



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services
Committee

Date: September 2, 2014

From: Cathryn Volkering Carlile
General Manager, Community Services

File: 07-3425-02/2014-Vol
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Re: Draft 2015-2020 Youth Service Plan

Staff Recommendation

1. That the "Draft 2015-2020 Youth Service Plan", presented as Attachment 1 in the report dated September 2, 2014 from the General Manager, Community Services, be received for information.
2. That the report titled "Draft 2015-2020 Youth Service Plan", dated September 2, 2014 from the General Manager, Community Services, be circulated to East Richmond Community Association, City Centre Community Association, Hamilton Community Association, South Arm Community Association, Thompson Community Association, Steveston Community Society, West Richmond Community Association and Sea Island Community Association for comment.

Cathryn Volkering Carlile
General Manager, Community Services
(604-276-4068)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Arts, Culture & Heritage Parks Services Recreation Services	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: 	APPROVED BY CAO (for)

Staff Report

Origin

In March of 2005, Council adopted an asset-based approach to working with youth, and also endorsed the vision for “Richmond to be the best place in North America to raise children and youth”. Building on those successes and striving to meet the needs of the community, in September 2008 Council endorsed the Parks, Recreation and Cultural Services Youth Service Plan: Where Youth Thrive 2008-2012.

With the term of the 2008-2012 Youth Service Plan having expired, staff coordinated to prepare a draft updated 2015 – 2020 Youth Service Plan (Attachment 1). As with the existing document, the updated Youth Service Plan aims to create an environment that generates opportunities for Richmond’s youth to have a safe and healthy journey into adulthood. The updated Plan identifies priority programs and service areas for Richmond youth, and provides the City with a strategic approach to youth-related decision making over the next six years.

The purpose of this report is to provide an overview of the draft Plan and to gain Council’s endorsement to seek further comment from Community Association partners - specifically East Richmond Community Association, City Centre Community Association, Hamilton Community Association, South Arm Community Association, Thompson Community Association, Steveston Community Society, West Richmond Community Association and Sea Island Community Association (who will collectively be called “Community Associations” moving forward in this report). After assessing the comments, staff will revise the draft and present a final version to Council for adoption in January 2015.

This report supports Council’s Term Goal #2 Community Social Services:

- 2.6 *Development of an updated youth strategy to address the needs and to build on the assets of youth in the community.*

Findings of Fact

The Youth Service Plan update preparation process has been divided into five phases of activity, as follows:

Phase 1: Information Review

Phase 2: Interviews

Phase 3: Youth Consultation

Phase 4: Youth Stakeholder and Parent & Caregiver Consultation

Phase 5: Development of the Draft 2015-2020 Youth Service Plan

Analysis

The 2008-2012 Youth Service Plan is a solid document that has effectively guided the delivery of Youth Services in Richmond over the past six years. The draft 2015-2020 Youth Service Plan builds on the success of the original plan, enhances priority areas, and lays a foundation for

success over the next six years. Reflecting the changing landscape of youth services, and generating opportunities to interact with youth in a modern environment (such as enhancing youth engagement strategies and utilizing social media), the updated draft constitutes a more contemporary plan for youth.

What We Heard

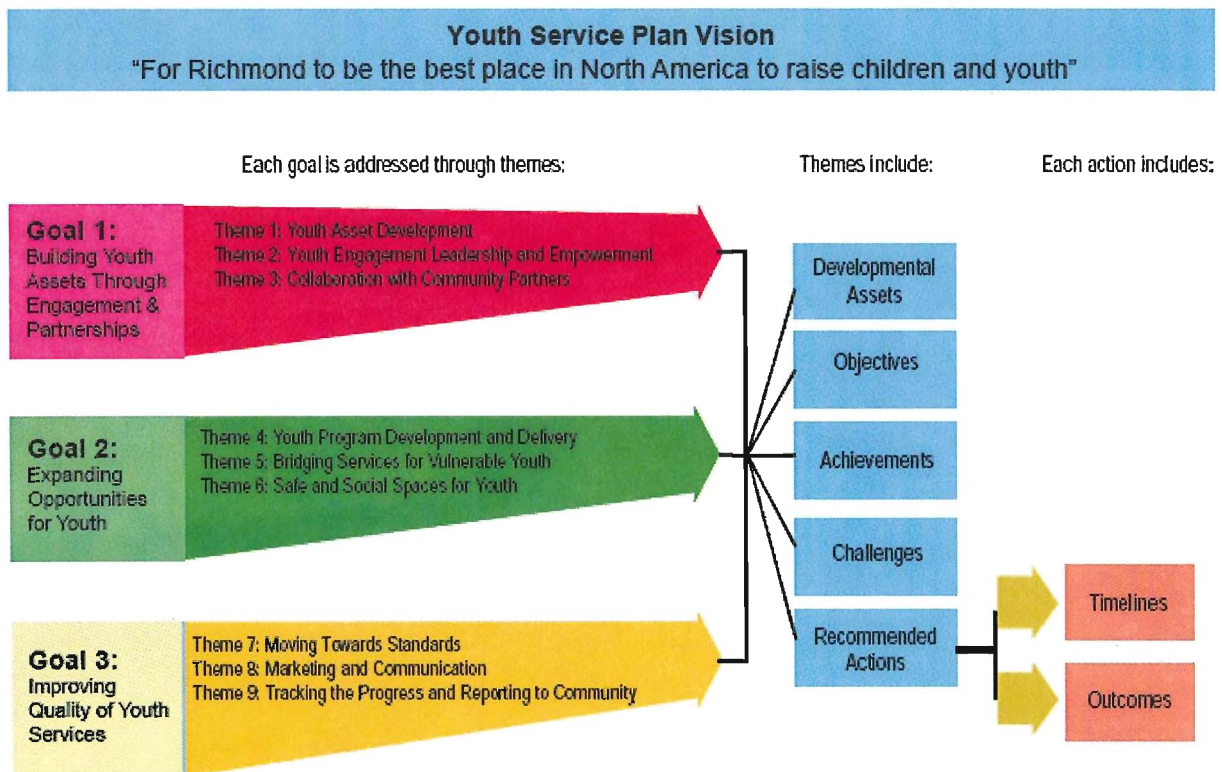
Targeted dialogue sessions were held to gain the insights and perspectives of youth, stakeholders, parents and caregivers. Discussions focused on the needs of Richmond youth and the barriers they face, new and emerging trends in the City and goals and outcomes for the updated Youth Service Plan.

Many issues were identified including things that people wanted to see maintained or enhanced and concerns that they want to see addressed. The issues and comments centered on a variety of themes, which formed the basis of the Youth Service Plan Framework.

The Youth Service Plan Framework

Similar to the Social Development Strategy, the Youth Service Plan is built on a framework consisting of a vision, goals, themes and associated actions. The framework is depicted graphically in Figure 1 below:

FIGURE 1



For each theme in the Youth Service Plan, recommended actions, outcomes, and associated timelines are specified, along with identification of implementation responsibilities.

Priorities

All actions specified in the 2015-2020 Youth Service Plan are considered important, hence their inclusion in the document. While determination of priorities is highly subjective, action items with timelines indicating “ongoing” or “short term” are considered to be of prime concern for the future.

Implementation and Next Steps

The 2015-2020 Youth Service Plan presented in Attachment 1 is a draft and outlines key youth service priorities and actions to be addressed by the City and its partners over the next six years. In terms of process, it was considered appropriate to share the Plan in draft form with Council prior to distributing it to Community Associations for comment.

The proposed process for advancing the Youth Service Plan is as follows:

- Gain Council authorization to circulate the draft for comment - Oct 2014
- Distribute the Draft Youth Service Plan to Community Associations for comment – Oct-Nov 2014
- Assess comments and revise strategy – Nov-Dec 2014
- Present revised 2015-2020 Youth Service Plan to Council for consideration and adoption – Jan 2015

The strategy does outline changes and improvements in future service delivery. Once the plan is finalized, staff and community partners will have to consider service level increases, funding sources and priorities. Expansion of the service delivery, if dependant on new money, is reliant on each agency, including the City, examining how existing funding can be redirected to address new priorities as well as identify sources of new funding.

