



City of Richmond

Report to Committee

To Parks, Recreation and Cultural Services - Jul 29, 2008

To: Parks, Recreation and Cultural Services Committee
From: Vern Jacques
Acting Director, Recreation & Cultural Services
Re: Youth Service Plan - Where Youth Thrive

Date: July 10, 2008
File: 11-7000-05/2008-Vol 01

Staff Recommendation

That the "Youth Service Plan - Where Youth Thrive (as amended through stakeholder consultation) and attached as Attachment 2, be endorsed.

Vern Jacques
Acting Director, Recreation & Cultural Services
(604-276-4129)

Att. 2

FOR ORIGINATING DEPARTMENT USE ONLY		
CONCURRENCE OF GENERAL MANAGER <i>[Signature]</i>		
REVIEWED BY TAG	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
REVIEWED BY CAO	ACTING YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

Staff Report

Origin

On February 11, 2008, Council directed *“that staff:*

- *seek feedback on the DRAFT Youth Service Plan “Where Youth Thrive” from key stakeholders; and*
- *report back to Council through the Parks, Recreation & Cultural Services Committee”.*

The purpose of this report is to provide the results of the consultation carried out (Attachment 1) and to seek Council endorsement of the final version of the strategy (as amended through stakeholder consultation), entitled **“Where Youth Thrive – Aligning the Power of Parks, Recreation and Cultural Services for Positive Youth Development”** (Attachment 2).

Analysis

The process of developing the Youth Service Plan was a collaborative effort between the City and several community partners who have expertise in the delivery of services to youth. The Plan was created by a Youth Service Steering Committee - a partnership between the City, youth, Community Associations, RCMP, Richmond School District, Richmond Health Services, Richmond Sports Council and non-profit agencies (including SUCCESS, Richmond Addiction Services, and Touchstone Family Services). Developing the Plan through this collaborative effort reflects how important it is for the variety of youth-serving agencies in Richmond to work together in order to create positive and enriching environments for our youth to flourish. The Plan continues to be based on PRCS’s philosophy of intentionally influencing ‘developmental assets’ to assist healthy youth development.

Implementation of the plan will be the joint responsibility of the City, its partners and a range of other community organisations. It is only through partnership that the Plan’s vision will be realised, and Richmond will become “the best place in North America to raise children and youth”.

For this reason, broader consultation with stakeholder groups was considered key, and was conducted in Spring 2008. The focus of this exercise was to:

- Familiarize City and community agency staff with the ‘Where Youth Thrive’ Plan.
- Identify the level of support and seek feedback on the vision, strategic directions, implementation actions, and phasing/timing, as stated in the Plan.
- Build capacity, through increasing knowledge and awareness among City and community agency staff, about the ‘Asset Building’ philosophy and approach.

A workshop for stakeholders was held on April 22 2008 at the John MS Lecky UBC Boathouse, and representatives from a wide number of community organizations attended¹. The workshop

¹ City of Richmond, Thompson Community Association, Steveston Community Society, Sea Island Community Association, West Richmond Community Association, Vancouver Coastal Health, Richmond Sports Council, Gateway Theatre, Richmond Museum Society, Youth Connections, Volunteer Richmond, Richmond Orchestra and Chorus, Richmond Family Place, Scotch Pond Coop, Touchstone Family Services, Boys and Girls Club, SUCCESS, Richmond Children’s First, Richmond Centre for Disability.

consisted of presentation and interactive exercises, to help in the stakeholders' understanding of the Service Plan's contents.

Following the workshop, all individuals who were originally invited to the workshop, along with those who attended, were sent an electronic link to an on-line survey to gather their feedback and comment on the Plan. Responses from eleven organizations were received: Steveston Community Society, Thompson Community Association, East Richmond Community Association, Hamilton Community Association, Richmond Public Library, Richmond Museum Society, Richmond Centre for Disability, Richmond Family Place, Touchstone Family Association, Gateway Academy for Performing Arts, and Richmond Society for Community Living.

Attachment 1 gives a summary of the consultation questions and responses. The following are highlights from the consultation:

- *Ten respondents² indicated that they supported the strategy as a whole, with seven indicating they strongly supported it. There was generally stronger support for the vision statement, guiding principles and strategic directions, than there were for the implementation actions and phasing/timelines.*
- *Many of the comments received related to clarifications or elaborations that were asked for by community organizations, especially in terms of implementation.*
- *Many of the organizations would like to have seen clearer commitments from the City, with cost or budget estimates for specific initiatives. Many concerns raised were around financial implications for community organizations.* The intention of the Plan is not to be prescriptive (i.e. to tell partners exactly what will be done and when) but rather for the service plan to provide overall direction, high level actions and expected outcomes. Partners and community groups then have leeway to determine specific actions and initiatives to reach the stated 'expected outcomes'. In addition, much of the implementation will be achieved through using existing resources to continue (or tailor) existing programs and services. However, there will be some new initiatives or projects that require funding, and it is expected that funding would be sought as they are identified and defined. Sources of funding are: reallocation of resources, additional levels, grants and other external funding sources, partner and community organization budgets.
- *Many comments related to reaching low-asset youth.* Strategic Direction 6 (Bridging Assets to Low Asset Youth) is specifically to address how PRCS services will reach these individuals. Four actions, with associated 'expected outcomes' have been identified under this Strategic Direction.

Minor clarifications and elaborations have been made in the final strategy document (Appendix 2) as appropriate, to reflect the comments received back from the organizations consulted. Appendix 1 outlines the comments and changes made according to each response.

If the Youth Service Plan is endorsed by Council, the next steps will be for staff to continue to work with community partners and agencies to ensure they are familiar with the plan, and to

² one respondent did not give a response to this question.

implement the actions outlined. Implementation will be the responsibility of the City, its partners and a range of other community organizations. Many of the actions identified under each of the Strategic Directions in the Plan require a partnership of agencies to be involved, although a 'lead' has been established for each. Monitoring and evaluation of the Youth Service Plan is proposed through reporting back annually to the PRCS Committee, and through review with community partners to evaluate progress.

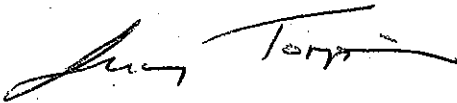
Financial Impact

There is no immediate financial impact associated with endorsing the Youth Service Plan. Much of the implementation will be achieved through using existing resources to continue (or tailor) existing programs and services. However, there will be some new initiatives or projects that require funding. These will need to be funded through:

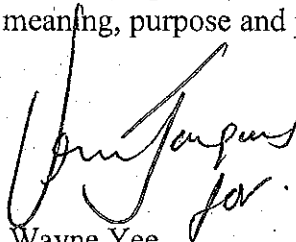
- Reallocation of resources
- Additional Levels (for which requests would be forthcoming for consideration by Council in subsequent years)
- Grants and other external funding sources; and
- Partner and community organization budgets.

Conclusion

The '**Where Youth Thrive – Aligning the Power of Parks, Recreation and Cultural Services for Positive Youth Development**' seeks to continue to promote the goal of helping youth thrive, and to give our youth – every one of them – meaning, purpose and pride.



Lucy Tompkins
PRCS Planner II



Wayne Yee
Coordinator Youth Services

LT:lt

**“WHERE YOUTH THRIVE” YOUTH SERVICE PLAN 2008 – 2012.
RESULTS OF STAKEHOLDER FEEDBACK UNDERTAKEN IN SPRING 2008**

- Stakeholder consultation was undertaken in April and May 2008.
- A workshop was held on April 22 2008, which was attended by 32 people from 19 organisations. The purpose of the workshop was to familiarize stakeholders with the draft Service Plan, and to obtain their comments.
- Feedback was then sought from PRCS partners and community organizations (including all those who were invited to attend (or did attend) the April 22 workshop.
- 11 consultation responses were received from the following organisations:

Richmond Public Library	Steveston Community Society	Touchstone Family Association
Richmond Museum Society	Thompson Community Association	Gateway Academy for Performing Arts
Richmond Centre for Disability	East Rmd Community Association	Rmd Society for Community Living
Richmond Family Place	Hamilton Community Association	

The majority of respondents (10 of the 12) indicated that their responses given represented their own view. Two indicated that they had either discussed some aspects with other in their organization, or that the responses given did represent the views of their organization.

The following questions were asked:

Stakeholder Commitment	
1	On a scale of 1 to 3 (1=strongly support, 2=Somewhat support, 3=Do not support), how strongly do you (or your organization) support the following <ul style="list-style-type: none"> • Service Plan as a whole • Vision Statement • Strategic Directions • Implementation Actions • Phasing and Timelines
2	Provide specific feedback or comment on each of the above.
3	Do you have any specific concerns about implementation?
4	Do you support taking this Plan to your Board for endorsement?
Additional Comments from Stakeholders	
5	Please provide any additional comments related to your support, or issues or concerns you have on the Youth Service Plan.

Question 1: On a scale of 1 to 3 (1=strongly support, 2=Somewhat support, 3=Do not support), how strongly do you (or your organization) support the following? Provide specific feedback or comment on each of the above			
	Stakeholder Results	Stakeholder Comments	How the feedback has been incorporated or is already addressed in Older Adults Service Plan.
Service Plan as a whole	10 supported (7 strongly supported). None did not support.		
Vision Statement	9 supported (8 strongly supported). One did not support.	<ul style="list-style-type: none"> • Agreed 100% • very positive • "Motherhood and Apple Pie" approach, who could turn this down • too weak, not sufficiently focused, targeted statement • Clear and desirable 	<ul style="list-style-type: none"> • no change to document. Vision Statement was adopted by Council in 2005.
Strategic Directions	10 supported (8 strongly supported). None did not support.	<ul style="list-style-type: none"> • Agreed 100% • seems to have covered all angles • Continuum of services and clear communication between service providers essential • The direction of the plan is the best part. • very good, pertinent; also liked the Guiding Principles • Sensible and inclusive 	<ul style="list-style-type: none"> • no change to document.
Implementation Actions	9 supported (3 strongly supported). One did not support.	<ul style="list-style-type: none"> • You must have commitment! Implementation dependent on "availability" of financial and staffing resources won't do. You cannot be "half pregnant!!". • with involving all groups from city, com centres, youth with the plan this is a good plan • As usual there are no cost or budget estimates. • lack of clear, identifiable, measurable outcomes; diluted, safe, mostly inward-looking actions. • Vague-Implementation to stakeholders makes sense, but does not address the difficulty in reaching low-asset children and youth. 	<ul style="list-style-type: none"> • The intention is not to be prescriptive (i.e. to tell partners exactly what will be done and when) but rather for the service plan to provide overall direction, high level actions and expected outcomes. Partners and community groups then have leeway to determine specific actions and initiatives to reach the stated 'expected outcomes'. • Much of the implementation will be achieved through using existing resources to continue (or tailor) existing programs and services. However, there will be some new initiatives or projects that require funding. Sources of funding are: reallocation of resources, additional levels, grants and other external funding sources, partner and community

¹ Excludes all N/A (did not ask or no response).

			<p>organization budgets.</p> <ul style="list-style-type: none"> • The City's Outreach (Roving Leader) services demonstrates an efficacy in working with <i>low asset</i> youth. PRCS and its partners may explore ways to further adopt the Roving Leader approach. Strategic Direction #6
Phasing and Timelines	9 supported (4 strongly supported). One did not support.	<ul style="list-style-type: none"> • No comment • As long as there is some latitude on the timelines for if and when they stray from the original plan • seems to be a good time line • not tied to logic model or sequencing of actions, more driven by feelings of resource constraints • Good as a plan, needs to be subject to revision as it unfolds. • I am surprised that any thing will get done until after 2010 • Reasonable 	<ul style="list-style-type: none"> • Many of the initiatives are on-going (as much of this Service Plan is about 'putting a framework' around much of what is already being done). For this reason, specific timelines cannot be put against many actions. • The implementation of many actions will be dependent upon available resources (e.g. one time additional level for City initiatives are funded from surplus, which is only known on a year-by-year basis).
Other		<ul style="list-style-type: none"> • Low-asset children and youth often lack the resources (internal and external) to identify mentors or stakeholders in the community. How will we reach the ones who most need us? • The process started well, but got more and more wishy-washy as it progressed. As it became clear that little action would result, genuine participation dropped off 	<ul style="list-style-type: none"> • The City's Roving Leader model of service delivery has demonstrated that professionals such as School Counsellors are key entry points to identify lower asset youth for mentoring. Similarly, other professionals work with low asset youth. Bridging these youth to other mentoring situations outside of their primary care is a challenge for all service providers. • Strategic Direction 6 (Bridging Assets to Low Asset Youth) is specifically to address how PRCS services will reach the "ones who most need us". Four actions have been identified, including youth development workers undertaking 1:1 mentoring with low-asset youth, and also undertaking professional development to further develop their skills in facilitation and experiential learning.

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Question 2: Do you have any specific concerns about implementation?

Stakeholder Comments:	How the feedback has been incorporated or is already addressed in Service Plan
<ul style="list-style-type: none"> • No concerns. Collaborating with the city and other agencies will be great. • I guess the main concern is, financially speaking, as a community group, is whether or not there will be any costs downloaded onto working partners for some of these activities and/or whether or not this may enable additional funding opportunities for the front-line service being provided. 	<ul style="list-style-type: none"> • No change to document. • Many of the actions are currently on-going and will not require additional resources. As mentioned above, there will be some new initiatives or projects that require funding. • The Service Plan's goal is to assist organizations in its programming content and service delivery methods, mostly within existing budgets. This may mean a re-tooling of existing program content within current budgets. It is conceivable that some costs such as wages or additional staff positions will have budget implications, however business case analysis should drive needs and issues, especially where funding is implicated.
<ul style="list-style-type: none"> • As a board member I am always concerned about who will pay for it! Also as a tax payer. I think this will work with all groups working together sharing resources and getting those grants. 	<ul style="list-style-type: none"> • A clear strategy document such as this plan can assist in obtaining grants (as grant applications often contain criteria related to whether the proposed initiative is tied to a formally adopted strategy). • The background information in this document provides sound rationale in the development of business cases where needs or issues may drive funding issues. The rationale may assist organizations in determining priority annual budget items.
<ul style="list-style-type: none"> • No, just as long as we're not all visiting the same pot of money competing for a share to support our part of the plan! 	<ul style="list-style-type: none"> • See comment above.
<ul style="list-style-type: none"> • The City needs to determine their definition of partner or partnering. There is a lack of ability in the Parks and Recreation to recognise a democracy in the decision making process. Community development differs greatly from corporate development in that is it consultative not hierarchical in nature. It has been our experience that there is little recognition of the work and expertise in the community organisations 	<ul style="list-style-type: none"> • The City has a strong commitment to community consultation. A guiding principle in the PRCS Master Plan is to "value and encourage community involvement" and to "value effective partnerships". The Where Youth Thrive Plan has been developed in partnership with a range of stakeholders involved in providing services to youth.
<ul style="list-style-type: none"> • If actions are not clear, and clearly tied to measurable outcomes, I think many partner organizations will respond with lip service, but pretty much do their own thing (as previously.) The focus on Assets, partnerships and sharing some info on actions will (continue to) have some positive net impacts. 	<ul style="list-style-type: none"> • As stated above, the intention is not to be prescriptive (i.e. to tell partners exactly what will be done and when) but rather for the service plan to provide overall direction, high level actions and expected outcomes. Partners and community groups then have leeway to determine specific actions and initiatives to reach the stated 'expected outcomes'.

