content and add mobile functionality to better showcase Richmond's unique places	2013-2014
6	Develop more on-line, interactive communication tools to increase awareness (e.g., Metro Parks iParks Navigator)	Ongoing to 2022

## Outcome #4

Richmond's natural and cultural heritage are brought to life through active engagement, education and interpretation

Priority Action/Program/Initiative		Time-frame
1	Work with others to offer educational programs about Richmond's unique places and natural environment.	Ongoing to 2022
2	Set priorities for development of interpretive programs for significant natural, cultural and heritage sites	Ongoing to 2022
3	Develop and implement interpretive programs for each of the city's major waterfront destinations (e.g., Steveston, West Dyke, Middle Arm).	2014

## CONNECTIVITY: Linking People, Community and Nature

### terminology...

**Greenways** are significant city-wide pedestrian, rolling and cycling linear corridors that link multiple destinations including parks, historic sites, natural areas, community facilities and amenities, residential and commercial areas. Greenways offer a higher standard of amenity including wider sidewalks and boulevards, designated cycling lanes, gathering/rest areas, special features (e.g., gateways, public art) and may also function as ecological corridors.

**Trails** are city-wide, recreational corridors that accommodate a wide variety of pedestrian, rolling, cycling and other non-motorized uses (e.g., equestrian) that are typically off-road and provide access to, or are in proximity to the City's major natural areas (e.g., the waterfront and natural areas like the Richmond Nature Park). These corridors also function as ecological corridors, linking hubs and sites in the Ecological Network.

### Outcome #1

There are well established pedestrian and cycling connections between every element of the city (neighbourhoods, schools, civic spaces, neighbourhood service centres, parks, natural areas, streets, commercial areas and industrial parks) and to the regional system.

	Priority Action/Program/Initiative	Time-frame
1	Update the 2010 Richmond Trail Strategy	2015
2	Develop a policy for a 1kilometre distribution standard for city-wide trails and greenways	Ongoing to 2022
3	Improve and construct trail connections across the parks system to better support walking, rolling and cycling	Ongoing to 2022
4	Work with neighbouring municipalities to strengthen cross-boundary connections to the regional trails systems	Ongoing to 2022
5	Support the development of pedestrian linkages within neighbourhoods to key destinations through parks and through commercial and residential developments	Ongoing to 2022
6	In conjunction with YVR and developers, prioritize the completion of the trail & greenway links to the waterfront and bridges identified in the Middle Arm Open Space Master Plan Concept	Ongoing to 2022
7	Develop a plan for a major walking and cycling connection from Bridgeport to Steveston along Garden City Road to Granville Avenue to the Railway Greenway	2016
8	Strengthen neighbourhood links and add amenities along the Railway Greenway	2013-2015
9	Map current neighbourhood links, identify gaps and develop design guidelines for neighbourhood Green Links.	2015
10	Secure linkages across private property through acquisition or public rights of way agreements where gaps exist	Ongoing to 2022

## Outcome #2

The system is inviting, accessible, and safe, enabling residents and visitors to feel comfortable and connected to the community

Priority Action/Program/Initiative		Time-frame
1	Increase the number of amenities along trails at key access points to increase comfort, accessibility and convenience (e.g., rest areas, washrooms, weather protection)	Ongoing to 2022
2	Develop and implement a wayfinding and signage plan for the parks and open space system	2014-2015
3	Create a plan and locate markers on major city wide trails to assist in the provision of services	Ongoing to 2022
4	Develop new trail standards to support use by the full range of mobility devices	2015
5	Provide lighting for those locations intended for night time use, primarily urban places where there are adjacent, complementary uses	Ongoing to 2022

## Outcome #3

The system supports a culture of walking and cycling and supports a range of active transportation modes

Priority Action/Program/Initiative		Time-frame
1	Plan for children and youth as pedestrians and cyclists by addressing their safety, increasing their mobility and encouraging physical fitness	Ongoing to 2022
2	Increase programming on the trail system	Ongoing to 2022
3	Monitor usage of the trail system to better refine trail standards and programming	Ongoing to 2022
4	Work with others to promote Richmond as a cycling destination for both recreational cyclists and athlete training	Ongoing to 2022
5	Create a pilot a wellness walk in City Centre and evaluate the potential for expansion	2015

## terminology...

**Neighbourhood Links** are neighbourhood pedestrian and cycling routes that provide safe and convenient links to local destinations such as schools, parks, community facilities or neighbourhood shopping centres. Neighbourhood links follow local streets, sidewalks and lanes, travel through parks, and through private property (e.g., publicly accessible walkways through commercial and multi-family residential developments).