Implementation of the Plan will be the responsibility of the City, its partners, and a range of other youth-serving organizations.

Financial Impact

There is no financial impact at this time to offset the next phase of consultation.

Conclusion

The 2015-2020 Youth Service Plan is intended to provide the City with a solid, effective planning tool for addressing Richmond’s Youth Service priorities over the next six years. The Plan was developed through a participatory process that engaged staff, community partners and other key stakeholders. It articulates a vision, goals, and recommended actions and expected outcomes for the City, thus providing an updated framework for working with, and serving youth.

It is recommended that the draft be circulated to Community Associations for comment. Upon consideration of the comments received, a revised Youth Service Plan will be prepared and forwarded to Council for adoption in January 2015.

A handwritten signature in black ink, appearing to read "Kate Rudelier". The signature is fluid and cursive, with a large initial "K" and "R".

Kate Rudelier
Coordinator, Youth Services
(604-276-4110)

Att. 1: Draft 2015 – 2020 Youth Services Plan



 Richmond
Community Services
Youth Service Plan:
WHERE YOUTH THRIVE
2015-2020

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1. Executive Summary

The City of Richmond has adopted an asset-based approach to serving youth and envisions “Richmond to be the best place in North America to raise children and youth”. The Youth Service Plan recognizes that for this vision to become true, the City must provide meaningful and diverse opportunities for youth and strengthen the youth support system in the community.

The City has a long history of responding to the needs and aspirations of youth. This updated Where Youth Thrive Plan builds on the successes of the 2008-2012 Youth Service Plan and on the foundations laid in the City’s Youth Strategy. It is consistent with directions and actions put forward in the Social Development Strategy and Parks, Recreation and Cultural Services Master Plan.

The 2015-2020 Youth Service Plan aims to create an environment that generates opportunities for Richmond’s youth to have a safe and healthy journey into adulthood. To become confident and healthy adults, youth should be equipped with the necessary knowledge, skills and social connections to make informed decisions about their lives and the contributions they wish to make to their community. The Plan continues utilizing the Search Institute’s 40 Developmental Assets framework which informs the philosophy of community service intentionally building Developmental Assets to assist healthy youth development.

The development of the 2015-2020 Youth Service Plan relied heavily on consultations with Richmond youth and key stakeholders which took place from November 2013 to January 2014. With the help of a project reference group comprised of City and Community Association staff and youth stakeholders and the outreach of City staff and partners, the Youth Service Plan Project Implementation Team developed a thorough engagement process. This process involved a variety of engagement approaches, including interviews with key stakeholders, community youth workshops and focus groups, youth stakeholder workshops (engaging parents and caregivers and youth-service providers) as well as three surveys; one for parents and caregivers, one for youth stakeholders and one for youth. Developing the Plan through this collaborative effort reflects how important it is for the variety of youth-serving agencies in Richmond to work together to create positive and enriching environments for youth to flourish.

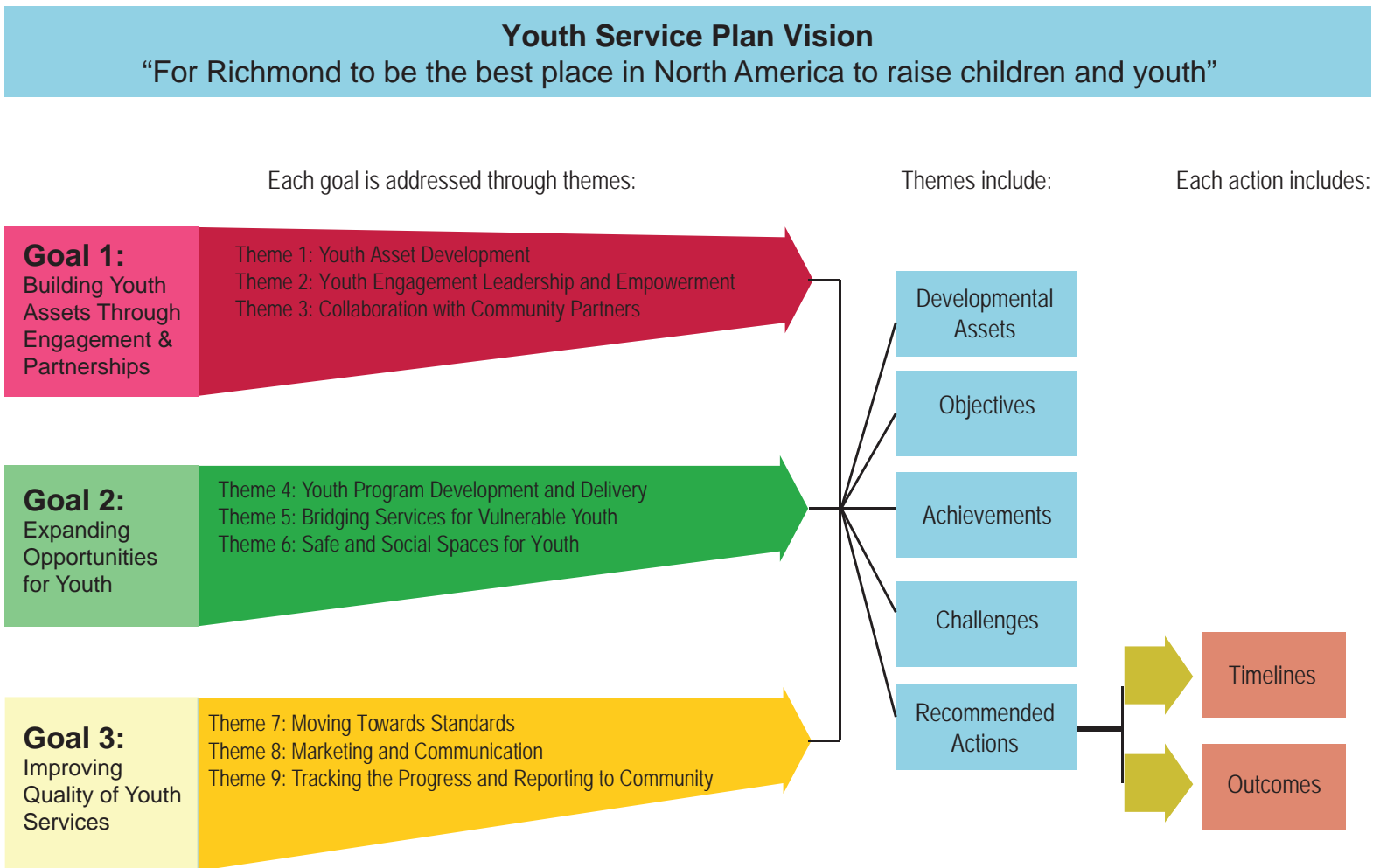
Discussions with youth stakeholders and youth revealed that, overall, strategic priorities from the original service plan continue to be relevant. In updating the Youth Service Plan, however, key youth stakeholders expressed the need for more opportunities in outreach services for youth, rather than focusing on developing work standards and evaluative processes. Public consultations with youth and community partners revealed that youth would like to be more involved in meaningful volunteer experiences, to be consulted regarding youth program planning and to have more youth-friendly spaces available to them.

The key issues and themes that emerged during the consultations were generally consistent with the nine Strategic Directions of the 2008-2012 Youth Service Plan. These issues and themes were then combined into the three main goals of the 2015-2020 Youth Service Plan:

1. **Building Youth Assets Through Engagement and Partnerships**
2. **Expanding Opportunities for Youth**
3. **Improving Quality of Youth Services**

The updated Youth Service Plan framework consists of a vision, three key goals and nine themes. Each theme is linked to the external and internal developmental assets that it aims to address. Also, for each theme, the objectives, achievements and challenges were identified based on the consultations with youth and key stakeholders, data on current youth trends, a review of internal Youth Service Plan evaluation reports and best practices in other youth-focused municipal strategies.