Stakeholder Comments	How the feedback has been incorporated or is already addressed in Service Plan
<ul style="list-style-type: none"> • I wonder if you have calculated the youth budget of each of the community centres and how much they have to earn to supplement youth. What will centres have to cut to do these implementations? Where are we going to find MORE "dedicated" space that is safe for youth? More youth leaders salaries? 	<ul style="list-style-type: none"> • A business case analysis has not been conducted to determine revenue/expense cost benefits for all the community association youth budgets. These questions are valid, but need to be assessed in a broader context with background, analysis, consideration of assumptions, alternatives and risk assessments. The Service Plan provides stakeholders with the common language to have these discussions with the same relative context.
<ul style="list-style-type: none"> • As a not-for-profit organization, funding is always an issue for us. We could not implement further community outreach or programs without administrative assistance and have no budget for this resource. 	<ul style="list-style-type: none"> • If there is an identified need to increase the service levels of community outreach programs, then sound rationale, assessment of alternatives will assist in planning processes in PRCS. • Many of the actions are currently on-going and will not require additional resources. As mentioned above, there will be some new initiatives or projects that require funding. Grants are one source of funding, and the endorsement of this Plan can assist in obtaining funds for specific initiatives.

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Question 3: Do you support taking this Plan to your Board for endorsement?

Stakeholder Results	Stakeholder Comments	How the feedback has been incorporated or is already addressed in Service Plan
<p>7 supported taking this Plan to their Board. None did not support</p>	<ul style="list-style-type: none"> • It is hard to support a plan that cites "asset building" as its "raison d'etre" when the "Asset Group" excludes the Richmond based community service providers. It is in our opinion a term that is title only and very little done in with practice and implementation. It is also our opinion it is an attitude; not a model of service delivery • Maybe the President of the Centre has been informed but I know that I had to supply "Where Youth Thrive" to him and to the Youth Committee. I know our Board members have not received a personal copy. • The Plan can be used for policy guidance, and for some high level inputs to program planning, and is thus worthwhile for board review and endorsement. But I don't anticipate enthusiasm or great support (\$'s and resources). 	<ul style="list-style-type: none"> • The Asset Group or development of similar networks of Asset Champions are supported by Strategic Direction #1.6 (Power of Asset Building). An addition has been made under this action to "broaden the membership of the 'Asset Group' to include representation from community NGOs". An invitation to a body such as the RCSAC to represent the community based NGO's is a recommendation that can be forwarded to the Asset Group as part of the implementation of this plan. • A draft copy of the Where Youth Thrive plan was placed on the City's website in April 2008. A copy of the Executive Summary was sent to all Presidents and Youth Workers, along with the invitation to workshop. Hard copies of the full document were supplied to all who attended the workshop in April. Following endorsement of the Plan, a hard copy will be sent to all partner organizations. • The importance of each organization reviewing and endorsing this Plan, is that we are all 'heading in the same direction', and looking to achieve the same stated outcomes.

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Question 4: Please provide any additional comments related to your support, or issues or concerns you have on the Youth Service Plan.

Stakeholder Comments	How the feedback has been incorporated or is already addressed in Service Plan
<ul style="list-style-type: none"> • Great work! The one thing that seems to be missing is the connection to faith communities. So many youth groups are out there providing great support for our youth. May also be interesting to see from the appendix some details about each organization's existing services and attendance (like the PRCS format). 	<ul style="list-style-type: none"> • Faith based organizations and others contribute to the Social Capital of youth as outlined in Strategic Direction #7. Aligning the collective work of youth serving organizations, including faith based groups, is captured in this direction.
<ul style="list-style-type: none"> • Will look forward to being kept informed as to how this plan continues to unfold and move forward. It's probably there and I missed it, but there should be an appropriate level of focus directed to activities for youth with disabilities to make sure they have similar opportunities. When I say appropriate level, I mean a level commensurate with the % of the population base of youths in the community with a disability. 	<ul style="list-style-type: none"> • Strategic Direction 3.1 has been amended to incorporate this comment.
<ul style="list-style-type: none"> • There is little reference made to partnering with Richmond based services in-house if you will. We recommend that the report make a commitment to those service agencies that are from and majority based in Richmond, not the so called "Greater Vancouver" , "Lower Mainland" organisations . We would also recommend that a recommendation organisations be designated on a preferred contractors or partners list thus assuring the those who have worked for and developed in Richmond are recognised for this. 	<ul style="list-style-type: none"> • The Service Plan refers to stakeholders in this document as Richmond based government and non-government agencies. Some of these agencies may be umbrella organizations with offices based in Richmond.
<ul style="list-style-type: none"> • I am surprised that parents, who are the primary care givers of youth are vaguely mentioned as being FULL partners in this plan. I find weakness in the recognizing the cultural differences in youth and their aims in the community. Of course implementation cost along with cost related to maintaining these youth programs are vague I see that youth volunteerism , youth health services, youth development and leadership along with youth promotion of services are high on this strategy, which leads me to the aspect of communication with a real website for Richmond youth 	<ul style="list-style-type: none"> • The Social Capital reference in Direction #7 recognizes all those that contribute to an ecology to help youth thrive. A statement to recognise that parents provide the primary supports for youth has been added to Strategic Direction 7 (Acknowledge and Increase the Social Capital of Youth). • The Assets Framework emphasizes that cultural acceptance is one of the 40 factors for positive youth development. This implies that the community model of cultural acceptance is one means to influence cultural harmony amongst youth. • As stated earlier, the background information in this document provides sound rationale in the development of

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	<p>business cases where needs or issues may drive funding issues. The rationale may assist organizations in determining priority annual budget items.</p>
<ul style="list-style-type: none"> • My central concern remains the low-asset children and youth. Is there no way to publish a list of stakeholders/agencies in the local papers (Richmond Review or News) or post it in the schools so that children know where to turn? Could the city build a small kiosk in each school(or have a "travelling" kiosk) that features these same resources? I was surprised to see how many agencies in Richmond work with children and youth. Can we not publicize the fact these agencies/stakeholders exist? Low asset children/youth need more customer service or "hand-holding" than the high asset kids. Let's find a way to reach past the socio-economic, racial, and educational barriers to help them! 	<ul style="list-style-type: none"> • Often low asset youth do not command the skills and initiative to seek out assistance, mentoring and guidance for themselves. Strategic Direction #6 identifies that adult and/or service provider's points of contact with youth are critical to begin bridging appropriate supports. • The youth serving organizations mentioned in this comment continually challenge themselves to more effectively bridge their services to meet needs. • These questions and issues have validity and have implications across the majority of Strategic Directions crafted in this plan.

Parks, Recreation & Cultural Services Youth Service Plan: Where Youth Thrive

Aligning the Power of Parks, Recreation and Cultural Services for Positive Youth Development 2008-2012



Nutrition Facts

Per Teenage Years

Positive Identity	
	% Daily Value
Personal Power	90 %
Self Esteem	95 %
Sense of Purpose	85 %
Positive View of Future	80 %

Youth that feel a sense of control over their lives are more likely to use their time constructively and to work successfully towards goals. Personal power, self-esteem and a sense of purpose all contribute to a strong personal identity and an optimistic view of the future.



“All young people have the ability to thrive - it just takes a caring adult to believe they can do it!”

*Sharon McLean
Roving Youth Outreach Leader
City of Richmond
Parks, Recreation and Cultural Services*

Acknowledgements

Richmond Youth Steering Committee

- Jodi Allesia, Youth at-large
- Aviva Levin, Youth at-large
- Tyson Radons, Youth at-large
- Eric Baskette, RCMP Richmond Detachment
- Judy Dale, Vancouver Coastal Health
- Ray Lam, East Richmond Community Association
- Wolf Streckos, Hamilton Community Association
- Jake Trouw, Sea Island Community Association
- Rob Inrig, Richmond School District 38
- Jim Lamond, Richmond Sports Council
- MJ Hunter, Roving Youth Leader, PRCS, City of Richmond
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- Claire Adamson, Youth Development Worker, Steveston Community Society
- Jon Lee-Son, Youth Development Worker, West Richmond Community Association
- Shirley Liu, SUCCESS
- Christa Mullaly, Richmond Addiction Services
- Carol Hardie, Touchstone Family Services
- Marty Tanaka, Area Coordinator, PRCS, City of Richmond
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Executive Summary

To live. To connect. To grow. Worthwhile outcomes, and seemingly simple to achieve. Right? Not necessarily. These aspirations have been identified as desirable outcomes by the City of Richmond’s Parks, Recreation & Cultural Services (PCRS) Master Plan. But getting youth there is another challenge altogether.

PCRS, its partners and community organizations, have a long history of responding to the needs and aspirations of youth in the city. This *Where Youth Thrive* plan for serving youth builds on the foundations laid in the City’s 1995 Youth Strategy. The *Where Youth Thrive* plan was created by the Youth Service Steering Committee - a partnership between the City, youth, Community Associations, RCMP, Richmond School District, Richmond Health Services, Richmond Sports Council and non-profit agencies (including SUCCESS, Richmond Addiction Services, and Touchstone Family Services). Developing the Plan through this collaborative effort reflects how important it is for the variety of youth-serving agencies in Richmond to work together in order to create positive and enriching environments for our youth to flourish.

The *Where Youth Thrive* plan aims to create an environment that generates opportunities for Richmond’s youth to have a safe and healthy journey into adulthood. They should reach adulthood equipped with the necessary knowledge, skills and social connections to make informed decisions about their life and the contributions they wish to make to their community.

Participating in parks, recreation and cultural programs and services can help Richmond’s youth lead enriched and healthier lives. We need to connect them to their community in ways to develop good citizens. We need to enhance their resilience. We also need to improve their ability to cope with challenges in their life.

But why do some kids grow up with ease, while others struggle? Why do some kids get involved in dangerous activities, while others spend their time contributing to society? To address this issue, the Plan continues to be based on PCRS’s philosophy of intentionally influencing ‘developmental assets’ to assist healthy youth development. Research shows that the 40 developmental assets, identified by the Search Institute, help young people make wise decisions, choose positive paths, and grow up competent, caring, and responsible.

Long ago, the City recognized that youth who grew up in environments with opportunities for development and involvement were more likely to be happy, engaged and civic-minded community members. The 40 developmental assets have a tremendous influence on the lives and choices made by youth. PCRS is well respected in the



Nutrition Facts	
Per Teenage Years	
Constructive Use of Time	
	% Daily Value
Creative Pursuits	90 %
Sports & Programs	95 %
Spiritual Community	85 %
Family Time	85 %

Interest in eating, music, art or performing arts are important subjects that fuel a strong sense of accomplishment, belonging and social interaction. These experiences develop resilience, wisdom and promote respect for self and others.

Support passions
Find ways to support youth in the pursuit of their passions.
Visit www.richmond.ca/youth for more information.




Nutrition Facts	
Per Teenage Years	
Commitment to Learning	
	% Daily Value
Motivation	90 %
Homework	75 %
School Engagement	95 %
Connection to School	85 %
Reading for Pleasure	80 %

Youth who engage in reading for pleasure at least 3 hours a week are likely to develop a lifelong commitment to learning. Literacy prepares youth for academic achievement beyond high school. Caring about their school and motivation to do homework all contribute to a commitment to learning.

Support learning
Find ways to support youth in the pursuit of their passions.
Visit www.richmond.ca/youth for more information.



Nutrition Facts	
Per Teenage Years	
Positive Identity	
	% Daily Value
Personal Power	90 %
Self Esteem	95 %
Sense of Purpose	85 %
Positive View of Future	80 %

Youth that feel a sense of control over their lives are more likely to use their time constructively and to work successfully towards goals. Personal power, self-esteem and a sense of purpose or optimism is a strong personal identity and an optimistic view of the future.

Support the inner hero

Find ways to support youth in the pursuit of their passions. Visit www.richmond.ca/youth for more information.

40 Developmental Assets
RICHMOND BC

Nutrition Facts	
Per Teenage Years	
Social Skills	
	% Daily Value
Planning Ahead	80 %
Interpersonal Skills	85 %
Cultural Acceptance	85 %
Resilience Skills	85 %
Resolving Differences	92 %

Having strong adult role models and caring relationships with neighbours and members of the community provide youth with essential support and encouragement.

Support youth

Find ways to support youth in the pursuit of their passions. Visit www.richmond.ca/youth for more information.

40 Developmental Assets
RICHMOND BC

region for its asset-based framework, innovation and development of signature programs since implementation of the 1995 City Strategy for Youth. The *Where Youth Thrive* plan builds on the programs and partnerships (with both governmental and non-governmental agencies) already developed over the last decade. **The *Where Youth Thrive* plan seeks to continue promoting the goal of helping youth thrive and give our youth – every one of them – meaning, purpose and pride.**

To provide a foundation for the plan, the Steering Committee identified five guiding principles. They are:

1. **Thinking holistically** - Our foundations, beliefs and actions that guide us will all contribute to positive youth development. These become part of who we are and what we do in our day to day work and interactions with youth.

2. **Planning intentionally** - Intentional planning is applying frameworks such as the 40 Developmental Assets to achieving specific outcomes that promote youth development and that are consistent with vision, values and guiding principles.

3. **Planning for collaborative approaches** - Recognizing that collaboration amongst agencies is a more effective and efficient means to deliver services to youth, but also bridging access for the needs of a unique population group (i.e. connecting youth to PRCS programs and services, as well as other community and social agencies).

4. **Engaging youth** - Engaging youth suggests that they are developing some requisite skills and are being prepared to be fully involved in meaningful experiences that foster learning, while connecting to peers, mentors and their community.

5. **Investing wisely** - Investment of resources will be managed in a way that focuses on the potential of individuals. The investment of mentoring and engaging youth shifts from deficit thinking to strength based approaches.

So what does the Service Plan actually detail and do? It provides background on how PRCS currently serves Richmond’s youth, and identifies key trends that are impacting youth today and in the future. It also seeks to identify any gaps between current efforts and future expectations. It sets objectives and actions for planning and development of services over the next five years. And lastly, it puts mechanisms in place to monitor and evaluate progress of its implementation and expected outcomes.

At the heart of the Youth Service Plan lie nine Strategic Directions. These directions will guide a series of actions that will be implemented over the next five years and beyond, in order to achieve the vision endorsed by Council in March 2005 for “*Richmond to be the best place in North America to raise children and youth*”.

#	Strategic Direction	Description
1	The Power of Asset Building	Youth involved with PRCS will enter into environments that build and influence any number of their developmental assets. The Community will also have a greater awareness of the Power of Asset Building and its role in supporting youth. This assets-based framework will produce measurable results as to how effective PRCS is in influencing positive youth development.
2	Marketing and Communications	Youth and parents will be more knowledgeable about PRCS programs and opportunities available in Richmond. The application of new-media technology is needed to keep pace with a technologically-competent age group. Giving youth timely, accurate and easy-to-understand information about community events and opportunities will give them a gateway to making informed choices. Youth will be able to access and navigate through a wide variety of youth-oriented services in a seamless manner.
3	Increased Opportunities for Youth	Youth will have access to an increased number of recreational, social and cultural opportunities that are geared towards their specific interests and needs. Deliberate planning with partners around a core grouping of activities can ensure a broader range of programs being offered at any given time. This will serve to enhance signature programs and bring about more choices for youth.
4	Increasing Inter-Agency Programming	PRCS will establish broad networks with other youth-serving agencies. Youth will be connected to other opportunities and services in the city and region through a system of referrals and networking, in order to meet individual needs and interests.
5	Moving Towards Standards	PRCS will aim towards consistency in the delivery of recreation services to youth across all city facilities. Youth will benefit from having programs delivered with consistent city-wide messages across the city. PRCS will attract and retain high performing employees as it is recognized as a well compensated and desirable place to work.
6	Bridging Services to Low Asset Youth	Building upon the Roving Leader model, PRCS will increase its ability to identify and transition low-asset youth into existing activities. The bridging requires strong relationships with the numerous service agencies and places (such as schools), where these youth have already made first contact with an adult counselor. There will be an increase in programs and opportunities for low-asset youth participating in Parks, Recreation and Cultural Services.
7	Acknowledge and increase the Social Capital of Youth	‘Social Capital’ refers to the collective values, networks and relationships of trust and tolerance that all contribute to weaving a social fabric in this community. Ultimately, what youth, institutions and the community bring to the table becomes a shared set of values, virtues, and expectations to develop youth. The social capital of youth will be increased through establishing a strength-based approach to youth programming. This Service Plan embraces the community’s role in influencing youth to be problem-free, fully prepared and engaged. It is mindful that one of our great strengths is what we all, including youth, contribute to this.

