



**To:** Park, Recreation and Cultural Services Committee **Date:** January 5, 2026  
**From:** Mandeep Bains **File:** 01-0370-20-006/2025-  
 Director, PRC Planning and Strategic Initiatives Vol 01  
**Re:** **Volunteer Management Strategy – Guiding Principles**

**Staff Recommendation**

That the guiding principles, as detailed in the report titled “Volunteer Management Strategy – Guiding Principles”, dated January 5, 2026, from the Director, PRC Planning and Strategic Initiatives, be approved and used to inform the strategic directions and actions of the new five-year Volunteer Management Strategy.

Mandeep Bains  
 Director, PRC Planning and Strategic Initiatives  
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REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Arts, Culture and Heritage	<input checked="" type="checkbox"/>	
Community Social Development	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Recreation and Sport Services	<input checked="" type="checkbox"/>	
Environmental Programs	<input checked="" type="checkbox"/>	
Public Works	<input checked="" type="checkbox"/>	
Richmond Public Library	<input checked="" type="checkbox"/>	
RCMP Community Policing	<input checked="" type="checkbox"/>	
<b>SENIOR STAFF REPORT REVIEW</b>	<b>INITIALS:</b> 	<b>APPROVED BY CAO</b> 

## Staff Report

### Origin

The City offers a variety of meaningful volunteer opportunities that allow residents to engage, connect and contribute to their community.

The Council-adopted *Volunteer Management Strategy 2018–2021: Engaging and Supporting Volunteers for a Vibrant, Connected City* has guided volunteer management, fostering a strong volunteer spirit, prioritizing volunteer support and capacity building to nurture a sense of community connectedness.

Funding to develop a new Volunteer Management Strategy (Strategy) was approved by Council as part of the Consolidated 5-Year Financial Plan (2025–2029). The purpose of this report is to seek Council’s approval of the proposed guiding principles (Guiding Principles) that will help shape the development of the new five-year Strategy.

This report supports Council’s Strategic Plan 2022–2026 Focus Area #1 Proactive in Stakeholder and Civic Engagement:

*Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond’s interests.*

*1.4 Leverage a variety of approaches to make civic engagement and participation easy and accessible.*

This report supports Council’s Strategic Plan 2022–2026 Focus Area #6 A Vibrant, Resilient and Active Community:

*Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.*

*6.1 Advance a variety of program, services, and community amenities to support diverse needs and interests and activate the community.*

*6.3 Foster intercultural harmony, community belonging, and social connections.*

Additionally, the new five-year Strategy will align and support the advancement of several Council-endorsed strategies, including: *Community Wellness Strategy (2018-2023)*, *Recreation and Sport Strategy (2019-2024)* *Signature and Community Events Plan (2025–2029)*; *Richmond Arts Strategy, (2026–2031)*; *Seniors Strategy (2022–2023)*; *Youth Strategy (2022–2032)*; *Richmond Accessibility Plan (2023–2033)*, *Cultural Harmony Plan (2019–2029)* and *Building our Future Together: Social Development Strategy (2025–2035)*.

### Analysis

Volunteers play a vital role in creating a strong sense of community and vibrancy in Richmond. Volunteer opportunities include various roles that primarily support Parks, Recreation and

Culture programs and events, including those provided by the City, Community Associations and Societies. In addition, volunteer roles support the Richmond Public Library and the RCMP Community Policing Office. The City and its partners collaborate with volunteers to support the delivery of many community events, services, and programs, while also supporting volunteers in the development and achievement of their personal goals through the promotion of positive, meaningful volunteer experiences and achievements. Through this reciprocal relationship with volunteers, the City is able to increase the scope and variety of activities and services offered to those who live, work and play in Richmond.

The need for a new Strategy emerged in response to Richmond’s shifting demographics, rapid population growth, as well as the changing nature and patterns in volunteerism that are surfacing in Richmond and across Canada. The Strategy will build on the progress made by the previous volunteer management strategies to ensure the City remains at the forefront of volunteer management practices. The Strategy will reflect the current and future needs of Richmond’s volunteers, and further support community partners and staff with volunteer management. The Strategy will identify key priorities, and set the strategic direction, objectives, and actions to ensure that effective, meaningful and appropriate opportunities, supports, and tools are in place to reflect the changing needs of Richmond’s volunteer community.

Project Phases

The development of the Strategy will be undertaken over two phases. These include:



### Guiding Principles

The Guiding Principles are a set of values that establish a framework for expected behaviour and decision-making that will help guide the Strategy's development through the different phases of the project by providing a common understanding of what is important.

The following Guiding Principles are proposed:

1. **Accessible and Inclusive:** Centre Strategy development and implementation on the diverse range of volunteer interests, skills, needs, aspirations, backgrounds and abilities to ensure equitable access, participation, and outcomes for all volunteers.
2. **Participation and Retention:** Develop a vision with aligned strategic actions that strengthens long-term volunteer participation and retention.
3. **Volunteer Development and Empowerment:** Provide a framework to guide investment in training and development for volunteers.
4. **Volunteer Recognition:** Design a Strategy that actively recognizes and celebrates the contributions of volunteers.
5. **Capacity Building:** Consider the roles of staff and community partners in implementing the Strategy so that the Strategy supports and builds volunteer management and community capacity.
6. **Strategic Alignment and Community-Centered:** Create a Strategy that is supported by research, data, community engagement and aligned with City policies and plans.

The Guiding Principles will serve as a guide for City staff when making decisions, planning engagement activities, and considering actions for the development of the Strategy.

### Engagement Plan

An engagement plan will be developed using a multi-pronged approach with engagement efforts likely to include surveys, focus groups, interviews, and open houses to capture the spectrum of experiences and needs. Engagement will also be offered in a variety of formats, such as printed materials, as well as in-person and online opportunities, to ensure an inclusive approach to engagement.

The goal of engagement is to gain key perspectives, understand the current volunteer landscape, capture new ideas, understand needs and interests, and inform volunteer management. As such, current volunteers, community partners, interested parties and the broader Richmond community will be engaged.

Next Steps

Following Council’s approval of the Guiding Principles, the engagement plan will be developed. Concurrently, background research will begin, which will include a scan of emerging trends in volunteerism and volunteer management, and an analysis of learnings from the previous Volunteer Management Strategy.

A draft Strategy will be brought to Council for consideration and adoption in Q3 2026, and the final Strategy in Q4 2026.

**Financial Impact**

None.

**Conclusion**

The Guiding Principles proposed in this report will lay a strong foundation for the development of a new five-year Volunteer Management Strategy that reflects the changing needs of Richmond’s volunteer community. The Strategy will support the City, community partners and interested parties, and local volunteers in the advancement of their collective efforts to build a thriving community for the benefit of all Richmond residents and visitors.



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