Figure 1: Youth Service Plan Update Framework





The following six principles guided the development of the 2015-2020 Youth Service Plan:

1. Adopt a Systemic Policy Approach
2. Ensure Intentionality in Planning
3. Engage Youth in a Meaningful Way
4. Develop Collaborations
5. Focus on Diversity in Youth Participation
6. Invest Wisely

Guiding principles for implementation are aligned with “Building Our Social Future: A Social Development Strategy for Richmond”. In moving forward with the implementation of the Youth Service Plan, the following statements will help influence City’s staff decision-making and prioritization processes:

- The action addresses a recognized need and is compatible with the City vision, City Council Term Goals and the corporate plan.
- The action contributes to the City’s Social Development Strategy and Parks, Recreation and Cultural Services Master Plan’s objectives.
- The action provides opportunities for leveraged funding and/or strategic partnerships.
- There are existing resources to pursue the action or, the need for adequate resources will be assessed on a cost-benefit basis and allocated accordingly.
- The action builds on and enhances social capital, contributes to social infrastructure and promotes community engagement.
- Implementation of the Plan will be the responsibility of the City, its partners and a range of other youth-serving 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. Introduction

2.1. Purpose

The 2015-2020 Youth Service Plan aims to create an environment that generates opportunities for Richmond's youth to have a safe and healthy journey into adulthood. Youth should reach adulthood equipped with the necessary knowledge, skills and social connections to make informed decisions about their lives and the contributions they wish to make to their community.

The purpose of this document is to identify priority program and service areas for Richmond youth and to provide the City with a strategic approach to making decisions about resource allocations for youth-related matters over the next five years.

For the purpose of the Youth Service Plan, youth are defined as young people between 13 and 18 years of age. Appendix A provides a list of commonly used definitions and abbreviations.

2.2. Background

The City of Richmond has a long history of responding to the needs and aspirations of its youth. The Community Services Department, Community Associations and a host of community organizations provide services and programs to youth that connect them to their community, while also enhancing their resilience to face challenges and enabling them to thrive as they grow into adulthood. In addition to providing programs and services within the sphere of parks, recreation and culture, Community Services Youth Services Division also plays a coordination role in connecting youth to the broader community service system.

In 1995, the City developed a Youth Strategy that proved to be an excellent framework to meet the emerging needs of diverse Richmond youth. 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*". One of the guiding principles endorsed by Richmond City Council in the Parks, Recreation and Cultural Services Master Plan 2005-2015 is ensuring the City's ability to meet community needs. In the Parks, Recreation and Culture Service Master Plan, the City of Richmond committed to working with the community to develop a Youth Service Plan to ensure that meaningful and varied opportunities are available for youth and to strengthen the youth support system in the community. As a result of this commitment and building on consultations with a broad youth community, the 2008-2012 Youth Service Plan was developed.

While the updated Youth Service Plan follows the same framework and builds on the successes of the past Youth Service Plan, it was updated based on current youth trends and consultations with Richmond youth and key stakeholders. Additionally, the updated Youth Service Plan builds on many actions and Strategic Directions of the city-wide Richmond Social Development Strategy. The Strategy was adopted by City Council in September of 2013 and emphasized the role of timely and targeted investment in Richmond's younger population to facilitate a socially sustainable community. It also highlights the importance of involving Richmond's youth from diverse backgrounds in decision-making and community-based planning processes. The Strategy calls for community partnerships to engage and empower Richmond youth and increase city-wide awareness of the 40 Developmental Assets-based approach to working with youth.

2.3. Guiding Principles

Guiding principles are essential elements to chart the City’s course in developing engaged and active Richmond youth. The following principles guided the preparation of the Plan:

1. Adopt a Systemic Policy Approach

The Plan will be connected to relevant Richmond policies and the City’s vision and will reflect a systemic approach to youth programming where all the actions aim to contribute to positive youth development. A systemic approach integrates policy development, program development, best practices and recruitment and training of staff.

2. Ensure Intentionality in Planning

The Plan will ensure intentional planning where the 40 Development Assets framework is applied throughout youth programs and services to achieve specific outcomes that promote youth development that are consistent with its vision and guiding principles.

3. Engage Youth in Meaningful Ways

The Plan will be developed based on input from Richmond youth and will ensure that youth have a variety of meaningful engagement opportunities that foster learning and skills development while also connecting them to peers, mentors and their community.

4. Develop Collaborations

The Plan will aim to develop opportunities and enhance existing collaborations with community partners and recognizing that collaboration among agencies is an effective and efficient means to deliver services to youth. Partnerships are particularly important in bridging access to services and meeting the needs of unique and/or emerging youth population groups (such as vulnerable youth, LGBTQ, newcomer youth).

5. Focus on Diversity in Youth Participation

The Plan will recognize that youth are not a homogeneous group and a “one size fits all” approach will not work in youth programming. The Plan will adopt a holistic approach to programs and services and building youth’s developmental assets.

6. Invest Wisely

The Plan will manage resources in a way that focuses on maximizing the potential of individuals. The investment in mentoring and engaging youth shifts programming into strength-based approaches.

2.4. The 40 Developmental Assets

The City of Richmond has adopted the 40 Developmental Assets framework to guide youth programs and services. Research shows the 40 Developmental Assets, developed by the Search Institute of Minnesota in 1990¹, are essential for adolescents to make wise decisions, choose positive paths and grow into competent, caring and responsible adults. These developmental assets are concrete, positive experiences, skills, relationships and personal attributes that allow young people to improve their self-perceptions, become more confident and live healthier lifestyles.

The asset-building philosophy looks beyond singular problems and involves the 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 and this can alter our thinking to be less about "fixing problems", to focus more on the "building of individual assets or strengths". The long-term potential of the 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. An overview of the 40 Developmental Assets framework is provided in Table 1. Appendix B provides more detailed descriptions of the 40 Developmental Assets.

Table 1: Search Institute's 40 Developmental Assets

Categories	Assets
External Assets (4 categories and 20 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.	Family Support, Positive Family Communication, Other Adult Relationships, Caring Neighbourhoods, Caring School Climate, Parent Involvement in Schooling
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.	Community Values Youth, Youth as Resources Service to Others, Safety
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".	Family Boundaries, School Boundaries, Neighbourhood Boundaries, Adult Role Models, Positive Peer Influence, High Expectations
Constructive Use of Time: Young people need constructive, enriching opportunities for growth through creative activities, youth programs, congregational involvement and quality time at home.	Creative Activities, Youth Programs, Religious Community, Time at Home
Internal Assets (4 categories and 20 assets)	
Commitment to Learning: Young people need to develop a lifelong commitment to education and learning.	Achievement Motivation, School Engagement, Homework, Bonding to School, Reading for Pleasure
Positive Values: Young people need to develop strong values that guide their choices.	Caring, Equality and Social Justice, Integrity, Honesty, Responsibility, Restraint
Social Competencies: Young people need skills and competencies that equip them to make positive choices, to build relationships and to succeed in life.	Planning and Decision Making, Interpersonal Competence, Cultural Competence, Resistance Skills, Peaceful Conflict Resolution
Positive Identity: Young people need a strong sense of their own power, purpose, worth and promise.	Personal Power, Self-Esteem, Sense of Purpose, Positive View of Personal Future

¹ Search Institute 1999.

2.5. Parks, Recreation and Cultural Services Master Plan and Youth Issues

The 2008-2012 and 2015-2020 Youth Service Plans were developed and influenced by the actions put forward in the Parks, Recreation and Cultural Services Master Plan. The Parks, Recreation and Cultural Services Master Plan focuses on three key outcomes – Live, Connect and 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. Youth Services were identified as one of the 12 Key Service Areas of the Parks, Recreation and Cultural Services Master Plan which resulted in the development of the 2008-2012 Youth Service Plan.

Research highlights the importance of ensuring that youth have positive role modeling, opportunities for meaningful participation and engagement and strong connections to family, school and the broader community.² Youth who grow up in environments like these 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. Community Services offer a variety of exciting opportunities for youth to meet the Live, Connect and Grow outcomes. A summary of how the Parks, Recreation and Cultural Services Master Plan outcomes are related to youth issues is shown in Table 2. Appendix C provides a more detailed description of how services to youth contribute to the Master Plan outcomes.