**Cycling Routes** are designated bike lanes on major thoroughfares and some major streets that feature signage, pavement markings and bicycle-friendly traffic signals

**2010 Trail Strategy** established a vision for Richmond's trail system of a "vibrant network of interconnected trails, greenway, blueways and cycling routes that will link people to each other, to their community and to Richmond's unique natural and cultural heritage."

## GREEN NETWORK: Creating a greener, dynamic and resilient cityscape

### terminology...

**Ecological Network** is a connected system of natural and semi-natural areas critical to the City's long term ecological health. It includes aquatic (freshwater and marine) and terrestrial ecosystems on both private and public lands.

**Ecosystem Services** are the dynamic, natural processes of the environment that significantly contribute to human well-being and enhance our quality of life.

**Natural Areas** are areas that have lesser amounts of cultural alteration and retain to some degree elements of their ecological function and biodiversity benefit. It should be noted that cultural and individual perception strongly influences what is defined as natural.

**Biodiversity** is the variability of living organisms from all sources and the ecological complexes of which they are a part (UNEP) (abbrev)

**Invasive Species** are any non-native organisms that cause economic or environmental harm and can spread quickly to new areas of BC. (ISC Canada / IPC-BC)

### Outcome #1

Nature and natural areas are recognized as fundamental building blocks of a liveable and healthy city.

	Priority Action/Program/Initiative	Time-frame
1	Provide more opportunities for people to experience nature	Ongoing to 2022
2	Provide leadership in education and awareness of Richmond's unique ecological assets and natural areas	Ongoing to 2022
3	Increase engagement with community groups interested in environmental stewardship through the Partners for Beautification program	Ongoing to 2022
4	Explore new ways to raise awareness of the value and function of Richmond's natural areas	Ongoing to 2022
5	Improve community awareness and the availability of programs which allow residents to understand our natural environment	Ongoing to 2022
6	Prepare a communication plan to raise awareness of the benefits of ecosystem services in the city	2014

### Outcome #2

The parks and open space system includes a range of green spaces that support recreation, social interaction and psychological and spiritual renewal

	Priority Action/Program/Initiative	Time-frame
1	Identify and implement opportunities to bring the experience of nature into developed areas of the city as part of the Ecological Network Strategy	Ongoing to 2022
2	Ensure that Richmond's natural and cultural landscapes are protected and enhanced within the system	Ongoing to 2022
3	Carefully integrate recreational uses in natural areas to provide positive, restorative experiences while conserving ecological functions	Ongoing to 2022
4	Implement the urban wildlife management framework and its 4 pillars; education, habitat management, scaled intervention, research and monitoring.	Ongoing to 2022
5	Sensitively develop public use of the Grauer Lands on Sturgeon Banks and the Northeast Bog Forest	2013-2014

## Outcome #3

The parks and open space system contributes significantly to the health of the ecological network

Priority Action/Program/Initiative		Time-frame
1	Protect, sustain and enhance the biodiversity of natural areas	Ongoing to 2022
2	Integrate ecosystem services within urban parks, trails and greenways to contribute to the City's Ecological Network Strategy	Ongoing to 2022
3	Identify opportunities to adjust management practices to enhance the Ecological Network	Ongoing to 2022
4	Establish a process equivalent to the City's 2012 Environmentally Sensitive Areas (ESA) Management Strategy to map, protect and manage ecological and natural areas within City parks and open spaces along with compensatory standards and guidelines.	2015
5	Develop an updated Urban Forest Strategy that recognizes its value to the ecological network	2013
6	Establish pilot projects for innovative management practices that will support ecological services (e.g. modified turf management practices)	2013
7	Develop a systematic approach to addressing invasive plant species	2014