#	Strategic Direction	Description
8	Dedicated Safe & Social Spaces	City spaces will be designed and operated in a way that promotes social gathering and safety. Recognizing that safety goes beyond physical safety, youth also feel safe when prevailing attitudes are welcome and friendly.
9	Undertaking Evaluation	PRCS will measure and evaluate the progress on implementing the actions in the Youth Service Plan. City staff will report back to Richmond organizations and citizens, as well as the Parks, Recreation and Cultural Services Committee annually on the status of the Implementation Plan.

Imagine the dynamic possibilities when a community fully realizes the benefits of exceptional recreation and cultural services for youth development. Imagine a rich cultural context and healthier mosaic. Think of the opportunities for youth to actively engage, develop competence and skills, make decisions (and mistakes), have a voice, be connected to community and develop lasting identity. The results could be astounding.

The challenge is before us all to help our youth continue to live, connect and grow as we always have, but now – better than ever.



1.0 Introduction

1.1 Involving and Supporting Youth

The City of Richmond has a long history of responding to the needs and aspirations of youth in the city. Parks, Recreation and Cultural Services (PRCS), its partners and a host of community organizations, provide services and programs to youth that connect them to their community, while also enhancing their resilience when faced with the challenges and opportunities of life, and enabling them to thrive as they grow into adulthood. In addition to activities within the sphere of parks, recreation and culture, PRCS also provides a coordination role in connecting youth to the broader community service system, to ensure appropriate and accessible services exist within their community.

The *Where Youth Thrive* plan aims to create an environment that generates opportunities for Richmond’s youth to have a safe and healthy journey into adulthood, and to equip them with the necessary knowledge, skills and social connections to make informed decisions about their life, and the contribution they wish to make to their community. The community plays an important role in supporting youth in their endeavors. The Richmond community is no different.

Involving and supporting youth is a key foundation for building a strong and vibrant community now and in the future. It fosters civic responsibility, participation and involvement. Richmond’s future relies on its youth. The decisions that today’s youth make about lifestyle choices, and how they choose to participate and contribute to the community, will determine Richmond’s future.

1.1.1 Developmental Assets

PRCS has a philosophy of intentionally building ‘developmental assets’ to foster healthy youth development. Research shows that the 40 developmental assets identified by the Search Institute¹ help young people make wise decisions, choose positive paths, and grow up competent, caring, and responsible. These developmental assets are concrete, common sense, positive experiences and qualities essential to affecting youth. Appendix 2 provides a detailed description of the developmental assets. A summary of the 40 developmental assets is provided in Table 1 below.

Youth, in a PRCS context, are generally described as being between 9 and 19 years old. To assist the reader, Appendix 1 provides a list of commonly used definitions.



¹ See www.search-institute.org

Table 1 - Search Institute's 40 Developmental Assets

Internal Assets (4 categories and 20 assets)	External Assets (4 categories and 20 assets)
Commitment to learning -Young people need to develop a lifelong commitment to education and learning. (5 assets)	Support -Young people need to experience support, care, and love from their families, neighbours, and many others. They need organizations and institutions that provide positive, supportive environments. (6 assets)
Positive values -Youth need to develop strong values that guide their choices. (6 assets)	Constructive use of time - Young people need constructive, enriching opportunities for growth through creative activities, youth programs, congregational involvement, and quality time at home. (4 assets)
Social competencies -Young people need skills and competencies that equip them to make positive choices, to build relationships, and to succeed in life. (5 assets)	Empowerment -Young people need to be valued by their community and have opportunities to contribute to others. For this to occur, they must be safe and feel secure. (4 assets)
Positive identity -Young people need a strong sense of their own power, purpose, worth, and promise. (4 assets)	Boundaries and expectations -Young people need to know what is expected of them and whether activities and behaviours are "in bounds" or "out of bounds." (6 assets)



The ‘asset building’ philosophy looks beyond singular ‘problems’ and involves an entire community’s capacity to build, bridge and nurture positive relationships with its young people. Asset building changes our lens to see youth’s strengths rather than deficiencies (i.e. it changes our language to refer to youth as *low asset* as opposed to *at risk*). This significantly alters the thinking to be less about ‘fixing problems’, to more about the ‘building of individual assets or strengths’. The long term potential of developmental assets is to establish qualities such as *social responsibility and personal wellness* so that they are ranked with the same priority as traditional benchmarks such as academic achievement.

1.2 Why develop a PRCS Youth Service Plan?

One of the guiding principles endorsed by Richmond City Council in the PRCS Master Plan 2005 – 2015 is ensuring the City’s ability to meet community needs. This is crucial to ensure that the PRCS Master Plan’s community vision of “*Richmond! Striving for a connected, healthy city where we cooperate to create and enjoy a dynamic and sustainable quality of life*” can be met.

The City’s 1995 Youth Strategy enabled the development of an excellent framework and pioneering work on the front lines. In March 2005, Richmond City Council adopted an asset-based approach to serving youth, and also endorsed the vision for “*Richmond to be the best place in North America to raise children and youth*”. This *Where Youth Thrive* plan builds on those successes and supersedes the 1995 Youth Strategy.

In the PRCS Master Plan, the City of Richmond gave a commitment to work with the community to develop a Youth Service Plan to ensure meaningful and varied opportunities for youth and to strengthen the youth support system in the community. This *Where Youth Thrive* plan is derived from that commitment. The Master Plan promotes a service-based approach to identify program and service priorities based on research, planning and system-wide policies. It also promotes a relationship-based approach that encapsulates the City valuing and encouraging community involvement and effective partnerships. PRCS recognizes the importance of working with others to build strong partnerships with government and non-governmental agencies to effectively plan and deliver services to youth.



Services to youth are one component of the City of Richmond's overall PRCS service delivery system, albeit a crucial one. As Richmond continues to grow and change, the community must better understand and respond to the diverse needs of youth. In addition, the City and other organizations need to continue working together to strengthen relationships and to enhance the delivery of services and programs to Richmond's youth.

The aim of the *Where Youth Thrive* plan is to enhance current systems that will enable:

- Strong relationship building with youth through mentoring, role modeling and engagement.
- Asset friendly environments that build and influence positive youth development.
- A diverse range of recreational, arts, cultural and social experiences for youth.
- A recruitment system that invests in attracting and training high performing staff.
- A coordinated approach to delivering services, with PRCS working in partnership with other government and community agencies.
- Youth to make wise decisions, choose positive paths, and grow up competent, caring, and responsible.



Raising healthy kids is not a program we push through, but the work of people in a community. - *Dr. Peter Benson President, Search Institute, Minneapolis, Mn.*

The *Where Youth Thrive* plan provides:

- Background on how PRCS currently serves Richmond's youth – how the philosophy of intentionally building 'developmental assets' is embedded within PRCS, how the City partners with various government and non-profit community organizations to better serve youth, along with a description of some of the core activities that provide unique and enriching experiences for youth in Richmond.



- A summary of the key trends impacting Richmond’s youth today and into the future.
- An assessment of the gaps in service provision between needs and expectations.
- A vision and guiding principles as the basis for decision-making.
- An Implementation Plan that establishes the goals, desired outcomes and actions for PRCS delivery of youth services for 2008-2012.

1.3 Who was involved in developing the Plan?

This plan has been developed by the City in partnership with the Youth Service Plan Steering Committee². The committee represented youth, Community Associations, RCMP, Richmond School District, Richmond Health Services, Richmond Sports Council, City of Richmond, and a number of non-profit agencies (e.g. Richmond Addiction Services, Touchstone Family Services, and SUCCESS) that have expertise in the delivery of services to youth. The Committee will continue to be involved in the implementation of the Plan.

1.4 Who will implement the Service Plan?

Implementation of the Plan will be the responsibility of the City, its partners, and a range of other youth-serving community organizations. It is only through partnership that this Plan’s vision will be realized and that Richmond will be the “*best place in North America to raise children and youth*”.



² Membership of this Committee is provided in the Acknowledgement section at the front of this document.

2.0 Background

2.1 How do services to youth contribute to PRCS Master Plan outcomes?

The PRCS Master Plan focuses on three key outcomes – *Live. Connect. Grow* - which reflect the different aspects of living that contribute to individual well-being and community quality of life. The outcomes create a common purpose for organizations and individuals who are part of the parks, recreation and cultural services system and provide quality of life services in Richmond. PRCS offers significant opportunities for youth to meet the *Live, Connect and Grow* outcomes.

Research highlights the importance, when developing livable communities, of ensuring that youth have: positive role modeling, opportunities for meaningful participation and engagement, and strong connections to family, school and the broader community. Youth who grow up in environments like this are known to have a much better chance of becoming happy, engaged and civic-minded members of the community, than those who live in environments without these qualities.

2.1.1 'To Live' Outcomes

'**To live**' addresses the basic physical, mental and spiritual needs of individuals and families who want to lead happy, healthy lives. Participation in recreation, sport and cultural activities contributes to the healthy development of youth. However, research shows that most youth in Canada are not sufficiently active to meet Canadian guidelines for physical activity³. The Master Plan states that declining activity levels in youth means that communities must find a way to re-engage youth in physical activity in order to avert a pending health crisis.

Youth are generally able to articulate the benefits they derive from active participation in recreation and cultural activities. The key personal benefits they identify are: feeling good about one-self, improved health and wellbeing, and making friends and social connections. The first two benefits are 'to live' outcomes, while the third is a 'to connect' outcome.

To live outcomes for youth relate to:

- **Promoting health and well-being** – through participating in positive, healthy activities on a regular basis.
- **Building self-esteem** - through accomplishing new skills and having opportunities for meaningful involvement.

3 *Physical Activity and Sport: Encouraging Children to be Active* (2007). Canadian Fitness & Lifestyle Research Institute; and *Older But Not Wiser - Canada's Future at Risk. Canada's Report Card on Physical Activity for Children & Youth* (2007). Active Healthy Kids Canada.



In BC, surveys show that teenage girls are half as active as teenage boys. Students in Vancouver and Richmond are some of the least active youth in the Province. Source: McCreary Centre Society



- **Expressing their own needs** – by allowing youth to express their desires.

Sport, recreation and cultural opportunities figure prominently in the lives of some of Richmond’s youth, but not in others. The range of activities that Richmond youth choose to participate in are diverse. Some youth are active in organized sports and recreational programs, while others prefer unstructured activities such as skate boarding and social ‘hanging-out’ with friends. Others have an avid interest in the arts, cultural programs and activities. Many local festivals and events serve as a platform to promote local young artists. However, many youth are simply unaware of what is going on in their community.



Each activity, whether formal or informal, provides youth with an opportunity to be involved in their community. The scope and breadth of PRCS activities and events that occur throughout the year in Richmond represent a pulsing, vibrant landscape of youth culture. Its success hinges on significant youth appeal and involvement.

Meaningful youth participation involves knowing and encouraging their interests and abilities, and encouraging them to be involved in the decisions that affect them at both a personal and community level. Youth can then make informed choices about how they wish to participate and contribute to their community. These all relate to positive ‘to live’ outcomes.

2.1.2 ‘To Connect’ Outcomes

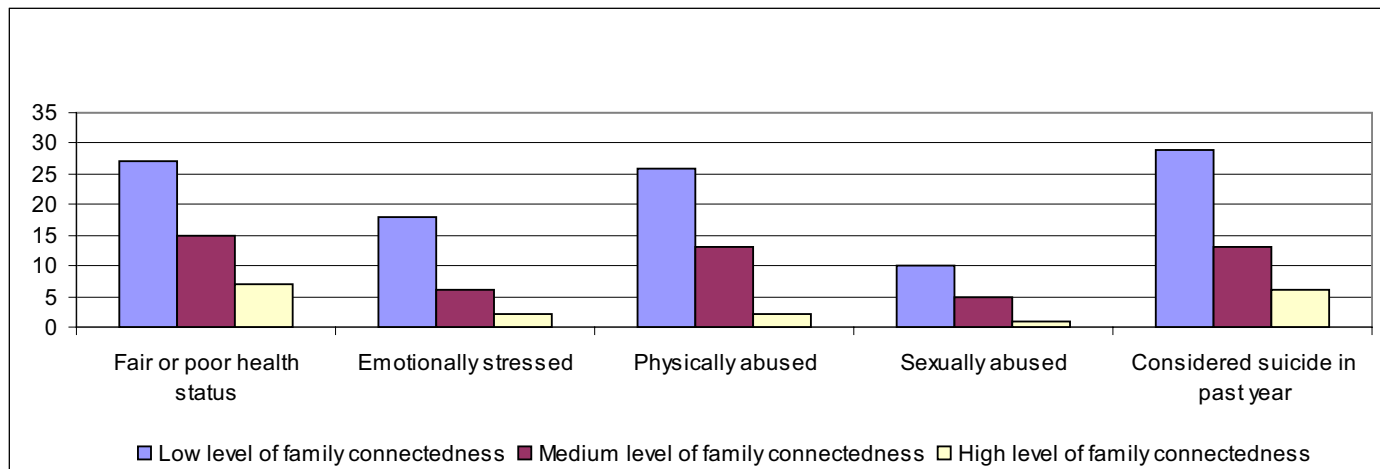
‘**To connect**’ addresses the need an individual or family has to fit with their physical environment, with the people around them, and with their community. It includes creating supportive environments for youth to come together; for social groups and for networks to form and flourish. These are vitally important factors for youth. ‘To connect’ outcomes relate to valuing and involving all youth through creating a youth-friendly community. It acknowledges the enormous contribution that youth, in their richness and diversity, make to our community. It promotes youth’s active involvement in all aspects of community life.

A strong sense of connection with family, school and community has been shown to promote health and reduce risk taking.⁴



4 Source: 2003 Adolescent Health Survey, Richmond Region, McCreary Centre Society.

**Table 2 - Family Connectedness and Health
(McCreary Centre Society)**



The physical appeal and social environment is an important factor in determining participation in PRCS programs and services by youth. To create youth-friendly environments, program language should be informal, and staff in facilities must be friendly, receptive and helpful to youth. Youth have an expectation that the staff (be they youth workers, Community Association staff, City staff, or non-profit staff) be suitably skilled and qualified for working with youth. Service quality and confidentiality are paramount. Youth want to be treated with respect and dignity. Staff need to be sensitive and follow through on their commitments.

Youth frequent community gathering places (such as Garry Point Park and Richmond Centre Mall) because these ‘activity hubs’ are accessible and attractive meeting and social places. However, currently many public interior and outdoor spaces are not welcoming to youth because they are often designed with other age groups in mind.

‘To connect’ outcomes for youth relate to:

- **Connecting to the community** – by experiencing and attaching to new people and places.
- **Building partnerships** – by connecting youth with their community, and building relationships through mentoring, role modeling and engagement.
- **Being informed and involved** – by involving youth in decision-making.
- **Sharing experiences** – by making friends through participating in a diverse range of recreational, cultural and social opportunities.

“Youth and proactively building relationships has become the number one policing priority of the 100 Mile House RCMP Detachment”. S/Sgt Warren Dosko.



2.1.3 'To Grow' Outcomes

'To grow' addresses the need an individual or family has to use discretionary time for fun and enjoyment and to enhance their skills beyond basic levels. It captures the fundamental right of youth to enjoy a good future. Key influences that place youth in good stead of a prosperous future include access to learning and opportunities to grow and develop.

Services for youth are an important element of the City's commitment to lifelong active living. They support the community's future by supporting an environment that encourages participation for Richmond youth. They also support those youth who are the most vulnerable, to strengthen their resilience, to protect them against risk and to promote their health and wellbeing.