Table 2: Parks, Recreation and Cultural Services Master Plan Outcomes for Youth

Richmond's Parks, Recreation and Cultural Services Master Plan			
Master Plan Outcomes	To Live: Focuses on the physical, mental and spiritual health of individuals and families.	To Connect: Identifies the need for people to connect with their surrounding environments (their physical environment, people around them and their community).	To Grow: Encourages people to enhance their skills beyond basic level (lifelong learning) and have fun.
Master Plan Outcomes for Youth	<ul style="list-style-type: none"> Promoting health and well-being through participation in positive, healthy activities on a regular basis. Building self-esteem through developing new skills and having opportunities for meaningful involvement. Expressing their individual needs by allowing youth to express their own desires. 	<ul style="list-style-type: none"> Connecting to the community through meaningful experiences, and 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. 	<ul style="list-style-type: none"> Igniting sparks – Growth is accelerated when youth realize their own sparks and learn how to realize their potential and where to use their sparks to contribute to the 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.

² Search Institute 1999

2.6. Richmond's Social Development Strategy and Youth Issues

The 2015-2020 Youth Service Plan was informed by Richmond's Social Development Strategy. The Strategy is a ten-year, city-wide policy document which identifies social development priorities for the City, clarifies roles for the City and other stakeholders in addressing social issues and provides a foundation for a more integrated, coordinated and sustainable approach for social development in Richmond.

The Social Development Strategy's Vision: *Richmond is an inclusive, engaging and caring community – one that considers the needs of its present and future generations, values and builds on its diversity, nurtures its social capital and treats its citizens with fairness and respect.*

Youth are referenced throughout the strategy as the future of Richmond and the need for investment into the young population is emphasized in a number of Strategic Directions. One of the strategy's nine Strategic Directions concentrates on Addressing Children, Youth and Family issues and one action specifically calls for the update of the Youth Service Plan. The strategy puts forward a number of actions aimed to make Richmond a youth-friendly City, including expanding the provision of affordable services and programs for youth, engaging youth in City and community-based planning processes and expanding dedicated, safe, youth-friendly spaces.

Additionally, the strategy calls for partnering with key youth stakeholders, such as Richmond's Advisory Committees, Richmond Public Library, School District No. 38 (SD#38), Royal Canadian Mounted Police (RCMP), Vancouver Coastal Health (VCH) and other community partners to reduce the prevalence of bullying among youth in the City, improve information sharing and referrals between Richmond's youth serving agencies, advocate for adequate funding levels for settlement services and English language training and develop services and strategies that recognize the needs of special population groups (such as Richmond's Aboriginal community, immigrant groups and LGBTQ communities).

There are also a number of actions aimed to increase opportunities for youth and other groups. These include expanding services for youth in the City centre, expanding opportunities to use the Richmond Olympic Oval for social development initiatives, developing and enhancing an appropriate range of parks, recreation and cultural facilities throughout Richmond and updating the Richmond Arts Strategy.

The issue of inclusivity and diversity is one of the overarching themes in the strategy which recognizes the need for improved cultural sensitivity in the City by expanding opportunities to showcase Richmond's cultural diversity, facilitating intercultural dialogue and establishing targeted measures to prevent and respond to incidents of racism in Richmond. While youth are not specifically referenced in the above mentioned action, they will greatly benefit from these actions which aspire to create a more welcoming and inclusive Richmond.



3. Creating the 2015-2020 Youth Service Plan

3.1. Overview of the Youth Service Plan Update Process



3.2. Overview of Information Sources Informing the Update

Information Review

To gain an in-depth perspective of how the youth landscape has changed in Richmond since the creation of the 2008-2012 Youth Service Plan, consultants were retained to conduct a review that included undertaking a literature review, developing a current Richmond youth profile, conducting an environmental scan of municipal policies and reports and best practices in youth municipal strategies. Findings from these activities were critical to informing the update to the Youth Service Plan.

Key Lessons from Best Practices Research

Research suggests particular approaches have proven to influence the success of youth development and, thus, youth strategies. Among other things, the following four approaches have been highlighted in the literature on positive youth development:

- 1. Youth engagement in decision-making processes:** Engaging youth in local decision-making is beneficial for them in many ways. Young people acquire new skills and/or develop confidence and self-esteem.³
- 2. Strong relationships between youth and adults:** Caring and meaningful relationships with adults and older peers contribute to the social-emotional, cognitive and identity development of young people.⁴
- 3. Skill/Asset-building:** Young people with a higher number of assets are more likely to attain higher academic achievement and less likely to engage in risky behaviour.⁵ Therefore, youth strategies should try to build on young people's existing assets to increase the possibility of success in their lives.⁶
- 4. Clear and realistic expectations:** Stating clear strategic goals, concrete actions, measurable targets and desired outcomes will ensure better communication and enhanced accountability of involved youth stakeholders.⁷

3 National League of Cities 2001; Smith et al. 2009, p. 4; Pancer et al. 2002, p. 50

4 DuBois et al. 2011

5 Benson et al. 2006, p.7

6 Cohen and McDonough 2012, p. 4

7 Bonnell and Zizys 2005, p. 20

Community Engagement

In order to gain deeper insight into the use and effectiveness of the Youth Service Plan, a number of key stakeholders in the community were involved in the evaluation and update process. An advisory committee of City youth stakeholders was assembled to counsel the community engagement plan. With the help of the advisory committee and outreach of City staff and partners, the Youth Service Plan Implementation Team worked to plan and implement a substantial engagement process that included the following components:

- **Interviews with key stakeholders** (including Community Services and Community Association staff, RCMP, community organization representatives with a strategic level of awareness of the Youth Service Plan) were conducted to evaluate the effectiveness of the strategic directions and the overall content and use of the Youth Service Plan and specific social issues and needs pertaining to youth in Richmond.
- **Four community youth workshops** were offered at City Hall, Steveston, Thompson and South Arm Community Centres and **six smaller youth focus groups** were hosted at locations servicing diverse groups of youth such as the Media Lab, SD#38 Settlement Services, libraries and other community centres. The youth participated in a City Mapping activity as well as small group discussions about welcoming spaces, existing youth services and programs and ideas around opportunities and services for youth.
- **Two youth stakeholder (adult) workshops** were offered and engaged diverse groups of City staff, partners and associations, youth service agencies, as well as parents and caregivers at South Arm and Thompson Community Centres. The adults were engaged in the mapping activity to consider where youth needs and spaces exist and discussion groups helped to identify barriers for involvement for their youth. Participants also gave feedback and ideas for improved youth services and partnerships.
- **Three separate community surveys** were offered on letstalkrichmond.ca for youth, parents and caregivers and youth stakeholders to provide their ideas and feedback about youth services and issues.

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3.3. Key Findings

Community Consultations and Interviews

Dialogues with youth, parents and caregivers and youth stakeholders provided insight into the current perspectives of these groups. Discussions included the needs of Richmond youth and the barriers they face, new and emerging trends in the City and goals and outcomes for the updated Youth Service Plan.

Overall, youth stakeholders and youth revealed that the strategic priorities have not changed and are still relevant. The youth key stakeholders were asked to assess the efficacy of the 2008-2012 Youth Service Plan and identify priority strategic directions that should be considered for the updated initiative. The most frequently identified priorities by key stakeholders for the 2015-2020 Youth Service Plan were increased opportunities for youth and dedicated safe and social spaces, with the power of asset-building and building bridges to low-asset youth tied as a close second.

Community Surveys

Several of the key findings from the surveys related to priorities aligned with key findings from the consultation sessions.

Youth Stakeholder survey

Youth stakeholder respondents felt that youth in Richmond face the following issues: a decreased sense of community and a lack of access to resources oriented to youth (such as transportation, affordable youth activities, volunteer and leadership opportunities and youth-friendly spaces). Recommendations for improvement of current programming made by this group included: staff professional development, facilities and upgrades to existing policies and programs.

Parent survey

The responses of parents and caregivers to the survey indicated a need to provide youth opportunities to grow in a safe and supportive community with qualified staff and volunteers, while also providing youth an outlet to develop social and life skills. Other recommendations for improvement by parents and guardians included: up-to-date and targeted youth marketing strategies and the provision of cultural or linguistically diverse resources.