## BLUE NETWORK: Transforming and celebrating our waterfront and waterways

### terminology...

**The Waterfront** in Richmond consists of a variety of experiences; the Fraser River foreshore, the West Dyke shoreline and the many character areas along the waterfront

**Waterways** are the City's upland watercourses, including sloughs, canals, ditches and wetlands that serve the critical functions of drainage conveyance and provision of irrigation, as well as providing diverse habitat value

**Rainwater/Stormwater Management** is the practice of collecting rainwater to reduce flows and improve water quality before directing it to the City's drainage system to prevent flooding, while working to preserve ecological values in open watercourses.

### Outcome #1

The recreational cultural and ecological values of the waterfront and waterways are celebrated and protected

	Priority Action/Program/Initiative	Time-frame
1	Work with external agencies (e.g., DFO, Environment Canada) to protect and enhance the ecological values of the Fraser River, foreshore areas and Sturgeon Banks	Ongoing to 2022
2	Develop and deliver programs to interpret the rich history and environment of the waterfront	Ongoing to 2022
3	Work with other City Departments and community partners to protect and enhance ecological values of the city's waterways, bogs and wetlands.	Ongoing to 2022
4	Work with Engineering, Public Works and others to develop a plan identifying potential locations to create wetlands and ponds to expand canals and sloughs to achieve multiple benefits (e.g., rainwater management, ecosystem services, recreational programs)	2014
5	Develop and deliver water-based recreation and education programs and events in conjunction with partners (e.g., rowing, fishing, dragon boating, paddling, casual moorage)	Ongoing to 2022
6	Undertake dredging in Steveston Harbour to support waterfront programs, promote economic development and support a working harbour	Ongoing to 2022

### Outcome #2

Richmond's waterfront provides a variety of activities and multiple destinations

	Priority Action/Program/Initiative	Time-frame
1	Advance the objectives identified for the City's waterfronts in the Waterfront Strategy, the City Centre Area Plan and the Official Community Plan and the Middle Arm Open Space Master Plan Concept	Ongoing to 2022
2	Develop a program and dedicated funding source to retrofit and enhance existing waterfront amenities (piers, floats, beaches, boat launches)	2013
3	Contribute to the advancement of the vision for the Steveston Harbour Long Term Vision Plan	Ongoing to 2022
4	Deliver and support the City's signature maritime events	Ongoing to 2022
5	Develop and implement an updated business plan for the Britannia Heritage Shipyard National Historic Site which addresses the governance model for the site.	2013
6	Maximize public usage and programming of the restored Britannia Seine Net Loft.	2014

Priority Action/Program/Initiative		Time-frame
7	Enhance existing and provide new waterfront amenities to expand opportunities for public use (e.g., trails on dykes, plazas on pump stations)	Ongoing to 2022
8	Coordinate with other regional and international Pacific ports for joint maritime and waterfront event and programming opportunities (e.g., Pacific Host Port Alliance)	Ongoing to 2022
9	Enhance and coordinate program opportunities linking Steveston maritime destinations (e.g., Scotch Pond, Garry Point Park, Gulf of Georgia Cannery, Britannia, London Landing)	Ongoing to 2022

## Outcome #3

The experiences of the waterfront and waterways reflect the cultural and ecological uniqueness of our island city heritage

Priority Action/Program/Initiative		Time-frame
1	Develop design guidelines for the 10 City Centre Area waterfront destinations identified in the City Centre Area Plan.	2014 and ongoing
2	Develop an overall comprehensive waterfront interpretation plan with a Phase 1 focus on Terra Nova, Grauer Lands, the West Dyke and Garry Point Park and the Steveston Cannery Row.	2014 and ongoing
3	'Art on the Edge' - Enhance a strong sense of place and add a new layer of interest by developing a comprehensive 'Art on the Edge' plan promoting and integrating public art into waterfront.	2014 and ongoing
4	Work with Ducks Unlimited to develop a plan for the Grauer Lands that protects and enhances the ecological health and allows for a new experience by building a boardwalk into Sturgeon Banks.	2014 and ongoing