To grow' outcomes for youth relate to:

- **Igniting Sparks** – Growth is accelerated when youth realize their own sparks; passions that ignite them to realize their potential and learning how and where to use their sparks to contribute to their world around them.
- **Building 'Developmental Assets'** – by creating environments that build and influence youth development through an assets-based model.
- **Life experiences** – personal wellness through self-esteem, self-respect, value systems, and resiliency.

Adolescence and young adulthood is a time of experimentation and risk-taking. The reasons why some youth use and abuse both licit (alcohol, tobacco and prescription drugs) and illicit drugs is complex and there is no single or easy solution to the problem. Strengthening and connecting youth through learning and personal growth supports them in building their capacity and resilience, and in fostering supportive and inclusive environments where they can thrive.

There is a need to support youth as they move through the various transitions in life from elementary and secondary schooling, to further education, training and employment. It is important that youth have access to ongoing support and guidance, particularly in developing the vital skills needed to manage their way through their working lives. This does not relate just to youth at risk, but to all youth.

Meaningful growth and learning through 'Developmental Asset' building provides for the positive experiences youth receive from the world around them, and helps them make thoughtful and sound choices and, in turn, be better prepared for life situations that challenge their inner strength and confidence.

It involves nurturing the strengths, interests and abilities of all youth. It also provides real opportunities for youth to become involved in



Community involvement promotes healthy youth development. 79% of Richmond students volunteered in 2003, with girls volunteering more than boys (85% versus 73%). 2003 McCreary Adolescent Health Study III

decisions that affect them. This growth and learning can take place through commitments to education, developing strong personal values and social skills, or through promoting the self-esteem and positive image of youth in the community.

Older youth also need connection and preparation to build financial stability and work experience. Opportunities for part-time work, more volunteer opportunities, and skills training targeted specifically to youth, will help them develop life-long skills and prepare them for the work force. Community investment in its youth across all spheres of life affords increased community connections, including positive cross-generational relations and strengthening the capacity of a community.





3.0 What Is The Current Situation?

PRCS has been guided over the past 10 years by the directions in the City’s Youth Strategy (adopted in June, 1995). The strategy has provided a sound framework that has continued to evolve and has achieved outstanding results. This Where Youth Thrive plan builds on the foundations laid by the 1995 Youth Strategy, and supersedes it.

3.1 A Profile of Richmond Youth

The current total population of Richmond is 185,400⁵ with approximately 1 in 5 residents born in another country. By 2015, the City’s population is expected to increase to approximately 210,000 people.⁶

Current Youth Population

Richmond has 24,235 residents (14% of Richmond’s population) aged 9 to 19 years of age.⁷ For the purposes of recreation and cultural programs and services, PRCS categorizes young people into two age groups: The Preteens (aged 9 to 12 years) and Youth (13 to 19 years old). Richmond currently has

- 7,940 preteens (5% of Richmond’s population).
- 16,295 youth (9% of Richmond’s population).

Youth Population Projections

BC Stats projections⁸ suggest that the number of preteens and youth in Richmond will decline over the next decade.

Table 3 - Future Projections of Preteens and Youth in Richmond.

	2006 Census		2016 Projection	
	#	% of population	#	% of population
Preteens (9 to 12 years old)	7,940	5%	6,900	3%
Youth (13 to 19 years old)	16,295	9%	12,700	6%

Source: Statistics Canada 2006 Census and BC Stats People 32 Projections

It is important to note that the BC Stats projections do not include the rapid population growth that is expected due to increased residential density proposed in the updated City Centre Area Plan (CCAP). Demographic projection studies carried out for the CCAP reported that the number of pre-teen and youth in the city centre will grow, but not as fast as the total city centre population (due in part to the

5 As of January 1, 2006 (City of Richmond, Planning Division)

6 BC Stats projection: PEOPLE 32

7 Statistics Canada (2006 Census)

8 BC Stats projection: PEOPLE 32

number of older adults increasing significantly). The following table provides population projections for the city centre for preteens and youth.

Table 4 - Future Projections for Preteens and Youth in the City Centre

	2007	2015	% Change
Preteens (9-12 years old)	1,736	2,506	69%
Youth (13-19 years old)	2,723	4,613	59%

Source: Urban Futures Inc 'Projecting Community Change in the Richmond City Centre' (May 2007)

In summary, although it is still expected that the **number of preteens and youth in Richmond will decrease on a city-wide basis**, the numbers would not be expected to fall quite as much as suggested by BC Stats, given that there will be an increased number of preteens and youth in the city centre.

3.2 How Does PRCS Currently Serve Youth?

The three levels of government are responsible for different programs or services that youth may use. The Federal government is responsible for youth justice services and the rights of all Canadian residents, including children and youth. The BC Provincial Government is responsible for health, social services, and income assistance. Local Government provides community facilities and many recreational, cultural and social programs for youth.

3.2.1 Achieving Excellence

Richmond has established an excellent reputation for its expertise in designing and delivering experiences for youth that are in line with best practices (and are sometimes cutting edge) in the recreation field. Its best practices in the growing area of the 40 'developmental assets' has PRCS very well positioned to work with other community agencies to serve youth. Additionally, PRCS is seen as a leader in applying the assets framework towards influencing positive youth development.

3.2.2 Relationship-Based Approach

The City and Richmond's youth-serving agencies (i.e. Community Associations, RCMP, Richmond School District, Richmond Health Department, Richmond Youth Service Agency, Youth Sports Association, along with an array of local community organizations and not-for-profit groups) together offer a variety of recreational, cultural, educational and social opportunities for youth (see Appendix 3 & 4). It is the City's aim for all youth to have equitable access to recreational and cultural opportunities for socializing, for maintaining and improving health and mobility, and to be connected to their community.





PRCS has already achieved numerous successes set out in its 1995 Youth Strategy and through addressing youth needs identified in the 2001 Community Needs Assessment. This has been accomplished through collaboration between the City and its many partners.

Partnering with Community Associations

The Community Associations and the City have worked closely with youth to provide opportunities for them to participate in a variety of social events, health and wellness programs, and cultural activities. Youth development workers from the eight Community Associations have worked closely with the City's Youth Services Advisor as an informal work unit since implementation of the 1995 Strategy. Capital resources and budgets (over \$450,000 in wages) are committed by both City and Community Associations in the overall PRCS system.

Partnering with youth-serving community groups

PRCS delivery of youth services supports continued youth-friendly practices within the city and the various community organizations delivering that service, and signals the City's ongoing commitment to youth.



The Youth Outreach Workers (Roving Leaders) program is a city-wide mentoring service that was established in 2003, which partners with numerous other community agencies to bridge recreation participation for less active or low-asset youth. The Roving Leaders are very well connected to other community agencies (such as Touchstone Family Services and Richmond Addiction Services). They utilize a formal referral system from Richmond School District counselors, which is based on the 40 developmental assets.

The City and Community Associations regularly partner with community agencies to deliver programs and services. As an example, Hamilton Community Association recently partnered with the Boys & Girls Club of Delta and Richmond, to deliver youth services in the Hamilton Community, and have implemented a weekly Youth Mentorship program.

Partnering with Government Agencies

There also exists a strong working relationship between the City and Government agencies, including Vancouver Coastal Health, Ministry of Child and Family Development (MCFD), Richmond School District and the RCMP. Senior staff in these organizations have formed an Asset Group with a commitment to work together on initiatives that aim towards the City's goal to be *'the best place in North America to raise children and youth'*.

The “+POS” Positive Ticket initiative with RCMP has garnered international attention and represents a key piece in the RCMP’s Strategic Plan. PRCS also worked with the RCMP to launch the ‘Posi-Power” ad campaign in 2007, as a social marketing effort to promote the simplicity behind supporting youth in the pursuit of their passions (cover photo).

The City and its partners also work very closely with the School District; supporting initiatives such as its Annual Student Leadership Conference.

Provision of Youth-Oriented Spaces

The City has also invested in a number of well-used spaces and places for youth (i.e. Richmond skate and bike parks, youth lounges in community centres, park spaces, and sports facilities including artificial turf playing fields).

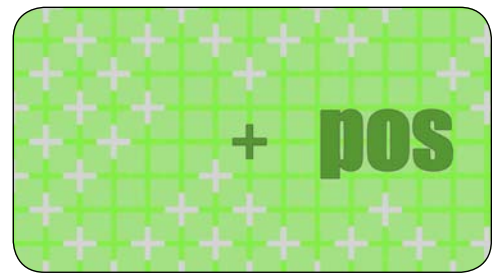
3.2.3 The 40 Developmental Assets

PRCS has a mandate to build service capacities that can effectively address a range of recreational, social and cultural needs for youth. The work is based on the belief that these experiences have the potential for developing life-long skills for youth. The 40 Developmental Assets developed by the Search Institute have been identified as critical factors or **developmental nutrients**, that affect cognitive, social and personal development in youth (see Section 1.1.1 and Appendix 2).

The foundations of youth involvement and the 40 Developmental Assets are embedded in PRCS. Additionally, the City is recognized for its innovative approaches to meshing youth involvement and asset building known as the Youth Involved Process (YIP). The YIP is an outcome-based mindset that recognizes the opportunity to influence asset building through every interaction and every experience we create for youth 1-1 or in group settings.

3.2.4 Core Activity Areas

Since the implementation of the 1995 Youth Strategy, PRCS has provided unique and enriching experiences for youth across the programming spectrum, some of which are noted below. The assets model enables a flexible approach to program design within a number of core activity areas. The actual programs are really only limited by our own imaginations.



Activities	Description
Health & Wellness	Nutrition, boxing boot camp; cross training; dance fitness; weight training; speed and agility training; standard first aid; CPR; emergency first aid; basic rescuer certification.
Sport & Fitness	Hockey, life-guarding, water safety, dragon boating, skateboarding, volleyball, Richmond Youth Basketball League.
Arts, Culture & Social Activities	Tickle Me Pickle Improv Troupe, Dance (break dancing; Bhangra Indian dancing, hip hop); performing arts; and visual arts.
Environmental Stewardship and Outdoor Pursuits	Environmental Youth Corps, boat operator training, fishing, surfing, trails riding, gardening and food security.
Leadership Development	Leadership training (through Volunteer Richmond), community service, intergenerational initiatives; preteen/youth committees;
Evening/ Late Nights	Night Shift: Free late night hang out and social spaces, Hey Girlfriend – girls only, performance arts
Community Events	U-ROC Youth Awards, Annual Youth Week celebrations: skateboard and bmx competitions, breakdance events
Volunteering and Work Experience	Summer programs, resume building; job preparation, junior attendants, special events, Youth Week, community centre based youth groups e.g. SPY



The 40 Developmental Assets provide clear rationale for what we do and why we do it. For example, one of the developmental assets called ‘Community Values Youth’ underlies the annual U-ROC (Richmond Outstanding Community) Youth Awards, where youth are awarded in a gala event for their unsung volunteer and citizenship contributions to their community.

Relationships are at the very core of success working with youth. Volunteers and staff have cultivated meaningful, powerful and life-changing relationships with youth in this community through PRCS. As we move forward to determine how we will change our systems to better serve youth, remember that the work to follow is built upon a remarkable track record of youth development through recreation and culture.

3.3 Youth Trends

The needs and wants of youth are very diverse, and this has a great impact on delivery of services. Over the past decade, the development of recreation and cultural programs for youth has been affected by five key factors.

3.3.1 Changing Demographics

The proportion of new residents from outside Canada has increased substantially and has at times created tensions and challenges for integration within communities. These tensions can be compounded by high rates of unemployment among youth and the relatively large number of families living below the poverty level. Communities are recognising that recreation, social and cultural programs help bridge youth development with an ever-changing youth demographic and influences of popular youth culture.



3.3.2 Concerns about Negative Youth Behaviours

During the late 1980s and 1990s, many communities reported substantial increases in drug use and violent crime among youth, accelerated school dropout rates and increased rates of teen pregnancy. While declines in these negative trends have occurred in the last few years, the rates are still high. Rates of youth reporting low assets in Canadian cities are comparable to those in the United States.

Service agencies recognise the importance of supporting youth beyond resolving a particular problem or negative behaviour (i.e. beyond a 'problem-free' state). They understand that youth that become 'problem-free' may still not necessarily have the requisite skills and behaviours to fully engage in their school or community. And while being fully prepared, youth need to be put into situations where they can apply acquired knowledge with the right people and places to become positively engaged. PRCS can play critical roles in youth being 'problem-free', 'fully prepared' and 'fully engaged', and this is at the heart of the philosophy behind building 'developmental assets'.

3.3.3 Growth in Number of After School Programs

The need for after school programs is increasing across communities because of the number of two wage-earner families and the number of single-parent households. If youth are not provided with constructive activities outside the home, they are more likely to spend after-school time watching television or playing video games, or out on the streets where they may be susceptible to peer pressure to engage in inappropriate or negative activities. Accordingly, there has been an increase in the demand for after-school programming for 9-12 year olds.

3.3.4 Youth Health Trends

There is currently a great deal of research being done on the looming 'health crisis' associated with physical inactivity, with particular emphasis on children and youth. Low levels of physical activity in children and youth could contribute to future health conditions, including Type II diabetes and hypertension which have traditionally been observed in adults, but now affect obese pre-pubescent children. Nor is this the only concern of inactive lifestyles. Physical activity also helps youth build healthy bones and muscles, helps develop certain skills, reduces depression and anxiety, builds confidence and facilitates social interaction.

Exercise: "Participation in physical activity for at least 20 minutes that made you sweat and breathe hard, such as jogging, dancing, swimming, biking or team sports" - 2003 McCreary Adolescent Health Study III



The McCreary Centre Society in Vancouver has conducted survey research on youth health.⁹ So, how healthy are BC teens? As found with national surveys¹⁰, the overwhelming majority of students surveyed did not meet the recommended guidelines for physical activity. Some key results from the survey are shown in the table below.

Table 5 - Results of the 2003 Adolescent Health Survey in BC

Physical Activity
Daily physical activity is considered optimal for teens, yet only 18% of BC youth exercise seven days a week. Some do not exercise at all.
Girls in BC are half as active as boys; just 11% of girls exercised daily, compared to 24% of boys.
Students in Richmond are some of the least active youth in the Province <ul style="list-style-type: none">• 14% exercise daily (compared to 18% on a province-wide basis)• 54% participate on a weekly basis in organized physical activity (compared to 60% provincially)• 64% participate on a weekly basis in sports without a coach (compared to 71% provincially)• 21% spending 4+ hours watching TV on a school day (compared to 18% provincially)• 25% spending 4+ hours on recreational computer use on a school day (compared to 15%)
Weight
78% of BC youth are a healthy weight.
Boys are twice as likely to be overweight or obese as girls (23% versus 11%)
Richmond has one of the lowest proportion of overweight or obese teens (14% compared to the provincial average of 18%).
Tobacco use
Smoking among BC youth has declined dramatically since 1998.
Richmond has one of the lowest smoking rates for youth in BC (78% of Richmond students have never smoked, compared to provincial average of 73%; 5% of Richmond students currently smoke, compared to a provincial average of 7%).

The Adolescent Health Survey also asked questions on a range of topics related to the physical and emotional health of BC students¹¹:

- On the positive side, most youth (9 out of 10) report good physical health. Youth show a dramatic decrease in smoking (down 18% since 1992); youth are waiting longer to have sex and are having safer sex; injuries from motor vehicle accidents have declined, as have rates of drinking and driving.

9 The province-wide Adolescent Health Survey (AHS) is conducted by the McCreary Centre Society in collaboration with the Provincial Government and public health system, and with the cooperation of BC's school districts. To date, over 73,000 Grade 7 to 12 students have participated in the survey in 1992, 1998, and 2003. Another survey will be conducted in 2008.

10 *Physical Activity and Sport: Encouraging Children to be Active* (2007). Canadian Fitness & Lifestyle Research Institute.

11 *BC Youth Health Trends: A Retrospective, 1992 - 2003*. The McCreary Centre Society, 2005.