Youth survey

Youth responses to the survey focused on the need for improved facilities, opportunities to develop social and life skills with qualified adults, volunteer opportunities, mentor programs and community projects. In addition, improved marketing strategies were suggested through the use of social media.

The key issues and themes that emerged during the consultations were generally consistent with the strategic directions of the 2008-2012 Youth Service Plan.



Identifying the Goals of the Youth Service Plan

There are three main goals for the 2015-2020 Youth Service Plan:

1. Building Youth Assets through Engagement and Partnership
2. Expanding Opportunities for Youth
3. Improving Quality of Youth Services

1. Building Youth Assets through Engagement and Partnerships

Consultations and interviews revolved around the imperative for fostering youth development at the community level, thus, shifting the focus from the individual youth to the interaction of youth with their environments. The following main themes were identified:

- **Adopt a shared community approach to youth development:** Consultations and interviews revealed the need for fully introducing the 40 Developmental Assets framework to youth and the community. Common understanding and consistent use of asset-building in youth programming across community partners is vital for positive youth development.
- **Understand youth as contributing members of communities:** Youth stakeholders and youth participating in consultations acknowledged the need for Richmond youth to be engaged in their communities and for opportunities to facilitate this connection. Youth want to be involved in their community through organizing community events, taking on leadership roles or participating in meaningful volunteer activities within the City.
- **Collaborate with community partners:** Youth stakeholders highlighted the importance of strong and effective community partnerships. Sharing resources and responsibilities with partners and community stakeholders, including parents and schools, are crucial for providing more flexible outreach services and for meeting the needs of youth across the community.

Quotes from youth and stakeholders

What encouraged youth to participate in activities in the community?

I go there because I get to “meet people that I can trust”, I “feel like there are people that stand up for you”, and I “feel like people actually care about you”. (Youth Service Plan community consultations, youth participants)

On increasing responsibility for adults:

“Youth are increasingly faced with challenges: with increased challenge should come increased opportunities to access support/social responsibility”. (Youth Service Plan community consultations, adult participant)

On volunteering:

“We would like to take on a leadership role” and “not just follow orders” as part of volunteer experience. “We want to volunteer where you actually learn skills and are not just setting up tables”. (Youth Service Plan community consultations, youth participants)

2. Expanding Opportunities for Youth

Reaching a wide-range of youth requires providing opportunities which are reflective of youth needs and diversity. Consultations and interviews emphasized the need for eliminating barriers that restrict youth from participating in programs, using youth facilities or accessing youth designated spaces or fully developing their assets. The following main themes were identified:

- **Advocate for diverse needs:** Youth stakeholders noted that effective programming requires addressing the variety of Richmond youth needs, including family income, mental health, safety, accessibility and physical activity needs. Youth poverty is seen as one major obstacle to participation. Young people request programs and services that are inexpensive and easily accessible.
- **Respond to the diversity of youth:** Youth stakeholders described the diversity of Richmond youth, particularly regarding ethnic diversity. Some youth may face cultural or language barriers which limit them from participating in programs and services. Consultations emphasized the need to accommodate the specific needs of youth who are facing multiple barriers (such as vulnerable youth, immigrant youth).
- **Need for more “youth-friendly” spaces:** Youth identified a number of “welcoming and safe public spaces” in Richmond, including schools, libraries, malls, ice rinks, SilverCity Movie Theatre, community centres and pools. However, they also suggested that improvements to existing transportation infrastructures and more youth-friendly recreational facilities and public spaces are required. Youth put forward a number of suggestions about how to make City spaces more youth-friendly, including providing additional spaces for youth “to sit and hang out”, a teen gym, more opportunities for youth public art displays and more adults/police available near areas frequented by youth.

3. Improving Quality of Youth Services

Addressing issues around improvement and sustainability of the quality of youth programs and services through standards, outreach and consistent review processes were also highlighted through the community engagement process. The following main themes were identified:

- **Ensure consistency in program and service delivery:** Staff hiring and service and program standards are intended to facilitate consistent high-quality program and service delivery across the City. Youth stakeholders particularly highlighted the importance of standards for recruiting “youth-friendly” people, and developing highly capable youth service employees.
- **Reach out to youth:** Interviews and consultations emphasized the need for a comprehensive city-wide marketing strategy that helps to build a stronger awareness of all the opportunities for youth that are offered by the Community Services Department. Such a marketing strategy will also help to recognize positive youth development and youth contributions to their communities. Communication and marketing efforts will be more successful if parents, youth and the community are involved.
- **Review and report progress:** There is a need to review programs and services on a more regular basis to ensure they are meeting the needs of Richmond youth and reflect changing needs and priorities. Youth stakeholders also suggested reporting progress and sharing successes with youth and the general public.

4. Local Context



4.1. Youth Profile

Population:

- In 2011, Richmond's population was 190,473, with approximately 3 in 5 residents born in another country.⁸

Youth Population:

- In 2011, there were 14,205 youth (13-18 years old) and 9,410 pre-teens (8-12 years old).⁹
- In comparison with the other top four most-populous cities in British Columbia, Richmond has the third lowest proportion of children and youth (0-19 years old).¹⁰
- In Richmond, the projected population of children and youth is expected to decline from about 12% of Richmond's total population in 2011, to about 9% in 2017 and 8% in 2027.¹¹

Immigration and Ethnic Make-up:

- In 2011, about 35% of Richmond immigrants arrived in Canada when they were children or youth between 5-14 years (19,160) or 15-24 years (19,990). Immigration continues to draw families from all over the world, particularly from Asia.⁵ The top four source countries for recent immigrants are China (including Hong Kong), Philippines, Taiwan and India.¹²

Language:

- In 2012-2013, 22,138 students were enrolled in Richmond School District #38. Close to 60% spoke a language other than English in their homes. Over 38% of all students identified Mandarin, Cantonese or other Chinese languages as their home language. About 28% of students were English Language Learners (ELL).¹³

Academic Achievement

- In 2012/2013, 96% of Grade 12 students in Richmond graduated from high school and 54% received Honours Degrees.¹⁴ High school students are experiencing greater success in advancing to their next year. In 2008/2009, 80% of Aboriginal students transitioned to Grade 11, in 2012/2013, this number increased to 91%.¹⁵

Crime and Victimization:

- In 2013, 430 Richmond youths were linked to files and there were 433 files where youth were involved in a crime. The youth crime rate was 2.12 per 1,000 and this has decreased over the last three years.⁸
- In 2013, 203 youth victims were linked to files and there were 178 files in which youth were victims. Youth victimization rate has also decreased over the last three years.¹⁶