## Outcome #4

Our Parks and open space system integrates water into the urban fabric in creative and innovative ways

Priority Action/Program/Initiative		Time-frame
1	Explore best practices in innovative uses of water in parks, along greenways and streets (e.g., Water Sky Garden at the Richmond Olympic Oval)	Ongoing to 2022
2	Complete a redesign of the failing Minoru Lakes to restore its role as a premier water feature in the city centre	2015
3	Provide water-based recreation activities and safety programs on Garden City pond	2015
4	Upgrade the ponds in the Nature Park to better accommodate interpretive and educational programs and to enhance its destination status	2013-2015
5	Develop innovative methods to integrate water into play environments	Ongoing

## terminology...

**Civic Infrastructure** refers to the systems that convey public utilities like water, sewers, roads, power and storm drainage. Increasingly, cities are looking at green infrastructure for some of those systems (e.g., storm drainage) as an alternative to traditional grey infrastructure. **Green infrastructure** uses methods that mimic natural systems to provide services at a lower cost and to achieve multiple benefits.

**Dogs in Parks Task Force** developed strategic directions to address the issues of design, education, partnerships, and enforcement related to dog management in Richmond:

1. Opportunities for accessible, off-leash use of open spaces for Richmond dog owners.
2. Effective communications regarding dogs in Richmond.
3. Effective, efficient and sustainable delivery of services and support for issues that affect dogs in the community.
4. Enforcement of dog-related bylaws is coordinated, consistent, and fair.

## DIVERSITY AND MULTI-FUNCTIONALITY: Meeting and integrating multiple community objectives and uses

### Outcome #1

The system provides a variety of diverse open spaces that are responsive to community need

Priority Action/Program/Initiative		Time-frame
1	Increase the diversity of functions and activities available in neighbourhood parks	Ongoing to 2022
2	Update the criteria and priorities for neighbourhood parks under the Park Characterization Program	2013
3	Respond to community initiated capital requests in a systematic fashion: <ul style="list-style-type: none"> <li>• Update the guide for community initiated capital requests</li> <li>• Develop a set of criteria for prioritizing requests and align with the City's Capital Program</li> </ul>	2013
4	Investigate the feasibility of a neighbourhood grants program for small capital projects (e.g., Vancouver's Greenest City Neighbourhood Fund) to assist community groups where appropriate	2014
5	Develop criteria for partnering with the Richmond School District to add value to school grounds as opportunities arise	2014

### Outcome #2

Community objectives are met while the finite resource of park land and public open space are protected

Priority Action/Program/Initiative		Time-frame
1	Continue to acquire land for park purposes and update the Park Land Acquisition Strategy regularly to address changing priorities and land values	Ongoing to 2022
2	Evaluate the impacts of proposed non-park uses on the protection of dedicated park land	Ongoing to 2022
3	Limit building footprints and other types of civic infrastructure in parks to functions that can demonstrably add community benefit while ensuring open space standards are maintained	Ongoing to 2022
4	Ensure civic infrastructure is appropriately integrated so that parks, community use and ecological values are not compromised (e.g., District Energy Utility infrastructure)	Ongoing to 2022
5	Work with park user groups to balance formal, programmed uses with informal use to meet community needs (e.g., reallocation of underutilized sports fields to other uses)	Ongoing to 2022
6	Work with the Richmond School District to maximize mutual objectives for open space and coordinate planning for growth	Ongoing to 2022

Priority Action/Program/Initiative		Time-frame
7	Update the Richmond Field Sports Strategy to include organized and non-organized sport uses, current trends and developments in sport	2015
8	Develop feasibility studies and business plans for additional revenue generating activities that provide community benefit and services not currently offered by the City (e.g., concessions, contracted services, retail services)	2014
9	Complete the development and initiate the programming of the Terra Nova Heritage Precinct	2013 - 2015