- There are some areas with room for improvement: Youth are more obese than they were a decade ago; less than half of the students surveyed across the province feel safe at school; the number of youth considering or attempting suicide has remained constant in the last 10 years; and the proportion of youth who use alcohol and marijuana frequently has not decreased over the past decade, while the percentage of boys who are heavy marijuana users has continued to increase.

As a means to improving youth health, many communities have aligned their efforts for the youth empowerment movement by having them take ownership and responsibility for recreational programs. There has been a shift from centralized top-down decision making by recreation professionals to decentralized, youth-centered decision making, and should be commended in doing so. In the process of decision making, youth have the potential to learn a number of assets or factors that are transferable to their personal life choices. The City of Richmond has adopted the Youth Involved Process to facilitate this. Parks, recreation and cultural services departments have increasingly been involved in sponsoring and planning youth forums and encouraging youth participation in the development of youth-oriented programs and services.

3.3.5 Youth Volunteerism

On average, youth in Canada spend more time than adults on volunteering for activities in their communities. In 2004, 54% of 15-19 year olds volunteered compared to 35% of 20-64 year olds.¹² This may be due in part to school programs requiring volunteerism for completion. Regardless of the reason, young people benefit in a variety of ways; personal fulfillment, opportunities to develop skills, and the ability to explore their strengths.

Youth who volunteer talk about how volunteering gives them a feeling of being valued, of having something to contribute back to the community, and being part of something bigger than themselves as individuals. The process strengthens the development of personal identity when they willingly invest their time and energy towards helping others in their community.

PRCS has a role to support volunteerism in their operations in a variety of ways, such as:

- Enabling youth planning groups to set their own agenda and host a special event.
- Helping a charity by setting up a benefit concert that raises funds.
- Social marketing the benefits of supporting youth.
- Providing feedback to a municipality developing a skate park for youth.



¹² Stats Canada. *Perspectives on Labour and Income* 2005



Meaningful youth engagement is about a lot more than fulfilling a volunteer requirement for school. It is about recognizing and nurturing the strengths, interests, and abilities of young people and offering them real opportunities to get involved in their communities and to have an influence on what affects them.

3.4 Where are the Gaps between Needs, Expectations & Service Delivery?

The Richmond Youth Steering Committee has identified a range of needs and expectations associated with providing parks, recreation and cultural programs and services to youth in Richmond. This section provides a summary of the Steering Committee's comments in terms of where some of the strengths, challenges and opportunities for improving service delivery may exist.

3.4.1 Meaningful & Genuine Involvement

PRCS, its partners and community agencies who work with youth, have achieved a great deal of success in involving Richmond youth in sport, arts, volunteering, community service, and recreation opportunities. However, there is sometimes a perception that only 'good kids' get involved, and that the broad spectrum of youth may not be participating. This is not fully accurate. Intentionality means that we are willing to do the extra work to not only involve youth that usually step up, but also those that may be less likely to do so.



Youth want a strong voice and involvement in decisions. Meaningful youth participation needs to involve partnerships and genuine engagement between youth and adults across all spheres of life, so that youth may take a valued position and role in society. Some meaningful opportunities that youth are requesting include: enhanced mentorship programs, job-readiness, employment program, skills training, and youth leadership.

What is critical is that youth's involvement and control of a project or initiative should be explicit and understood by them from the outset. Youth can then make informed choices about their involvement. The relevance of youth feeling like they have a voice and are being heard is tied to the 40 Developmental Assets. Youth represent the future and it is considered the collective responsibility of the city, community, service providers and businesses to foster and promote opportunities for meaningful youth participation.

3.4.2 Youth Development & Leadership

There is an ongoing need to support youth development and leadership. Training for leadership development is offered in Richmond, and youth sit on the boards of many community organizations. Volunteer Richmond runs its Leadership Now program that builds skills for youth entering into the arena of Board participation.

Activities that support positive youth development ensure that youth have a voice in the community and that there are meaningful opportunities for them to get involved. These opportunities help youth acquire new skills and improve existing skills. They also create an environment where relationships amongst peers and with adults become a key component in their development.

It is not by chance that many of our leading figures in politics, education and even the entertainment field, held leadership roles as youth. Roles in school-based service groups, student councils, youth advisory committees, Scouts, leadership groups, church groups and other interest-based affiliations that teach social responsibility are powerful learning grounds to prepare young minds for future roles as leaders. (See Appendix 4 for details on organizations providing services for youth in Richmond).

3.4.3 Marketing and Promotion of Youth Services and Programs

There are currently a variety of ways that services and programs are promoted to youth: the Parks, Recreation and Culture Guide, city website, promotions at community events, posters and handbills in schools, networking by Roving Youth Workers, promotion by neighbourhood-based Youth Development Workers at community centres, and by word-of-mouth.

Youth want to know what programs and services are available to them, but there is currently no city-wide promotion strategy aimed at youth. Before youth can seriously understand what is being offered to them and how they may be involved, they need to have information about the services in a relevant and meaningful way.

As youth maintain a very strong peer-attached culture, its important for practitioners to realize the inner workings of that culture. Youth practitioners benefit from being connected to large numbers of youth, in particular ones that are even more ‘hyper-connected’ in their respective niches. As a maven of program information, the youth workers function as useful connectors or conveyors to bridge that information for youth.

Youth respond to ‘youth-specific’ and ‘youth-friendly’ approaches to marketing and programming. As well as word-of-mouth and networking by youth workers, youth require information to be presented in a range of contemporary new media formats that are reflective of the power of technology domains, such as Facebook or text messaging. Youth who are aware of services will utilize them. Word of mouth meshed with current technology best promotes any event!





3.4.4 Encouraging Youth to Participate

The decision for youth to participate in PRCS programs and services is regularly based on a different set of criteria for decision-making than adults. Youth participation is often based upon a limited knowledge of what may be happening in the city, which is further predicated by who else may be going or how safe they may feel at any given venue. Transportation (or lack of it) late at night is also a determinant. Low asset youth simply do not have the capacity to seek out opportunities, arrange complex logistics to participate, or have an extended social network to attend with.



How youth are treated by staff has a huge influence on their decision to participate or to return at all. Staff are required to provide a level of customer service that is friendly, receptive and helpful to youth. Youth need to feel they are treated with respect and dignity. In reality, this is what asset building is. The assets-based approach suggests that developing meaningful relationships are at the core of a community's ability to engage with its youth. When more staff within the PRCS system are empowered to be asset builders, we become closer to realizing our goals of providing safe, welcoming places for youth.

3.4.5 Increasing Developmental Assets

The City, its partners and community agencies, have had many successes in partnering to intentionally build assets in youth. Youth workers use asset-based language and anecdotes to reflect on their influences towards asset building. The challenge is to increase the level of understanding about the asset building philosophy throughout programs and services, and to reach individuals in the broader community who directly influence youth (such as parents, coaches, faith groups, local businesses). PRCS is committed to playing a significant role in leading the community in asset development, in communicating asset building priorities, both internally (within PRCS) and externally (to partners and community organizations, etc).

3.4.6 Serving Low Asset Youth

Research shows that 33% of youth report having only 11-20 of the 40 Developmental Assets. It is generally accepted that an optimal number of assets required for positive youth development is 30. This further illustrates the relevance for PRCS to be providing asset-enriching experiences for youth. Outreach services that aim to provide alternative ways to assist low asset youth and their families are required, and will need to be more responsive to their specific needs. The City's Roving Leaders fulfill this role by working with youth on a referral system to increase youth's assets through mentoring and by bridging them to other role models and pro-social activities.

3.4.7 Working Together to Provide Services to Youth

Coordinating services to youth continues to be an ongoing challenge, although the benefits of meeting the needs of youth in a collaborative manner are well recognized. Research shows that partnering to provide opportunities for youth helps build stronger communities, by expanding programs that help all youth (and troubled youth in particular) to choose a more positive future. The mandate, services and programs offered by the community organizations and agencies that serve youth in Richmond vary, so sharing information and resources amongst agencies is paramount.

Formal mechanisms are not yet in place amongst Community Associations for the coordinated management of youth recreation services tied to a central work plan. However, community centre-based youth workers do meet regularly as a group to advance their work. Their respective program committees may benefit from optimizing their time and knowledge as a unified, city-wide group. Applying common standards and approaches across the entire PRCS system would ensure a tighter coordination of services.

In Richmond, there exists a pool of talented, socially responsible youth who will continue to enrich their lives and the lives of others as they contribute to the community. However, at present, PRCS lacks an overall strength-based and coordinated approach for those youth who need assistance to be fully prepared, engaged and ‘problem-free’.

3.4.8 Service Standards

PRCS’s youth recreation services are delivered by nine different employers (eight Community Associations and the City). There is a lack of consistency and accountability in applying service standards for program development, delivery and evaluation of services to youth. Standards would ensure there are underlying philosophies and principles to define good recreation and cultural services for youth. These standards could include:

- Research and program development to meet needs.
- Staff recruitment, training, supervision, evaluation, salary and benefits.
- Risk management and safety.
- Professional development.
- Grant writing.
- Reaching All Youth

62% of youth that report having 0-10 assets have engaged in hitting, fighting or threatening physical harm. Search Institute.





Youth's interests are varied and diverse making them such a unique demographic group. Their motivation for participating is very different from other demographic groups. Many factors challenge any organization's ability to reach all youth; peer influence, the need to define personal identity, cost, social networks and personal awareness. Youth are trendsetters in our society. This makes it even more challenging to be in synch with pop culture, as it is ever-changing and re-inventing itself. Some youth have the ability to track down opportunities and participate. Many others, and in particular low-asset youth, lack the skills and supports to do so. It is important that PRCS understand this and utilize its resources and community networks wisely to ensure it is able to serve a wide demographic of youth.

3.4.9 A Place for Youth

Youth sometimes feel that there are few places in the community where they have ownership, responsibility, feel welcome and safe, can socialize, obtain information, and receive services. While community centres cater to a sector of youth, many youth desire more autonomy and independence from 'adult-like' facilities. Richmond youth therefore have a desire for more youth-friendly spaces in which they can socialize informally through hanging out.

While there is no a single, dedicated youth space where youth can access a multitude of services in Richmond, some services and facilities do exist from a variety of professional service providers. Youth tend to feel a need for their own social spaces, especially if they enter a place where they feel unsafe, unwelcome and unable to socialize with friends without fear of recrimination or mistrust.



4.0 The Plan: Closing the Gap

4.1 Vision & Guiding Principles

The Where Youth Thrive plan aims to create an environment that generates opportunities for Richmond’s youth to have a safe and healthy journey into adulthood. They should reach adulthood equipped with the necessary knowledge, skills and social connections to make informed decisions about their life and the contributions they wish to make to their community.

A common vision is essential to laying a foundation that will set the tone as we move forward with common language and purpose. This vision statement, adopted by Council in 2005, creates an end point by which our collective efforts are focused.

“Richmond is to be the best place in North America to raise children and youth.”

The Steering Committee developed the following guiding principles as essential elements to chart us a course to developing youth as good citizens.

Guiding Principles

Thinking holistically

Our foundations, beliefs and actions that guide us will all contribute to positive youth development. These become part of who we are and what we do in our day to day work and interactions with youth. Holistic approaches integrate policy development, program development, best practices and recruitment and training of staff.

Ensure intentionality in planning

Intentional planning is applying frameworks such as the 40 Developmental Assets to achieving specific outcomes that promote youth development and that are consistent with vision, values and guiding principles.

Plan for collaborative services

Recognizing that collaboration amongst agencies is a more effective and efficient means to deliver services to youth, but also bridging access for the needs of a unique population group (i.e. connecting youth to PRCS programs and services, as well as to other community and social agencies).

Engage Youth

Engaging youth means involving youth in meaningful experiences that foster learning, while also connecting them to peers, mentors and their community.

Investing wisely

Investment of resources will be managed in a way that focuses on maximizing effect. The investment of mentoring and engaging youth shifts from deficit-thinking to strength-based approaches.



There are too many programs offering mediocrity. We must look at the quality of programmatic infrastructure and collaborations. – Karen Walker, Public Private Ventures

4.2 Strategic Directions

To ensure that effective, meaningful and appropriate PRCS programs, services and opportunities for youth are provided in Richmond, the Where Youth Thrive plan builds on nine key strategic directions.

Table 6: Youth Service Plan 2008 to 2012 - Nine Strategic Directions

#	Strategic Direction	Description
1	The Power of Asset Building	Youth involved with PRCS will enter into environments that build and influence any number of their developmental assets. The Community will also have a greater awareness of the Power of Asset Building and its role in supporting youth. This assets-based framework will produce measurable results as to how effective PRCS is in influencing positive youth development.
2	Marketing and Communications	Youth and parents will be more knowledgeable about PRCS programs and opportunities available in Richmond. The application of new-media technology is needed to keep pace with a technologically-competent age group. Giving youth timely, accurate and easy-to-understand information about community events and opportunities will give them a gateway to making informed choices. Youth will be able to access and navigate through a wide variety of youth-oriented services in a seamless manner.
3	Increased Opportunities for Youth	Youth will have access to an increased number of recreational, social and cultural opportunities that are geared towards their specific interests and needs. Deliberate planning with partners around a core grouping of activities can ensure a broader range of programs being offered at any given time. This will serve to enhance signature programs and bring about more choices for youth.
4	Increasing Inter-Agency Programming	PRCS will establish broad networks with other youth-serving agencies. Youth will be connected to other opportunities and services in the city and region through a system of referrals and networking, in order to meet individual needs and interests.
5	Moving Towards Standards	PRCS will aim towards consistency in the delivery of recreation services to youth across all city facilities. Youth will benefit from having programs delivered with consistent city-wide messages across the city. PRCS will attract and retain high performing employees as it is recognized as a well compensated and desirable place to work.
6	Bridging Services to Low Asset Youth	Building upon the Roving Leader model, PRCS will increase its ability to identify and transition low-asset youth into existing activities. The bridging requires strong relationships with the numerous service agencies and places (such as schools), where these youth have already made first contact with an adult counselor. There will be an increase in programs and opportunities for low-asset youth participating in Parks, Recreation and Cultural Services.
7	Increase the Social Capital of Youth	'Social Capital' refers to the collective values, networks and relationships of trust and tolerance that all contribute to weaving a social fabric in this community. Ultimately, what youth, institutions and the community bring to the table becomes a shared set of values, virtues, and expectations to develop youth. The social capital of youth will be increased through establishing a strength-based approach to youth programming. This Service Plan embraces the community's role in influencing youth to be problem-free, fully prepared and engaged. It is mindful that one of our great strengths is what we all, including youth, contribute to this.

#	Strategic Direction	Description
8	Dedicated Safe & Social Spaces	City spaces will be designed and operated in a way that promotes social gathering and safety. Recognizing that safety goes beyond physical safety, youth also feel safe when prevailing attitudes are welcome and friendly.
9	Undertaking Evaluation	PRCS will measure and evaluate the progress on implementing the actions in the Youth Service Plan. City staff will report back to Richmond organizations and citizens, as well as the Parks, Recreation and Cultural Services Committee annually on the status of the Implementation Plan.

Each strategic direction and its associated actions are outlined in Chapter 5.

4.3 Service Plan Outcomes

The desired outcomes of the Where Youth Thrive plan are to enhance current systems that will enable:

- Strong relationship building with youth through mentoring, role modeling and engagement.
- Asset friendly environments that build and influence positive youth development.
- A diverse range of recreational, arts, cultural and social experiences for youth.
- A recruitment system that invests in attracting and training high performing staff.
- A coordinated approach to delivering services, with PRCS working in partnership with other government and community agencies.
- Youth to make wise decisions, choose positive paths, and grow up competent, caring, and responsible.



4.4 Success Indicators

A successful Where Youth Thrive plan will achieve numerous benchmarks across all of the service delivery pieces within PRCS. Overall, it will grow and strengthen from a solid foundation of serving its youth.