8 Statistics Canada 2012a: National Household Survey 2011

9 Ibid

10 Ibid

11 BC Stats projections: PEOPLE 32, 2013

12 Statistics Canada 2013, Statistics Canada 2012a: National Household Survey 2011

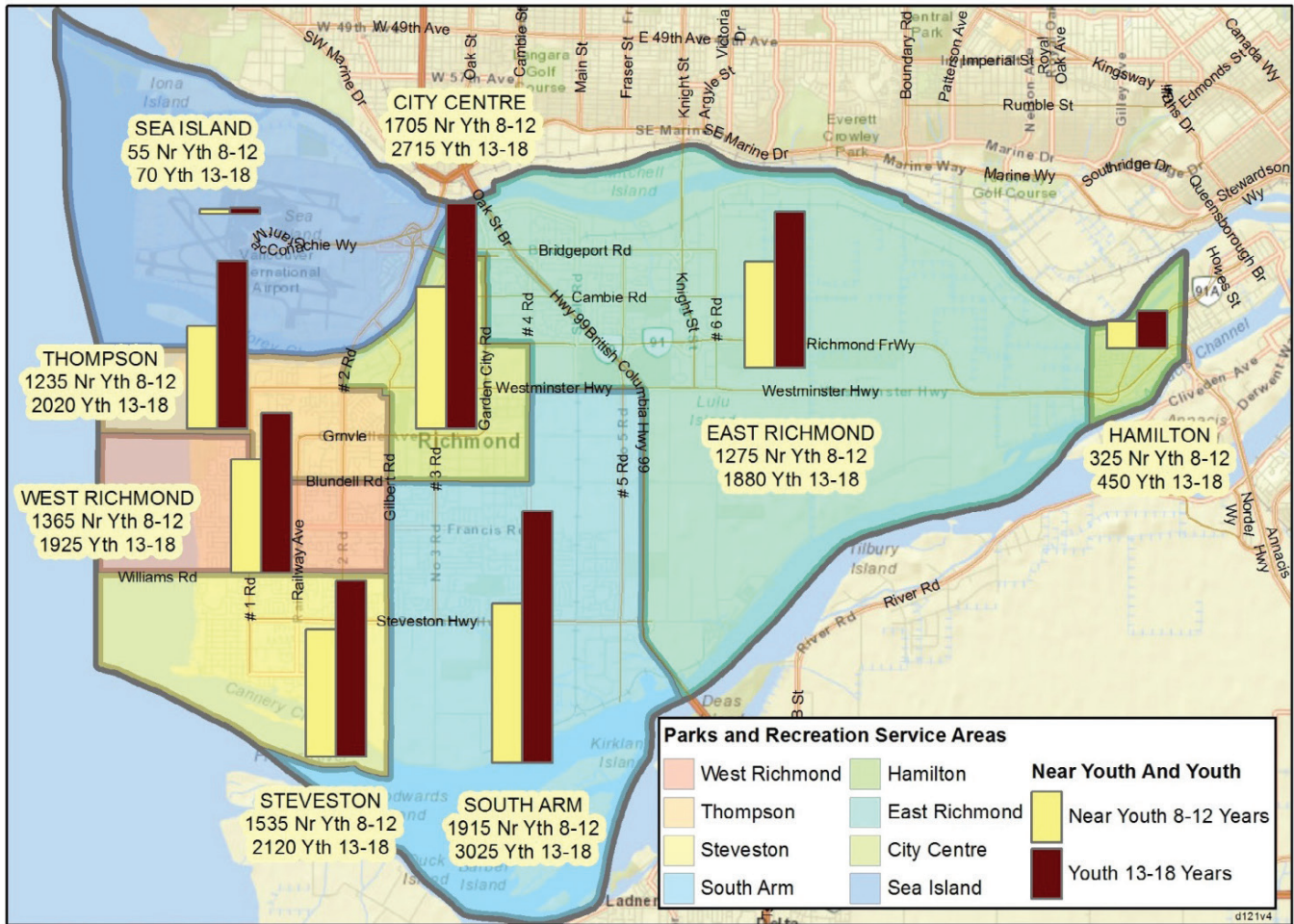
13 Ministry of Education 2013a

14 Ministry of Education 2013b

15 Ministry of Education 2013c

16 Richmond RCMP. 2013. Youth crime and victimization rates in Richmond. Custom-made tabulations.

Figure 2: Map of Richmond Parks and Recreation Service Areas (Youth and Near Youth Population, 2011)



Source: Census, 2011

4.2. Emerging Youth Trends

Richmond youth continue to face challenges during crucial years of transformation between childhood and adulthood. The needs and wants of youth are very diverse and this has a great impact on delivery of programs and services. Factors that need to be considered in order to address the needs of youth include:

Trend #1: Changing Demographics

Richmond youth are increasingly diverse, with a large proportion being visible minority immigrants with English not being their first language spoken at home. Although over 60% of Richmond youth reported having a personal connection with and cultural attachment to their ethnic group (through cultural practices like specific food, music or customs), both new and second-generation youth still encounter unique challenges in their settlement and integration experiences. Newly immigrated youth may face a period of cultural adjustment and experience integration challenges, especially if they are learning English. Second-generation youth may face tension between cultural values of their immigrant parents and Canadian norms they have grown up with.¹⁷

¹⁷ McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond, p. 44

Trend #2: Youth Behaviours and Health

Richmond youth deal with several issues that affect their mental and physical health, including substance abuse, bullying and gambling. According to the 2008 Adolescent Health Survey (AHS), unstable home life, poverty and mental health problems have profound impact on youth health and well-being. In 2008, youth who ran away from home were much more likely to have attempted suicide in the last year than those who did not run away. Youth living in poverty were also more likely to attempt or consider suicide.¹⁸ However some positive trends are visible, as the number of attempted suicide rates and participation in gambling activities have decreased between 2003 and 2008. Youth experimentation with alcohol and marijuana, and crime rates are generally lower in Richmond than the neighbouring municipalities.

Trend #3: Youth Activity Participation

Youth interest in physical activity and volunteerism in Richmond has seen both positive and negative trends. The 2008 AHS Survey indicates that only about 28% of youth (21% male, 7% of female) get the 20 minutes of daily activity recommended by Health Canada. The survey also found that 11% of youth reported not exercising in the past week at all.¹⁹ Richmond youth are increasing and declining their weekly participation in sports and leisure activities. About 53% of Richmond youth participate in coached, organized activities (up from 48% in 2003), and 59% of youth participated in informal, physical activities without a coach (down from 64% in 2003). In 2008, 62% of youth had reported volunteering, with 27% involved in volunteering at least once a week.²⁰

18 McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond, p. 13, 25-26

19 McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond, p. 41

20 McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond, p. 41-42

Trend #4: Youth Digital Participation

In Richmond, 90% of youth reported watching TV on school days, with 26% of them watching for more than three hours. While this is still significant, it is interesting to note that TV watching for more than three hours has decreased from 44% in 2003, an almost 18% decrease within 5 years.²¹ However, youth use of computers and smartphones have started to replace TVs. A 43% increase in smartphone ownership was observed in Canadian youth between 2012 and 2013.¹⁴ In Richmond, 34% of youth also reported using the Internet for more than three hours per day, higher than the provincial percentage of 27%. Online safety is an increasing concern for youth. The AHS found that in Richmond, 15% of females and 6% of males felt unsafe because of an online interaction.²² Approximately 10% of both male and females have given personal information online to someone they had not met in person. In addition to TV and computer use, 14% of Richmond youth reported playing video games for more than three hours a day. The survey also noted a link between obesity and video game playing, as those who reported playing for more than three hours a day were at least 35% more likely to be obese.²³

Trend #5: Youth Poverty

According to Statistics Canada, the percentage of Richmond's population living below the poverty level has risen from 20.9% in 2006 to 22.4% in 2011.²⁴ Furthermore, 25% of all Richmond residents living in poverty are under the age of 18. The vast majority of these youth have parents who are working minimum wage jobs, several part-time jobs and/or jobs with no benefits. A significant portion of economically vulnerable families are recent immigrants who struggle to meet basic needs, such as providing nutritious food to their children, adequate housing and access to extracurricular or recreational activities.²⁵

21 McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond, p.43

22 McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond, p.37

23 McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond, p.21

24 Statistics Canada 2007: Census 2006 and Statistics Canada 2012a: National Household Survey 2011

25 As indicated in the Richmond Children First report: "No official definition of poverty exists at the federal, provincial or municipal levels in Canada. There are two main approaches to its measurement: (1) absolute poverty, meaning that basic necessities of life are unaffordable, and (2) relative poverty, whereby the food, shelter and clothing required for physical survival are attainable, but financial ability to access other activities, goods or services is non-existent, minimal, or significantly below that of the societal average. Indicators of absolute poverty include homelessness and food bank use. Indicators of relative poverty are based primarily on household income and cost of living."

4.3. Roles and Responsibilities in Providing Services to Youth

Three Levels of Governments

The three levels of government (Federal, Provincial and Municipal) 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 governments provide community facilities and many recreational, cultural and social programs for youth. In the 1990s, senior levels of government introduced a new funding approach to social services which significantly reduced their shares in social assistance costs. The shrinking provincial mandates in the social arena have created serious hardships for many community organizations and have resulted in greater demands for municipal services, including programming for youth.