## Outcome #3

The City's sustainability is improved by the green infrastructure provided by the parks and open space system

Priority Action/Program/Initiative		Time-frame
1	Ensure sustainable resource use through appropriate level of park development and use of the lowest impact on operational practices and construction methods	Ongoing to 2022
2	Protect soil resources and capture soil being excavated for development	Ongoing to 2022
3	Adopt best management practices for rainwater/stormwater management in parks and public open spaces	2014
4	Conduct best practices research on the impacts of climate change on parks, ecosystems and the urban forest and adopt strategies for adaptation	2015 and ongoing
5	Manage the urban forest to maximize ecosystem services as an important component of civic infrastructure	Ongoing to 2022
6	Investigate methods to reduce the need for irrigation through innovative design and operations practices	Ongoing to 2022
7	Investigate the feasibility of separate locations for Parks soil processing and storage	2014

## terminology...

**Vancouver's Greenest City Neighbourhood Fund** goals are to i) advance multiple efforts outlined in Vancouver 2020: A Bright Green Future Action Plan; ii) promote participation at the neighbourhood level, and iii) to leverage other external funding, partnerships, and resources.

## RESOURCE MANAGEMENT: Responsive and collaborative stewardship

### terminology...

**Resource Management Plans** are park or area specific plans which describe the individual asset types present and the service level and maintenance activities required to sustain each asset type.

**Playground Equipment Replacement Program** is an annual Capital funding program that is dedicated to replacing playground equipment that no longer meets current safety guidelines

**Development Cost Charges (DCC)** are paid by development to cover the cost of expansion to municipal services including parkland acquisition and park development.

**Urban Forest Strategy** provides the framework for managing trees on City property (e.g., on streets, in parks)

**Geographical Information System (GIS)** is used to inventory and monitor all of the assets in the system.

### Outcome #1

Our Parks and open space system is managed by a responsive organization that meets community needs

	Priority Action/Program/Initiative	Time-frame
1	Regularly review and update ongoing maintenance programs and practices to reflect current conditions and best practices to improve service	Ongoing to 2022
2	Conduct a comprehensive review of all agreements, update as necessary, and dedicate resources to contract administration	2013
3	Work with other Departments and Municipalities toward an update of the Provincial DCC guidelines to better reflect the range of service provided by the Parks Division	2015
4	Undertake a review of the planning and business processes for rezoning and development applications that involve parks and public open spaces to document and improve communication and implementation	2014
5	Develop and implement design initiatives and key preventative maintenance programs to reduce the volume of demand for service requests (e.g., shrub and flower beds, drainage)	2013-2014
6	Annually review and update the Neighbourhood School and Park Playground Replacement Program priority list	2013
7	Consistently manage the City's animal management contract and find opportunities for efficiencies	Ongoing to 2022
8	Implement the Animal Shelter Feasibility Study leading to the construction of a new animal shelter	2014
9	Document and review the value of caretakers to the City and ensure agreements are in place to mitigate risks	2014

### Outcome #2

Richmond's Parks division is innovative and efficient in its management of resources

	Priority Action/Program/Initiative	Time-frame
1	Align resources to continually improve operational efficiency and quality of asset management to achieve the greatest community benefit in the most cost effective manner	Ongoing to 2022
2	Increase consideration of future maintenance requirements through appropriate design and quality of construction	Ongoing to 2022
3	Develop resource management plans for each park and trail (e.g., Terra Nova Rural Park, Garden City Community Park)	Ongoing to 2022
4	Ensure the quality of parks infrastructure through a systematic infrastructure evaluation process and a comprehensive, long term infrastructure replacement program.	Ongoing to 2022
5	Establish a dedicated resource management section to evaluate and monitor the quality of park infrastructure	Ongoing