- Youth being more informed about the services available to them.
- Increased rates of participation amongst youth taking PRCS programs and services.
- A management system that is coordinated, efficient and eliminates duplication.
- There will be an increased level of coordination of youth services with community partners.
- There are increased resources for youth programs and services.
- We will report an increase in inter-agency programs and projects.





- The Asset group (RCMP, School District, Vancouver Health, MCFD and the City) will play a larger role in community Asset Building.
- Youth can report that they are valued citizens who belong in the community.
- There is a centralized, electronic data management and tracking in place for youth volunteers.
- Youth volunteers grow and develop.
- Community facilities and outdoor spaces having a welcoming atmosphere, and are easily accessible to youth.
- Youth involvement in PRCS reflects Richmond's diverse communities and demographics.
- There is recognition and support for dedicated youth places.
- Richmond continues to be seen as a leader for service delivery to youth.
- Other organizations wanting to adopt our principles and best practices.



4.5 What Will Success Look Like?

Imagine the dynamic possibilities when a community fully realizes the benefits of exceptional recreation and cultural services for youth development. Imagine a rich cultural context and healthier mosaic. Think of the opportunities for youth to actively engage, develop competence and skills, make decisions (and mistakes), have a voice, be connected to community and develop lasting identity. The results could be astounding.

The challenge is before us all to help our youth continue to live, connect and grow as we always have, but now – better than ever.

These successes, measured in short and long term contexts, all feed back into the City's overall footprint in its LIVE CONNECT GROW outcome statements. Through the work of front line staff, volunteers, and inter-agency synergies, our collective efforts put into place the myriad variables that will inevitably allow our youth to THRIVE. We are the constituents of 'village' in the ancient proverb "It takes an entire village to raise a child".



5.0 Implementation

Implementation of the *Where Youth Thrive* plan will be guided by a phased availability of financial and staffing resources.

For many of the initiatives and actions recommended, new resources may be required. In other instances, the initiative(s) may already exist, but require coordination so they can be delivered on a consistent, city-wide scale. The City's Youth Recreation team has benefited from 10 years of progress through its initial 1995 Youth Strategy. Implementation of the *Where Youth Thrive* plan is a shared responsibility of the City working with partners and community stakeholders. Core systems need to be redesigned and actions undertaken as outlined in the Strategic Directions. Pride should be taken in the work that has been established to date, as well as looking forward to the rewards of being on the leading edge of youth development through recreation and cultural services.

The *Where Youth Thrive* plan is mindful of the need to be pro-youth development, but realizes that the systems in place require evolution and fine-tuning to effectively and efficiently get there. The challenge is before us to enhance the life experiences of our youth.

The *Where Youth Thrive* plan's implementation actions are presented under each of the nine Strategic Directions. Each implementation action also has 'compass bearings' identified alongside. These 'compass bearings' are meant to provide guidance for the development of individual work plans. Individual work plans should identify specific PRCS programs or services that will achieve the 'expected outcomes'.



Strategic Direction 1 – The Power of Asset Building

Youth involved with PRCS will enter into environments that build and influence any number of their developmental assets. The Community will also have a greater awareness of the Power of Asset Building and its role in supporting youth. This assets-based framework will produce measurable results as to how effective PRCS is in influencing positive youth development.

STRATEGIC DIRECTION #1: THE POWER OF ASSET BUILDING					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
1.1	PRCS working with its partners to create training opportunities that enable a broader understanding of asset-based services and to extend this training to organizations and agencies outside the City.	Adapt Search Institute's Asset based philosophy and training curriculum as a basis for training/ education opportunities throughout the community.i.e. Search Institute delivers a Train-the-Trainer Curriculum as well as a host of research and evaluative services.	Increases community based knowledge and benefits of recreation and cultural programs to youth.	PRCS working collaboratively with its partners	Ongoing
1.2	PRCS to ensure youth have direct input into program or project development.	Looking beyond traditional means of involving youth and gathering youth input (i.e. beyond committees and appointments).	Demonstrates that the City values the input and voices of its youth in meaningful ways.	PRCS	Ongoing
1.3	PRCS working with its partners to integrate the 40 Development Assets framework into a Youth Marketing Plan (see action 2.1).	Integrate with branding and social marketing of the Assets already identified within the PRCS Marketing Plan.i.e. the City launched its "Posi-Power" social marketing campaign during Youth Week 2007	Establishes an environment that encourages youth to develop positive individual developmental assets.	PRCS working collaboratively with its partners	2009
1.4	PRCS continue to develop joint opportunities with key stakeholders (e.g. the Richmond School District, RCMP and Vancouver Coastal Health) to reach parents of low asset youth.	Investigate non-traditional methods of delivering educational materials across different community sectors (i.e. in-reach as opposed to out-reach).	Formalizes a coordinated community approach to target low asset youth.	PRCS working collaboratively with its partners	Ongoing
1.5	Develop an Asset-Based Leadership Group to integrate with program, services and process delivery.	Identify existing key influential staff (and recruit if necessary), to form a leadership role to advance an asset-based culture in the City of Richmond.	Improves youth involvement in PRCS services and in the development of youth and youth leaders.	PRCS	2010

STRATEGIC DIRECTION #1: THE POWER OF ASSET BUILDING					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
1.6	Consult with the community to understand how best to assume a leadership role in asset development.	Identify Asset Champions in the community to have a role in advancing community asset building. Broaden the membership of the 'Asset Group' to include representation from community NGOs. * Asset champions are recognized during the Annual U-ROC Youth Awards.	Acknowledges our Asset Champions and the work they do to support youth.	PRCS working collaboratively with its partners	Ongoing
1.7	Research best practices around recruitment and training of youth leaders.	Establish as on-going HR practices with community partners.	Recruits high performers with a skill set that can thrive in an assets-based work environment	PRCS	Ongoing
1.8	Define 'meaningful youth involvement' and create a range of opportunities, accompanied by training and tools for PRCS and its community partners.	Ongoing dialogue and accountability within staff teams and community groups – defining the role and relevance of youth involvement.	Ensure tangible outcomes as a result of youth's participation. Supports strength based focus to youth development.	PRCS working collaboratively with its partners	Ongoing

Strategic Direction 2 – Marketing and Communications

Youth and parents will be more knowledgeable about PRCS programs and opportunities available in Richmond. The application of new-media technology is needed to keep pace with a technologically-competent age group. Giving youth timely, accurate and easy-to-understand information about community events and opportunities will give them a gateway to making informed choices. Youth will be able to access and navigate through a wide variety of youth-oriented services in a seamless manner.

STRATEGIC DIRECTION #2: MARKETING AND COMMUNICATIONS					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
2.1	Develop a dynamic, age appropriate Youth Marketing Plan that is contemporary and delivered for a tech-savvy audience.	Research technology, within the scope of IT systems, and develop media content. Undertake a research study to develop a deeper understanding of youth-appropriate advertising and youth culture trends, to ensure more effective messaging.	Provides youth a greater awareness of PRCS programs and service and where they can go to get it.	PRCS	2009 / 2010
2.2	Structure the Youth Marketing Plan such that youth are involved in its research, development and delivery.	Utilize tech-savvy and culturally competent staff in the research and design of messaging, branding and mixed media content.	Ensures that youth are involved in the programs that cater to their interests and needs.	PRCS	2009 / 2010
2.3	PRCS working within a system of regular communication between all youth-serving agencies to sustain an effective flow of information.	Optimize existing communication networks that can cross-connect more end users across the different service sectors that currently serve youth. *Youth Networking Meetings are attended by a wide range of community-based youth agencies that are held quarterly.	Enables better linkages and sharing of information between service providers.	PRCS working collaboratively with its partners	On-going

Strategic Direction 3 – Increased Opportunities for Youth

Youth will have access to an increased number of recreational, social and cultural opportunities that are geared towards their specific interests and needs. Deliberate planning with partners around a core grouping of activities can ensure a broader range of programs being offered at any given time. This will serve to enhance signature programs and bring about more choices for youth.

STRATEGIC DIRECTION #3: INCREASED OPPORTUNITIES FOR YOUTH					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
3.1	Develop a PRCS city-wide approach to programming that reflects a continuum of youth services and programs.	Research and development of core program, 'Signature programs', and service areas that are focused around contexts such as the arts, physical activity, inter-generational, community engagement, recognition and leadership. Recognition and adapting programs for youth with enhanced needs through integration or specialized program delivery. *Tickle Me Pickle-improv troupe, U-ROC Youth Awards, RYBL-Youth Basketball League	Ensures that the range of youth services and programs are increased and that delivery is standardized city-wide, where appropriate.	PRCS working collaboratively with its partners	Ongoing
3.2	Create low commitment opportunities (low-cost, low-time commitment) programs for youth.	Recognizing that youth are constrained by income, planning and transportation factors, program planning should include a balance of free-form, non-registered experiences.*PRCS has been running an after school drop-in ice hockey opportunity at the Richmond Ice Centre since 2004.	Will yield more spontaneous, barrier-free recreation opportunities for youth.	PRCS	Ongoing

Strategic Direction 4 – Increasing Inter-Agency Programming

PRCS will establish broad networks with other youth-serving agencies. Youth will be connected to other opportunities and services in the city and region through a system of referrals and networking, in order to meet individual needs and interests.

STRATEGIC DIRECTION #4: INCREASING INTER-AGENCY PROGRAMMING					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
4.1	PRCS plays a role to bridge existing community services for youth.	Develop an inventory of youth-serving agencies in the community, and integrate this information within the PRCS resources base.	Improves staff and youth awareness of agencies providing services to youth.	PRCS	2009
4.2	Prioritize agency referrals as a standard for PRCS youth services.	Non-profit agencies look to place youth in recreational, social and cultural outlets in the community. Development of a standardized referral/information system for these clients will be mutually beneficial. i.e. School based Counselors and Youth Support workers make referrals to Roving Leaders and other on-going program activities in PRCS.	Ensures standards for service referrals between PRCS and community agencies.	PRCS	Ongoing
4.3	Establish and expand relationships and determine role of PRCS in working with partners and outside agencies.	Based on existing best practices programming and referrals with community agencies, expand this to a broader focus across all PRCS youth development worker sites.* Steveston Community Center and CHIMO partner to deliver Parenting workshops. Minoru Seniors Centre and Richmond Youth Services Agency have run computer mentoring sessions.	Establishes a working relationship standard between PRCS and its community partners.	PRCS working collaboratively with its partners	2010

Strategic Direction 5 – Moving Towards Standards

PRCS will aim towards consistency in the delivery of recreation services to youth across all city facilities. Youth will benefit from having programs delivered with consistent city-wide messages across the city. PRCS will attract and retain high performing employees as it is recognized as a fairly compensated and desirable place to work.

STRATEGIC DIRECTION #5: MOVING TOWARDS STANDARDS					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
5.1	PRCS works with partners to consolidate the work of Youth Program Committees to affect service standards.	Investigate the development of a Youth Services Advisory body, whose main role is to influence, monitor and evaluate the execution of these service standards.	Asserts accountability across all employers and service providers within PRCS	PRCS working collaboratively with its partners	2010/2011
5.2	PRCS works with partners to develop program and service standards.	Create and implement minimum service criteria and program standards within PRCS Youth Services. Incorporate service standards in future PRCS agreements with partners.	Formalizes the respective roles within PRCS to a set of service delivery standards.	PRCS working collaboratively with its partners	2010/2011
5.3	PRCS works with partners to standardize job descriptions of Youth Development Worker positions.	Research and develop a Youth Development Worker, Youth Development Leader profile/job description based on our service standards and augmented with HR criteria from the region. Create staff performance measures and that are aligned to service standards. Explore centralized and decentralized supervisory models.	PRCS will have consistent standards for recruiting and compensation for FT/or PT Youth Development Workers and Leaders.	PRCS working collaboratively with its partners	2010/2011

Strategic Direction 6 – Bridging Services to Low Asset Youth

Building upon the Roving Leader model, PRCS will increase its ability to identify and transition low-asset youth into existing activities. The bridging requires strong relationships with the numerous service agencies and places (such as schools), where these youth have already made first contact with an adult counselor. There will be an increase in programs and opportunities for low-asset youth participating in Parks, Recreation and Cultural Services.

STRATEGIC DIRECTION #6: BRIDGING SERVICES TO LOW ASSET YOUTH					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
6.1	PRCS working with its partners to investigate methods to expand the Roving Leader approach across PRCS to reach more low-asset youth.	All Youth Development Workers (YDW) to include 1:1 mentoring with low-asset youth in their Work Plans. Recognition that working with low-asset youth is not a separate 'silo' from other youth services and programs. A more proactive approach is required so that 1:1 working with low asset youth becomes part of the youth delivery system. YDWs to continue developing connections (i.e. build relationships) with other youth-serving agencies (particularly community agencies that serve lower asset youth e.g. Touchstone, Richmond Addiction Services, Richmond SD #38).	Youth recreation services will increase the participation rates of lower asset youth.	PRCS working collaboratively with its partners	2010
6.2	PRCS working with its partners to incorporate professional development opportunities to prepare staff to work with low-asset youth.	Youth Development Workers undergo professional development to further develop skill sets in facilitation and experiential learning. *Justice Institute of BC's Adventure Based Learning.	Provides PRCS with the necessary training, resources and support to work with disengaged youth, who may need special help and assistance.	PRCS working collaboratively with its partners	2010

STRATEGIC DIRECTION #6: BRIDGING SERVICES TO LOW ASSET YOUTH					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
6.3	PRCS working with its partners to research best practices for reaching unaffiliated youth.	Consider a dedicated research project (undertaken by a Kwantlen University student or an intern if available, or staff). Need to identify existing tools in use (including different mediums and creative tools, such as games, etc), and then 'cherry pick' best practices to share and implement. Research should include asking partners (e.g. Touchstone, schools, etc) which tools work well for them.	Ensures that PRCS and community partners improve ways to reach and work with low PRCS and its partners asset youth.	PRCS working collaboratively with its partners	2010/2011
6.4	PRCS working with its partners to identify and improve access to specific activities and resources that will benefit low-asset youth.	Build upon current best practices where YDWs, Roving Leaders and PRCS identify ways to share resources in ways that simplify participation for low asset youth.*Pick up and drop offs by Roving Leader 1-1's for activities such as Yoga or Pitch n' Putt in PRCS facilities. Removing these kinds of barriers fully enables PRCS's role in supporting these activity "sparks" that youth have self-identified with.	Removing known barriers to enable participation in PRCS.	PRCS working collaboratively with its partners	Ongoing

Strategic Direction 7 – Acknowledge and Increase the Social Capital of Youth

‘Social Capital’ refers to the collective values, networks and relationships of trust and tolerance that all contribute to weaving a social fabric in the community. Parents provide the primary supports for youth. In addition, what youth, institutions and the community bring to the table becomes a shared set of values, virtues, and expectations to develop youth. The social capital of youth exists throughout a community embedded with strength-based approaches to helping youth thrive.

This Plan embraces the community’s role in influencing youth to be problem-free, fully prepared and engaged. It is mindful that one of our great strengths is what we all, including youth, contribute to this.