City of Richmond Youth Services: Functions

Richmond's Youth Services section, located within Community Services, aims to address the recreational, social and cultural needs of youth. This is done by building relationships that are grounded in mentoring, role modeling and engagement; creating meaningful experiences and; working with other agencies and services that support youth. Community Services has established an excellent reputation for its expertise in designing and delivering experiences for youth that are aligned with best practices in the youth services field. The City is seen as a leader in applying the assets framework towards influencing positive youth development, and Youth Services works within the City to align the resources required to meet the needs of the changing youth landscape.

Community Services includes four divisions offering programs and services for youth:

1. Parks
2. Recreation and Sports Services
3. Arts, Culture and Heritage Services
4. Community Social Development

While programs and services for youth are delivered in collaboration with many internal and external stakeholders (e.g., RCMP, VCH, Richmond School District #38), the Community Services Department, in strong partnership with Richmond's Community Associations, is responsible for the development of youth programs, services and initiatives. Hence, the development of the 2015-2020 Youth Service Plan was led by Community Services, in consultation with key stakeholders.

Providing positive opportunities for youth play an important role in the City's commitment to lifelong active living, and supporting an environment that encourages youth participation. They also support those youth who are the most vulnerable, to strengthen their resilience, to protect them against risky behaviours and to promote their health and well-being.

The City's Youth Services Team, positioned in Community Social Development, is composed of one coordinator and two Roving Youth Outreach Workers (Roving Leaders).

Located within Community Social Development, the Youth Services Coordinator supervises outreach staff, and guides and provides oversight for the development of recreation, social, arts and cultural initiatives for youth within the context of the City's Youth Service Plan. This position is the main point of contact for Youth Services, providing leadership and information to City and Community Association staff concerning youth issues, programs and services, events and initiatives. Resource sharing, active participation on relevant committees and meetings, and building and maintaining relationships with organizations and partnering with Youth Stakeholders is integral to the role, and the overall success of Youth Services.

The Youth Services Roving Leaders provide support and mentorship to vulnerable youth, and develop and implement programs and services designed to meet the youth's individual needs. They build strong, positive relationships and aid in the transition of youth into mainstream social and recreational opportunities, and community resources. The Roving Leader Program connects with youth in a meaningful way, helping to maintain health and wellness for youth in Richmond and contributing to a safe and accessible community.

Community Recreation has a variety of staff that work with youth and are instrumental in supporting positive youth development. Area Coordinators and Community Facility Coordinators provide support and supervision to staff providing direct services to youth. They also promote and support positive community building and ensure that all City facilities are safe, welcoming spaces for youth. Six Youth Development Coordinators (YDC), based in community centres throughout Richmond, provide a wide variety of direct services to youth, including program planning, development and implementation and community resources sharing and building of partnerships. Youth Development Leaders are supported by the YDCs, and also work directly with youth to ensure young people in each community have opportunities available to them year-round.

Arts, Culture and Heritage Services cultivate opportunities for youth to explore their creative side through a wide variety of programs, services and events. The Arts Centre's youth programs, Richmond Youth Dance Company, Heritage Services and the Richmond Art Gallery all offer enriching and positive experiences for youth. The Media Lab hosts the Richmond Youth Media Program (RYMP), with a dedicated Youth Media Specialist working to support youth in increasing their media arts skills and connect with peers and the community. Other divisions within Community Services, including Arenas, Aquatics and Parks, also play an important role in supporting and developing youth assets through the provision of programs and services, parks and open spaces, volunteer opportunities and welcoming and safe spaces in Richmond.

Other City Departments and the Richmond Olympic Oval interact with youth through a variety of initiatives. Community Safety, Environment Programs and Human Resources provide opportunities for youth to participate, learn, achieve and inspire young people to be contributing members of the community. Whether providing services for youth directly, mentoring or inspiring young people in Richmond, or educating and working towards ensuring the safety and well-being of youth, it is truly a collaborative effort.

4.4. Types of Richmond Youth Services

The City of Richmond has a well-developed infrastructure of youth programs and services. The City plays a multitude of roles in the delivery of youth services, including policy advocacy to senior levels of government, a communications service role and providing direct and indirect services to youth. The description of each type of services and examples are provided below.²⁶

Advocacy:

City staff contributes to national, provincial and city level collaborative efforts, information exchange and policy development in the area of children and youth. Over the last several years, City and Community Association staff have been involved in several larger-scale initiatives reaching a greater number of youth and advocating on behalf of Richmond. Some examples of Richmond's advocacy work includes: membership on the BC Youth Week Committee, Stop the Sexual Exploitation of Children and Youth Awareness Week (Provincial) and supporting and participating in other local, provincial and national youth initiatives.

Communications:

City communication efforts involve provision of information for purposes of public notification, health and safety promotion and staff consultation to individuals or groups on specific projects. The Richmond Intercultural Advisory Committee (RIAC) organized a public forum titled Richmond Welcomes All Cultures Public Forum on May 22, 2013 which was attended by 50 community members. Of the attendees, 30% were youth, including the members of the Richmond in 3D youth troupe. As a large number of participants were young Richmond residents, youth issues surfaced in many discussions, including the need for youth to have more opportunities to participate in society and a need for more intergenerational interactions and conversations.

Direct Service:

The City directly delivers programs, services and events specifically designed to support youth asset development. Several of these programs and services for youth include: recreation, culture, skill-building activities, special events, community celebrations, sports, arts and the Night Shift program, while the Roving Leaders provide mentoring and support for vulnerable youth. The City also provides opportunities for youth engagement as several Youth Councils and groups run from community centres. The Street Team consists of youth volunteers who work to promote the developmental assets to the community and several youth are engaged in BC Youth Week, which is a provincial celebration that takes place annually from May 1st to May 7th. Each year the Richmond U-ROC Awards celebrates the achievement and dedication of Outstanding Youth, Youth Groups and Asset Champions.

Indirect Service:

The City supports indirect service delivery through provision of operating grants, staff time for service planning, coordination and support. The City of Richmond supports the enhancement of a positive quality of life for its residents, and City Council recognizes that one means of helping to achieve this is through annual Grant Programs to support the work of community organizations in Richmond. In 2013, the City awarded \$738,854 through the Health, Social and Safety; Parks, Recreation and Community Events; and Arts and Culture Grant Programs, many of which positively impact the lives of youth in Richmond.

²⁶ City of Richmond. 1995 City Strategy for Youth Services

4.5. Partnering with Youth Stakeholders

The Community Services Department is well positioned to continue to work with other youth-serving community organizations in Richmond. As a result of its work in the growing area of the 40 Developmental Assets, the department is seen as a leader in applying the assets framework in influencing positive youth development. Community Services promotes a service-based approach to identify program and service priorities based on research, planning and system-wide policies. It also utilizes a relationship-based approach that encapsulates the City valuing and encouraging community involvement and effective partnerships.

The City 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. Providing positive and relevant programs and services to youth is a component of the City of Richmond's overall 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 community organizations need to continue working together to strengthen relationships and to enhance the delivery of services and programs to Richmond's youth.

There is a wealth of expertise and strong collaboration within Richmond. Ongoing committees, Youth Network meetings and resource sharing is a valuable part of Richmond's youth-serving network. The various youth organizations connect regarding events, programs and services, community concerns and new and ongoing initiatives.

The City has already achieved numerous successes set out in its 1995 Youth Strategy and 2008-2012 Youth Service Plan. This has been accomplished through long-term and new collaborations between the City and its many partners.

Partnering with Community Associations

The City and Community Associations work closely with youth to provide opportunities for young people to participate in a variety of social events, health and wellness programs, leadership opportunities and cultural activities. Youth Develop Coordinators have worked closely with the City's Youth Services Coordinator and Roving Leaders as an informal work unit since implementation of the 1995 Youth Strategy. Capital resources and budgets are committed by both City and Community Associations to deliver youth programs and services throughout the City. These Youth Development Coordinators and Youth Development Leaders from various Community Associations, as well as other facility staff, work with youth in neighborhoods around Richmond to ignite youth engagement, establish positive relationships and connect youth to their community.

Community Associations Youth Development Coordinators also cultivate strong partnerships within the community, collaborating year-round to provide youth programs and services in their facilities. The staff work with youth-serving organizations to provide facilitation of programs, utilizing the resources within their facilities to offer a variety of valuable opportunities for youth.