Priority Action/Program/Initiative		Time-frame
6	Continue to work with commercial industry partners towards improving solutions, education, technology, products and methods of pest control without the use of cosmetic pesticides	Ongoing to 2022
7	Establish satellite Parks Operations locations at strategic civic locations	2015
8	Pursue alternative sources of funding, such as utility funding for infrastructure replacement, and grant initiatives at the Provincial and Federal level	Ongoing to 2022
9	Adopt best practices and assign resources for use of GIS systems to manage park, trail, urban forest and other open space assets	2014
10	Update and expand the Urban Forest Management Strategy	2014
11	Conduct an audit of the Boulevard Maintenance program to ensure current levels of service are consistent with the Boulevard Maintenance Regulation Bylaw	2014
12	Clarify the Parks Division role in managing new open space and amenities in the public realm including rights of way in privately owned publicly accessible open space	2014
13	Implement the deployment of mobile technology solutions for use by Parks Operations Parks	2013-2017
14	Review the status of the fleet of vessels at Britannia Heritage Shipyard National Historic Site and determine the best model for management of this resource.	2013

## Outcome #3

Our Parks and open space system inspires shared stewardship among multiple stakeholders to foster pride, purpose and a sense of community

Priority Action/Program/Initiative		Time-frame
1	Align services with the Corporate Services Level Review	Ongoing to 2022
2	Quantify the benefits and maintain the existing cooperative relationship with the Richmond School District with regard to school grounds maintenance in exchange for community use of school gyms	Ongoing to 2022
3	Develop plans and priorities for stewardship projects for groups and individuals which provide value for both City and volunteers	Ongoing to 2022
4	Develop awareness and communication programs to foster stewardship and describe the benefits of the city's natural areas and the urban forest by residents and community groups	Ongoing to 2022
5	Rebrand the Partners for Beautification Program to re-engage the community	2013



*South Dyke Trail and Gilbert Beach*

## 4.3 Measuring Results

To ensure community needs are met, regular monitoring and evaluation will be conducted to assess the Parks Division's performance in delivering the services it is mandated to provide. The purpose of the monitoring is to:

- Ensure the system is meeting the City's standards for service;
- Evaluate the efficiency and effectiveness of methods of service delivery; and,
- Measure the progress toward achieving long-term outcomes

Performance will be measured in three ways:

1. Community Satisfaction
2. Service Standards
3. Resource Management Performance

### ***Performance Reporting***

Beginning in 2014, the Parks Division will begin to collect the appropriate data for performance reporting that will:

- Establish service baselines and targets;
- Provide an update on Capital Projects;
- Track changes in budgets and resource allocation;
- Evaluate the effectiveness of programs; and,
- Monitor progress on priority actions.

Performance reporting will be conducted every three to five years. The benefits of continually measuring results are improved performance, enhanced accountability, greater cost effectiveness and increased innovation.

## 4.4 Looking Forward to 2022

The Implementation Plan provides the priority actions for meeting community need and sustaining a high quality parks and open space system for the next decade. The Parks Division will align its annual work plans with the Outcomes and Priority Actions of the Plan. The Implementation Plan will be regularly reviewed and revised as required by changes in community need and the resources available in the Capital and Operating budgets.

Some of the key priority actions of the plan are:

- Diversify the range of activities available in neighbourhood parks
  - Close the existing gaps in the system
  - Create exceptional destinations by investing in the unique attributes of the City's major parks, open spaces and waterfront
  - Update the 2010 Trail Strategy
  - Develop a policy for a one km. radius distribution standard for city-wide trails and greenways
  - Develop and implement a wayfinding and signage plan
  - Develop park natural areas protection and management guidelines
  - Deliver programs that respond to emerging community priorities
- including urban agriculture, wildlife management and companion animal services
  - Explore additional revenue generating activities
  - Establish a dedicated resource management section
  - Update and expand the Urban Forest Strategy
  - Develop and implement an updated business plan for the Britannia Heritage Shipyard National Historic Site which addresses the governance model for the site.

In order to ensure that the Outcomes are met, regular reporting to measure results will be initiated. With this strategic approach, the parks and open space system in 2022 will continue to be treasured by the community and deliver excellent services.

*Water Sky Gardens at the Richmond Olympic Oval*