STRATEGIC DIRECTION #7: SOCIAL CAPITAL OF YOUTH					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
7.1	Adopt and establish a strength-based approach for all youth programming in PRCS. Develop service standards that capture and promote the social capital of youth.	All YDWs to incorporate strength-based approaches and techniques into programming and everyday activities (e.g. having youth identify their own strengths when asking for a reference letter). Look for opportunities for youth to identify their own strengths. Ensure there is a coordinated approach e.g. look for specific skills when recruiting YDWs to cover a balance of areas (or hire for programs to fill specific need or gaps). Expand and develop relationships to ensure an adequate knowledge base, so that referrals can be made to direct youth to programs that reflect their strengths. Sharing knowledge base of programs. “Know what everyone else is doing” Promote existing initiatives such as the Art Centre’s Art Truck.	Provides PRCS a role to influence youth to be problem free, fully prepared and engaged.	PRCS	Ongoing
7.2	Explore community mapping as a research tool to establish a footprint of the Social Capital assets in Richmond.	Could be undertaken with funding through the current Asset Group’s partnership. Incorporate findings from the EDI study. Could be undertaken by a Kwantlen University student.	Identifies the strengths through our roles and contributions across the community mapping for youth would be developed.	PRCS	2011

STRATEGIC DIRECTION #7: SOCIAL CAPITAL OF YOUTH					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
7.3	Promoting Social Capital	Develop an on-going promotional initiative that captures youth's success (Internal Assets) with an additional focus on the supports (External Assets) in the community that enable youth to thrive.w	A tool that reflects a continuum of positive youth development and supports in the community.	PRCS	2011

Strategic Direction 8 – Dedicated Safe & Social Spaces

City spaces will be designed and operated in a way that promotes social gathering and safety. Recognizing that safety goes beyond physical safety, youth also feel safe when prevailing attitudes are welcome and friendly.

STRATEGIC DIRECTION #8: DEDICATED SAFE AND SOCIAL SPACES					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
8.1	PRCS working with its partners to promote city owned facilities as free (or low-cost) and safe places for youth.	For discussion at Richmond Communities Committee (RCC) and for discussion in development of the Pricing Policy. Needs to be targeted awareness raising (i.e. promotion aimed at key groups). Need to be creative in advertising and promotion to youth.	Provides for increased opportunities to develop youth places in the community.	PRCS working collaboratively with its partners	2008
8.2	Provide dedicated Youth Space in the City Centre area (designed intentionally for youth and available on a consistent basis).	To be addressed in Feasibility Study for a new City Centre Community Centre (to be undertaken in 2008). Involve youth in the process of designing a youth space that addresses needs beyond traditional games rooms, where the space has a more utilitarian use. i.e. such as a performance arts space that can appeal to a much broader demographic of youth clientele. Shared spaces for youth also need to be considered.	Create spaces where there is more autonomy and independence for youth within a safe environment.	PRCS working collaboratively with its partners	2008
8.3	Investigate data from a range of sources (including the Community Mapping Project) to identify trends in youth gathering habits.	Could be carried out as a research project. RCMP and School District likely to have conducted relevant trend research. Use both anecdotal & qualitative information.	Improves the understanding of youth gathering habits and places in the city.	PRCS	2010/2011
8.4	Investigate a mobile youth space, such as a modified bus, for use across the city.	To be investigated for funding on a partnership basis. Investigate and think about creative means to get kids involved and by going to where they are.	Ensures services and programs can be taken to youth at different locations.	PRCS	2010/2011

Strategic Direction 9 – Undertaking Evaluation

PRCS will monitor and evaluate the progress on implementing the actions in the Youth Service Plan. City staff will report back to Richmond organizations and citizens, as well as the Parks, Recreation and Cultural Services Committee annually on the status of the Implementation Plan.

STRATEGIC DIRECTION #9: UNDERTAKING EVALUATION					
#	Action	Compass Bearings For Work Plans	Expected Outcome	Lead	Timeframe
9.1	Gather management decision-making information on youth program, services and participation levels for inclusion into an Annual Report on youth involvement and participation.	Needs to be broad-based. Consider funding through the Asset group (City, RCMP, etc). Create template for an Annual Report. Needs to be specialized and measurable. Target performance measures to be developed where possible.	Ensures that regular year-on-year information is available to enable management to make informed decisions on youth services.	PRCS	2009
9.2	Review the Youth Service Plan with community partners on an annual basis to evaluate progress in achieving the Implementation Plan.	Periodic Youth Report Card to be developed. Centrally lead. Re-convene Steering Committee for review. Develop measurement criteria based on Developmental Assets and Strategic Directions	Ensures that annual monitoring and review is undertaken on the progress of implementing each action as outlined in the Youth Service Plan.	PRCS working collaboratively with its partners	2009
9.3	Review the Youth Service Plan with Parks, Recreation and Cultural Services Committee annually.	Annual report prepared for Council.	Increases awareness of the scope and value of youth participation by civic leaders and community residents.	PRCS	2009

Appendix 1

Definitions

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

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

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

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

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

Deficit-thinking – Refers to an approach that focuses primarily on “what needs to be fixed” as opposed to building on the strengths of the individual.

Facebook: An on-line social gathering and network, immensely popular in Canada. www.facebook.com

Fully-Engaged Youth: Refers to a state where youth skills and are being prepared to be fully involved in meaningful experiences that nurture learning, connection to peers, mentors and their community. Source: Forum For Youth Investment. Washington, DC.

Fully-Prepared Youth: Refers to a state where youth have grown through a process to learn the requisite skills and values expected by society. Source: Forum For Youth Investment. Washington, DC.

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

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

Low Asset Youth: Youth who are described as ranking low (reporting less than 10 of 40 developmental assets) predisposing them to numerous high-risk behaviors (e.g. drinking, drug use, sexual activity, violence toward others, violence toward self, dropping out of school, poor family support, etc.) source: Search Institute

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

PRCS: Parks, Recreation and Cultural Services

Problem-Free: Refers to a state where youth are not engaging in chronic, problematic or destructive behaviours. Source: Forum For Youth Investment. Washington, DC.

Quality of Life: This describes the overall enjoyment of one’s life. It is a healthy balance between work and family life, vocation and recreation and accumulating wealth and maintaining good health.

Strength-Based Approach – Views an individual based on their strengths; what they’re really good at and what they are passionate about. Focuses on building upon strengths rather than solely “fixing” problem behaviours.

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

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

Youth: In a recreation services context, these programs and services target a majority of persons between the ages of 9 and 18 years. The UN Convention on the Rights of the Child define youth as individuals up to 29 years of age.

Youth-Specific: In reference to factors that take into consideration the unique interests, behaviours and needs of youth.

YDW: Youth Development Worker.

Appendix 2

Search Institute's 40 Developmental Assets

Why do some kids grow up with ease, while others struggle? Why do some kids get involved in dangerous activities, while others spend their time contributing to society?

The Search Institute has identified 40 concrete qualities - developmental assets - that have a tremendous influence on youth's lives and choices. Research shows that the 40 developmental assets help youth make wise decisions, choose positive paths, and grow up competent, caring, and responsible. <http://search-institute.org>

EXTERNAL ASSETS		
Asset Type	Asset Name & Definition	Description
Support	Family support	Family life provides high levels of love and support.
	Positive family communication	Young person and her or his parent(s) communicate positively, and young person is willing to seek advice and counsel from parent(s).
	Other adult relationships	Young person receives support from three or more non-parent adults.
	Caring neighborhood	Young person experiences caring neighbors
	Caring school climate	School provides a caring, encouraging environment.
	Parent involvement in schooling	Parent(s) are actively involved in helping young person succeed in school
Empowerment	Community values youth	Young person perceives that adults in the community value youth
	Youth as resources	Youth are given useful roles in the community.
	Service to others	Young person serves in the community one hour or more per week.
	Safety	Young person feels safe at home, at school, and in the neighborhood.
Boundaries & Expectations	Family boundaries	Family has clear rules and consequences, and monitors the young person's whereabouts
	School boundaries	School provides clear rules and consequences
	Neighborhood boundaries	Neighbors take responsibility for monitoring youth's behavior
	Adult role models	Parent(s) and other adults model positive, responsible behavior.
	Positive peer influence	Young person's best friends model responsible behavior.
	High expectations	Both parent(s) and teachers encourage the young person to do well.
Constructive Use of Time	Creative activities	Young person spends three or more hours per week in lessons or practice in music, theater, or other arts.
	Youth programs	Young person spends three or more hours per week in sports, clubs, or organizations at school and/or in community organizations
Constructive Use of Time	Religious community	Young person spends one hour or more per week in activities in a religious institution.
	Time at home	Young person is out with friends "with nothing special to do" two or fewer nights per week.

INTERNAL ASSETS			
Asset Type	Asset Name & Definition	Description	
Commitment to Learning	Achievement motivation	Young person is motivated to do well in school	
	School engagement	Young person is actively engaged in learning	
	Homework	Young person reports doing at least one hour of homework every school day	
	Bonding to school	Young person cares about her or his school	
	Reading for pleasure	Young person reads for pleasure three or more hours per week	
Positive Values	Caring	Young person places high value on helping other people.	
	Equality and social justice	Young person places high value on promoting equality and reducing hunger and poverty.	
	Integrity	Young person acts on convictions and stands up for her or his beliefs.	
	Honesty	Young person "tells the truth even when it is not easy."	
	Responsibility	Young person accepts and takes personal responsibility.	
Social Competencies	Restraint	Young person believes it is important not to be sexually active or to use alcohol or other drugs	
	Planning and decision making	Young person knows how to plan ahead and make choices.	
	Interpersonal competence	Young person has empathy, sensitivity, and friendship skills.	
	Cultural competence	Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds.	
	Resistance skills	Young person can resist negative peer pressure and dangerous situations.	
Positive Identity	Peaceful conflict resolution	Young person seeks to resolve conflict nonviolently.	
	Personal power	Young person feels he or she has control over "things that happen to me."	
	Self-esteem	Young person reports having a high self-esteem.	
	Sense of purpose	Young person reports that "my life has a purpose."	
	Positive view of personal future	Young person is optimistic about her or his personal future	

**The 40 Assets provide a framework for action; to engage sectors that can affect positive youth development and is the expressed intent from the Search Institute. The list of assets should not be considered prescriptive in nature. The list represents a synthesis of exhaustive research as some of, not all of, the determinants for youth health. It does not purport to prescribe one religion over another or one activity over another. The research indicates correlative reasoning, while having extreme limitations in causative determinants.

Appendix 3

Parks, Recreation and Cultural Services For Youth (2005 Community Centre User Totals. Estimates Included)

Program Area	Service Summary	Programs	Users at Community Centres
Arts	Lessons in dance, performance and visual arts. Youth are taught basic skills, learn a medium for self-expression and are given the opportunity to experience concrete accomplishments.	Belly dancing	10
		Break dance - Beginner	21
		Break dance – Beginner-Intermediate	12
		Dance – Hip Hop - Intermediate	26
		Dance – Hip Hop –All Levels	8
		Dance – Hip Hop - Beginner	72
		Dance – Jazz – Advanced	15
		Dance – Jazz – Hip Hop	21
		Drama – Shakespeare	4
		Ballet Level D	7
		Ballet Level D + Point	3
		Tickle Me Pickle (Community Youth Pickle, Laffs at Lunch & Cucumbers)	60
		Arts Combo	9
		Cartooning	9
		Clay – Hand Building	29
		Clay – Wheel – Beginners	51
		Jewellery Making	24
		Theatre – Improv	6
Drawing - Sketching	18		
Drawing	6		
Drawing and Design	5		
2005 Total (registered.)			416
Health & Wellness	Education and certification in various First Aid courses and also fitness training courses. Youth have the opportunity to gain tangible life skills, employment qualifications as well as awareness of safe and healthy living.	CPR – Level C	15
		Standard First Aid	79
		CPR C – Basic Rescuer Recertification	80
		Emergency First Aid and CPR B	2
		Standard First Aid	5
		Babysitters First Aid Course	16
		Cross training – Girls	8
		Group Weight Training – Girls	1
		Group Weight Training – Boys	19
		Weight Training Orientation	6
2005 Total (registered)			231

Program Area	Service Summary	Programs	Users at Community Centres
Late Nights	Supervised, minimal-structure drop-in activities as well as informal basketball games for youth. Youth are provided with a safe, supervised setting where they can engage in interesting activities, socialize with their peers and connect with supportive adults.	Night Shift – user visits	4900
		Late Night Basketball during Night Shift hours.	9800
2005 Total (est . drop in user visits)			14,700
Leadership Development	Youth learn tangible skills for leading, supporting and caring for others. Initiatives range from babysitting training and community service to event planning and fundraising. Projects are often youth-directed and executed.	Advanced Leadership	19
		Daycamp – Youth Leadership	22
		Youth Taking Charge	28
		Mosaic	30
		Youth in Action	25
		Steveston With Active Teens	24
		Committee of Preteens at Steveston	18
		Youth Meetings	21
		You Go Girl	4
		LIME Leadership Group	35
		Sea Island Youth Committee	22
		Babysitting Training	116
		Youth Orientation	76
		Resume Building/Job Prep.	12
Pre-Leadership	20		
2005 Total (registered)			472
Preteens	Programs and activities aimed at providing fun, safe and supportive environments for youth to transition from childhood to their teenage years. Focus includes self confidence, self-awareness and positive socialization.	pre-leadership	20
2005 Total (registered)			20
Mentor-ship	Through the building of meaningful relationships with youth, City of Richmond staff provides support and mentorship on one-to-one, small and large group interactions.	Dragon boating	60
		Friday Night Rec. Group	8
		Girls Group	6
		Richmond Fruit Tree Sharing Project	4
		Climbing Rocks	35
		Dry Land Training	10
2005 Total (registered)			123

Program Area	Service Summary	Programs	Users at Community Centres
Outdoor Pursuits	Facilitated activities which take place out-of-doors, including overnight trips. Youth can participate in physically rigorous or leisurely activities while enjoying the open air.	Bike Club	24
		Hiking	18
		Skim Board Workshop	19
		Kayaking Trip	12
		Camping Trips	40
		Playland Trip	1
		Incredible Search	10
		Day Camp – Adventure	82
		Backpacking – Manning Park	8
		Paintball Trip	14
		Castle Fun Park Trip	1
		Day Trips (Various)	19
		Snow Tubing - Seymour Mtn.	13
		Day Trip - Splashdown	2
		Day Trip - Splashdown	2
Youth Eat the Heat BBQ	11		
Band Night	5		
2005 Total (registered)			296
Social	Both formal and informal social events, such as dances and barbeques provide a structured, safe environment for youth to interact with their peers.	Preteen Dance	576
		2 Turntables and a Microphone	394
		Texas Holdem	17
		X-Box Tournament	2
		Youth Integration	30
		Teen dance	1283
		Aquatics	962
		Badminton	114
2005 Total (registered)			2,318

Program Area	Service Summary	Programs	Users at Community Centres
Sports and Fitness	A variety of sporting activities, serving a range of interests and skill-levels. Services offered include private or group instruction, training camps, drop-in/pick-up games as well as a 3-on-3 Basketball Tournament. Youth can develop their own skills, be physically active and be part of a team.	Badminton Camp	28
		Tennis Camps	115
		Tennis – Beginner	47
		Tennis Training – Intermediate	30
		Tennis Training – Advanced	183
		Tennis – Intermediate	124
		Tennis Improvement Program	55
		Fencing	15
		Fencing – Intermediate	9
		Fencing Camp	5
		Boxing – Boys	46
		Open Gym	60
		Roller Hockey–Youth League	278
		Cosom Hockey	18
		Ball Hockey	5
		South Asian Youth Soccer Drop-in	25
		Soccer Skills Camp	36
		Squash Lessons – Beginner	26
		Volleyball	24
		Badminton Lessons	74
		Basketball Camp	55
		RMD Volleyball League – Air Attack	148
Basketball – Girls	18		
Basketball - RYBL	282		
Basketball Summerslam League	162		
2005 Total (registered)			1842

Appendix 4

Other Richmond Organizations Providing Services For Youth

The following table presents a brief summary of many Richmond based community organizations who provide services and programs for youth. It is not a complete list, as readily available information on all Richmond based organizations were not available at the time, when this Service Plan was prepared.

Organization	Mandate
Aura Rhythmics Club	Trains competitive athletes and also offers a comprehensive beginners program.
Basketball BC	Creates opportunities throughout British Columbia for the participation and development of players, coaches, and officials at all levels in the great game of basketball.
Batons West Twirling Club	Offers quality programs for people of all ages and genders. Programs combine dance and baton instruction with certified coaches and include: the recreation and pre-competitive program for the beginner twirler, the competitive program for intermediate twirlers and the elite program, based on National and World Baton Federation requirements for competition.
Big Brothers of Greater Vancouver	Offers a range of friendship-based mentoring programs for boys and girls aged 6-12 and provide volunteer opportunities for men, women and teens. Mission is to enhance the resiliency and well-being of children by involving them in high quality prevention-focused mentoring programs and by actively seeking to positively influence policies and programs that affect children's social and emotional development.
Connaught Skating Club	Provides power skating for kids and adults, adult skating lessons, a synchronized skating team, and StarSkate/Competitive for skaters who want to go a little further with their skating.
Creative Fighters Club	
DCYBA	Promotes and supports the development of basketball programs for youth with developmental challenges. Open to males 13 to 25 years of age who live in Richmond, Ladner, Delta, and Tsawwassen area. Non-challenged Volunteer Peer Players (VPP) will assist in skills and drills and play on the team. Volunteers must be 16 to 25 years of age.
Outsetters Outdoor Club	Organizes and coordinates a range of activities, i.e. walking, hiking, cycling, kayaking, rollerblading, skiing and week-end trips camping by bicycle, kayak & back-packing every Saturday and Sunday.
Rage of the Dragon – Richmond Junior Dragon Boat Team	Sponsored by parents, the Team attends festivals from June to October and offers membership to youth ages 13 to 19.
Richmond Badminton Club – Youth Development Program	Plays during the normal school year from October to May on Tuesdays, Thursdays, and Sundays, 6:30 to 9:45 p.m. at Henry Anderson Elementary School in the gymnasium located at 9460 Alberta Road. The club is open to adults only with the exception of selected juniors in the Junior Development Program.
Richmond Baseball Association	Baseball programs for kids aged 4 through 17. Emphasis is placed on teaching youth the skills of baseball, team play, good sportsmanship and building the youth's self-confidence and self-esteem.
Richmond Bicycle Club	Organizes rides either Saturday or Sunday every weekend throughout Greater Vancouver, the Fraser Valley, Washington and Vancouver Island.
Richmond Boy's Fastball Association	Offers fastball/softball for boys aged 5 through 19. The season starts in early April and runs through mid-June. Provincial tournaments are held in July.

Organization	Mandate
Richmond Cosm Floor Hockey Boys/ Girls	Coordinates weekly games and practices, from October until spring break for ages 6 years old and up. Takes place in Richmond gyms, and includes separate boys and girls leagues.
Richmond Cricket Club	Made up of six teams that play from the end of April to the end of September at Minoru Park, and offers play experiences at all levels of experience.
Richmond Curling Club	Offers a league to suit everyone, including junior, mixed, men’s women’s, seniors’, social, novice, commercial, Asian, super league, Special Olympics, schools, etc. Two open houses are held every season so newcomers can try out curling and inspect the premises. The Club has been selected to be the host practice facility for the 2010 Olympics. It is a modern eight sheet complex complete with player’s dressing rooms and lockers, a restaurant, curling pro shop, meeting rooms, excellent viewing and a lounge with a dance floor, shuffleboard, table tennis, pool table, and dart boards. The lounge area can accommodate up to 225 people and is available for rent. The Club supports groups in a variety of ways, including providing meeting space, equipment and hosting fundraisers.
Richmond Dragonboat Center	Offers community-based dragon boat programs for all ages and abilities. Richmond Dragon Boat Centre is the official training centre and home of the annual Richmond Dragon Boat Festival.
Richmond Fencing Club	Provides membership and a range of lessons from experienced to beginning fencers in the pursuit of the sport of fencing.
Richmond Field Hockey Club	Promotes girls’ field hockey in the local schools and many of their players have advanced to play high performance at Provincial and National levels. There is currently a men’s and women’s team and 12 junior girls’ teams but no junior boys’ team.
Richmond Garden Club	Promotes the pursuit of gardening, and participates in gardening events throughout the Lower Mainland and Washington state.
Richmond Girls Ice Hockey Association	Organizes and coordinates hockey for girls 4 to 20 years old. Full body checking is not allowed.
Richmond Girls Soccer Association	Offers organized soccer development programs for girls aged 4 through 21.
Richmond Girls Softball Association	Offers programs for girls and young women (ages 6 to 23) that range from beginners “BLAST BALL” to competitive fastpitch. Programs include House where competitions remain within Richmond, except for optional weekend tournaments in other communities, and the Islanders Rep program which routinely plays across the Lower Mainland and into the U.S. Pacific Northwest. Players have the opportunity to remain in recreational softball, or advance to high-level competition from which Islanders have progressed to university teams and Canada’s national team.
Richmond Gymnastics Association	Provides challenging gymnastics training programs in a safe and fun environment. Instructors are certified through the National Coaching Certification Program, and provide professional training as well as character training for athletes to use in later years.
Richmond Kajaks Track and Field Club	A recreational and high performance level club based in Richmond, with over 200 members - ranging from elementary school athletes to masters (40+ years) athletes. The club hosts a number of meets and races throughout the year, giving all athletes the opportunity to test themselves in competition, while raising the funds necessary to maintain a high level of coaching and support.

Organization	Mandate
Richmond Kigoos Swim Club	A competitive swim club that runs from May thru August. It is a club that has made achievements at the regional and provincial level. The club is a member of the Fraser South Region under the British Columbia Swimming Association
Richmond Kyokushinkaikan Karate Club	Richmond's oldest Karate school and is directly affiliated with the International Karate Organization Kyokushinkaikan of Tokyo, Japan. It offers classes for children (6 to 9 years old), juniors (10 to 15 years old), seniors (16 and over) and women. Over the years, the Club has trained hundreds of students at all levels. All belts issued are internationally recognized
Richmond Lacrosse Association	Offers Minor League and Senior League Indoor Box Lacrosse programs and Outdoor Field Lacrosse programs. They have programs for men, women and youth.
Richmond Minor Football League	A volunteer supported league now entering its 20th year. All our home games are played on Sunday at McNair Field beginning in September. Teams begin practicing in June and play a few exhibition match ups before the season starts. Includes teams in the atom, pee wee, junior bantam, and midget divisions of the Vancouver Minor Football League (VMFL).
Richmond Minor Hockey Association	Provides Richmond youth with the best hockey experience possible. Open to players age 4 to 18 of all skill levels and provides a safe, fun, and competitive environment.
Richmond Netball Club	Offers women to come out and join in the fun of Netball. Training is on Wednesday evenings from 7:30 to 9:30 p.m. at the West Richmond Community Centre, 9180 No. 1 Rd., Richmond.
Richmond Rapids Swim Club	A 250 member swim club that swims out of the 50-metre Watermania Pool and the 25-metre Minoru Aquatic Centre. It offers swimming programs from the grass roots learn to swim program to the elite national and international performance level.
Richmond Ringette Association	Ringette is the fastest game on ice and is played with a straight stick and a ring instead of a puck. It is designed for maximum participation with lots of passing and skating. Ringette is a no-contact sport and full gear is worn. Ages 5 and up with adult leagues available. The season runs from September to March.
Richmond Rockets	A new speed skating club for the community of Richmond, home of the speed skating oval for the 2010 Olympic Winter Games in Vancouver. Provides skaters of all ages and abilities at the Richmond Ice Centre on Fridays 6:30 - 8:00pm and Sundays.
Richmond Rod and Gun Club	A fishing and hunting club with strong interests in target shooting, including archery and air gun. Canadian firearms safety training course instruction is offered. The Club's temporary range is located in the Sportstown BC building at 4991 No. 5 Rd., between Cambie and Westminster Hwy. in Richmond. Includes an Archery range with champion archers to teach and assist.
Richmond Sockeyes Jr. Hockey Club Inc.	A member of the Pacific International Junior Hockey League, and is a Richmond based junior hockey club.
Richmond Sports Council	An organization of sports groups affiliated with the City of Richmond that functions as a liaison and advocate for sports.
Richmond Tennis Club	Aims to promote and foster the sport of tennis in Richmond.

Organization	Mandate
Richmond Therapeutic Equestrian Society (RTES)	Offers the therapeutic benefits of horseback riding to people with disabilities. While participation in some activities may be denied to people with disabilities, horseback riding can be adapted appropriately in most cases, and is recognized as an aid in treating various physical, mental and emotional disorders. Reported benefits include improved balance and co-ordination, increased confidence and a sense of achievement.
Richmond Trailblazers Volkssport Club(also called the Richmond Trailblazers Walking Club)	A club for people of all ages who enjoy walking. Routes normally cover distances of ten kilometres or more, held in all weather conditions. Events can also be cycling, swimming, or cross-country skiing.
Richmond Volleyball Club – Air Attack	Aims to develop players (ages 14-18) of all skill levels and support their development in all aspects of life. An information night is usually held in early December. Events begin in January and the club season runs February to May.
Richmond Youth Roller Hockey League	Roller hockey for youth ages 5 to 18. Fun, non-contact hockey. Season runs from mid-April to the end of June at the Richmond Ice Centre.
Richmond Youth Basketball League	A developmental league for youth aged 9 to 17 years old. Its mission is to promote self-esteem, friendship, cooperation, venues for community contribution and leadership opportunities in Richmond for youth at all skill levels.
Richmond Youth Field Lacross	Field lacrosse for youth ages 9 to 17 and Masters’ men. Season runs from September to April.
Richmond Youth Soccer Association	Fosters, develops and governs the game of soccer among boys in the City of Richmond, and developing a sportsmanlike attitude at all times. The RYSA is recognized with this responsibility for the Richmond District by the provincial body, the BC Soccer Association (BCSA). The District and RYSA fosters, develops and governs youth soccer in two ways. The District has overall responsibility for all youth soccer in Richmond, and is the link with BC Soccer for provincial initiatives and requirements. In addition, the District directly organizes elite ‘premier’ soccer for boys from Under 11 to Under 18.
Riverside Equestrian Center	Trains students from the beginner to national champions. Services provided by Riverside Equestrian Centre include; beginner to advanced riding lessons, horse sales, horse training, stabling, hosting competitions, clinics, and coaching competitive show jump athletes
Seafair Minor Hockey Association	Minor hockey association open to all Richmond residents ages 4 to 20 years of age.
Softball BC	Is the Official Governing Body of the soft ball sport in the Province of British Columbia and has fifteen Geographical Districts (District 6: Richmond, Burnaby and New Westminster) throughout the province. Within these districts consists a network of elected representatives for Senior Fast Pitch, Senior Slo-Pitch, Minor Fast Pitch and Umpires, who are chosen by member teams in each district.
South Arm Strollers	A unique workout based out of South Arm Community centre that combines cardio, strength and flexibility using your stroller, your baby and the environment.
Special Olympics BC - Richmond	Provides quality sports programs for intellectually challenged athletes. Offers year-round sport programs and competitive opportunities in 14 sports. Volunteers and sponsors are always welcome. Visit the website for current sports programs or call for more information

Organization	Mandate
SportAbility	Provides opportunities in sport for people with physical disabilities. Affiliated with the national organization, Canadian Cerebral Palsy Sports Association.
Sport-Art Taekwondo Club	Provides Taekwondo classes at Cambie Community Centre on Saturdays from 4:30 to 8:30 p.m., South Arm Community Centre on Mondays and Fridays from 4:00 to 8:00 p.m., and at Thompson Community Center on Tuesdays and Thursdays from 5:00 to 8:00 p.m. The principle of the association is to promote Taekwondo and train youth to have a healthy body, self-confidence, and good character.
Steveston Judo Club	Offers recreational and competitive level Judo classes for all ages and ability. Instruction is available in English and Japanese.
Steveston Karate Club	Offers karate lessons to all skill levels, ages 6 and up.
Richmond Aquatic Services - Swimming Program for Special Needs	Offers the Red Cross Swim Program at Richmond aquatic facilities for children requiring special attention in the water will benefit from these lessons. Volunteers are arranged for each participant upon request. Class size: 3
Taoist Tai Chi Society	Ancient Taoists were renowned for their study of the arts of health and longevity. The gentle movements of Taoist Tai Chi convey the essence of this tradition to the modern world. The Society provides classes to discover a genuine path for health and tranquility.
Ultra Rhythmics	The sport itself combines natural body movements set to music with the Rhythmic Gymnastics apparatus of balls, hoops, ribbons and more. Coaches are qualified in the sport of Rhythmic Gymnastics under the National Coaching Certification Program and each offer many years of experience and knowledge in a safe, happy and caring atmosphere. Offers beginners to advanced levels. Ages: 3 years to young adults.
CHIMO	Assists communities in preventing crises, helps strengthen capacities to support individuals, families, friends and neighbours through difficult times and provides direct support to people in crises.
Ministry of Child and Family Development	Offers a wide range of programs and services to children, youth, parents, families, people with special needs, and those fighting addictions, and is committed to having healthy children and families living in safe, caring and inclusive communities.
Condomania	A teen website committee consisting of members, youth peer educators, and program staff who care about youth and their sexual health
Family Services of Greater Vancouver	Provide a diverse range of professional support and counselling services to those who are experiencing challenges in their lives.
Integration Youth Services Society	Facilitates self-help through providing integrated and holistic services in the areas of education, personal growth, community outreach, and cultural and recreational activities.
Kwantlen College – Young Parents	A transition to post-secondary program that helps young parents who want to resume their high school education or begin college or university level courses at the Richmond campus of Kwantlen University College.
PLEA	Helps children, youth, adults and families with significant challenges to lead fulfilling lives within their communities." PLEA is an accredited, community-based organization with a long-standing reputation for delivering high-quality, creative services.

Organization	Mandate
Richmond Addiction Services	Offers counselling services for youth, adults, older adults and families in Richmond as well as prevention programs for children and youth in Richmond's elementary and secondary schools. Services are confidential and free. Public education and outreach services are also available to the community.
Richmond Health/Mental Services	Promotes a healthy community where individuals and families enjoy emotional, physical and spiritual wellbeing; a broader knowledge, awareness and understanding by people of their own and others mental health and mental illness and equal and priority access to a continuum of coordinated quality mental health services.
Richmond Public Library	Provides access to informational, educational, cultural and recreational library materials and services in a variety of formats and technologies; to be responsive to the public library needs of the community; and to uphold the public's freedom of access to information.
Richmond School District #38	British Columbia's fifth largest school district, with eleven secondary schools, 37 elementary schools, and 1 annex and a student body of nearly 23,000 plus over 200 international students. Administers the Public Schools Act from kindergarten through grade 12. Offers a wide range of educational services, including learning assistance, alternate education, community schools, education evaluation, diagnostic assessment, counseling, continuing education, and speech therapy.
Richmond Youth Services Agency	Provides programs and services that are responsive to the diverse needs of Richmond youth. RYSA provides school-based counseling services in the Richmond School District (Blundell Elementary and Station Stretch), operates a youth centre, runs an "At Risk" youth employment program, offers support for Aboriginal children and youth, develops programs and services for Aboriginal people, and develops opportunities for youth to be leaders in our community.
SUCCESS	Promotes the well being of Canadians and immigrants, and to encourage their involvement in the community. This is done through the provision of social, educational and health services, business and community development, and advocacy.
TASA	Offers support and information to children and adolescents who have been sexually/physically abused and their non-offending family members where criminal charges against the offender are anticipated or have been laid. The program also works with children and youth witnesses of crime and provides information and support to adult survivors of child sexual/physical abuse.
Touchstone Family Association	Offers services focused on preserving and enhancing family relationships through a wide variety of professional services to the community. Its mission is strengthening the social health and independence of families and children through effective intervention and support services.
Volunteer Richmond	Aims to bring people and services together through providing information and encouraging volunteerism in the community. Runs LEADERSHIP NOW – skills development and preparation for youth considering tenures on community boards.
RCMP Youth Section	Works specifically with youth in the communities and through Richmond High Schools. Emphasis is on addressing youth-specific needs, providing education and facilitating awareness about the Justice System. Youth Intervention Program - A preventive adolescent and family counseling service for Richmond youth 17 years and under who are involved in a first offence or are presenting antisocial or delinquent behavior.