POSI-Tickets

The "+POS" Positive Ticket initiative with RCMP has garnered international attention and represents a key piece in the RCMP's Strategic Plan and the City's objectives in working with youth. This simple idea where Police Officers catch kids doing helpful activities provides a powerful gateway to develop positive relationships between police and youth. These interactions often have a profound effect on the youth and officer! This program has expanded throughout the City and been utilized by a variety of community partners, connecting youth to positive activities through the use of their tickets. The tickets are opportunities for youth to engage in positive decision making and constructive use of time, and build connections to their community.

Partnering with Youth-Serving Community Organizations

Community Services 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 Roving Leader program is a city-wide mentoring service that was established in 2001, which partners with numerous other community organizations to bridge recreation participation for less active and/or vulnerable youth. The Roving Leaders are well connected to other community organizations (such as Touchstone Family Services and Richmond Addiction Services). They utilize a formal referral system from a variety of sources, which is based on the 40 Developmental Assets. Community Associations also have created partnerships with other youth-serving organizations to meet the diverse needs of youth and deliver youth programs and services within community centres and around the City.

Partnering with Government Agencies

The City has strong working relationships with government agencies, including VCH, Ministry of Children and Family Development (MCFD), Richmond School District and the RCMP. Through the provision of services (and by collaborating with each other), these government agencies work on developing assets in youth, ensuring youth safety and well-being and improving and enriching the lives of youth in Richmond through a variety of positive opportunities.

4.6. Key Youth Issues in Richmond’s Plans and Strategies

The City of Richmond has a long history of addressing social issues through its policy work and service delivery. Over the last ten years, the City has developed a number of plans and strategies which are relevant to and/or reference youth issues. Among other goals, these Plans and Strategies aim to provide more inclusive, accessible, affordable, and diverse programs and services for youth. Some of the policy documents make direct references to the 40 Developmental Assets framework, as well as emphasize the need to broaden youth civic engagement more formally within Richmond’s programs and services. Many Plans and Strategies make direct references to the 2008-2012 Youth Service Plan. Table 3 provides a brief summary of selected Plans and Strategies and their approaches to solving youth issues.

Table 3: City of Richmond Plans and Strategies Relevant to Youth Issues

<p>Official Community Plan, 2012-2041</p> <p>A New Plan for the Future describes how the City wishes to evolve in the next 30 years.</p>	<p>Youth are referenced in a number of Official Community Plan Chapters. Most frequently, references to youth are made in Chapter 3: Vibrant Cities, including references to arts, education programming for children and youth; outreach to diverse groups of population, including socially-isolated individuals and low-asset youth; and opportunities for children and youth to learn and actively participate in recreational and other activities.</p>
<p>Social Development Strategy, 2013-2022</p> <p>The Strategy is intended to guide the City’s decisions and resource allocations on social development matters over the next ten years.</p>	<p>Youth are referenced throughout the Strategy and one of its nine Strategic Directions concentrates on addressing Children, Youth and Family issues. The Strategy puts forward a number of actions aimed to make Richmond a youth-friendly city, including expanding the provision of affordable services and programs for youth, engaging youth in City and community-based planning processes and expanding dedicated, safe, youth-friendly spaces.</p>
<p>Parks, Recreation and Cultural Services Master Plan, 2005-2015</p> <p>The Plan focuses on exploring organizational potential, engaging the community and creating a custom solution that is suitable for Richmond.</p>	<p>The Plan guides both strategic and operational decision making, makes sense to community partners, public agency partners, corporate partners and others, ensures that Richmond residents continue to enjoy top caliber programs and services that respond to changing needs, captures Richmond’s uniqueness, vitality, and the other qualities that make it one of North America’s most livable cities.</p>
<p>Community Wellness Strategy, 2010-2015</p> <p>The Strategy intends to provide a strategic framework to support the decision making in the planning and development of wellness-promoting programs and activities in Richmond.</p>	<p>The Strategy makes a number of references to addressing youth issues, including creation of initiatives to increase youth engagement; development of support services for teenagers living with disabilities to access mainstream sports, recreational services and programs; and development of programs to increase children and youth participation in team-based (and individual) physical activities outside of physical education classes at school.</p>
<p>The City Strategy for Youth Services , 1995</p> <p>The Strategy sets the attitude and direction for addressing the City’s role with and for Youth.</p>	<p>The Strategy is a collaborative initiative involving the City, community agencies and youth, and represents the views and interests of youth. Implementation will include participation from community organizations, boards, schools and youth.</p>
<p>Parks and Open Space Strategy, 2012-2022</p> <p>The Strategy was created as a guide for the delivery of services in the parks and open space system for the next decade.</p>	<p>The Parks and Open Space Strategy traces the evolution of the system from the first playground to the current interconnected system of parks, trails and green ways, natural areas, waterfronts and the urban realm. It outlines the trends and challenges affecting the delivery of parks and open space services and it defines the desired outcomes and the priorities for sustaining and expanding the system.</p>

Table 3: City of Richmond Plans and Strategies Relevant to Youth Issues (continued)

<p>Richmond Affordable Housing Strategy, 2007</p> <p>The Strategy set a course for the City to preserve and develop affordable housing stock to meet the needs of Richmond’s population, including younger and low-income families in the City.</p>	<p>The Strategy identifies three main priorities (Subsidized Housing, Low End Market Rental and Entry Level Ownership), six policy areas and contains a number of recommendations to achieve annual targets for affordable housing, including the provision of subsidize housing for households with annual incomes of less than \$34,000; identifies the housing issues for single parents with limited income and families requiring subsidies for specific reasons.</p>
<p>Parks, Recreation and Cultural Services Volunteer Management Strategy, 2007-2012</p> <p>The Volunteer Management Strategy, developed in partnership with Volunteer Richmond Information Services (VRIS), aims to foster volunteerism in the City.</p>	<p>Youth were identified in the Volunteer Management Strategy as a particular target demographic for volunteer outreach. The Strategy emphasized an important role of Parks, Recreation and Cultural Services (now Community Services) to foster skill development and establish work experience for young people.</p>
<p>Richmond Intercultural Strategic Plan and Work Program, 2012-2015</p> <p>The Plan, developed by the Richmond Intercultural Advisory Committee (RIAC), aims to address immigrant integration issues and set a course for the city to be a welcoming community for all.</p>	<p>To achieve the Vision set in this Plan, the RIAC puts forward a number of recommendations including addressing language and cultural barriers that interfere with building a welcoming community. The Plan proposes actions to ensure that information on City and community activities is available for newcomers and residents in a manner that appreciates the needs, communication skills and traditions of different cultural groups.</p>
<p>Richmond Sport for Life Strategy, 2010-2015</p> <p>The Strategy mandates a new direction in the goals and visions of Richmond’s community-based activity programs.</p>	<p>The Sport for Life Strategy envisions Richmond as a sport for life model for Canada and the world. It identifies the strategic goals of physical literacy, leadership and community involvement, and healthiest and most active community as priorities.</p>
<p>Richmond Arts Strategy, 2012-2017</p> <p>A city-wide strategy aims to make the City “an arts destination with a thriving arts community and a rich offering of festivals and events”.</p>	<p>The goal of the Arts Strategy is to create a vibrant and healthy cultural community for all citizens. The Strategy puts forward a number of recommendations with regards to youth artists, including collaboration with schools to train, employ and connect young artists to professional artists and celebrate the accomplishments of young artists.</p>

5. Youth Service Plan Framework and Action Plan

The 2015-2020 Youth Service Plan is built on the framework that was developed for the 2008-2012 Youth Service Plan and the excellent ground work from the City's 1995 Youth Strategy. The Plan also supports the City's Vision for Richmond to be the most appealing, livable and well-managed community in Canada.

The updated framework consists of a vision, three key goals and nine themes. The nine Strategic Directions from the 2008-2012 Youth Service Plan are now presented as nine themes. Each theme is linked to the external and internal development assets that it aims to address. Also, for each theme, the objectives, challenges and achievements were identified based on consultations with youth and key stakeholders, a review of internal Youth Service Plan evaluation reports and an environmental scan conducted as part of the Youth Service Plan²⁷ update.

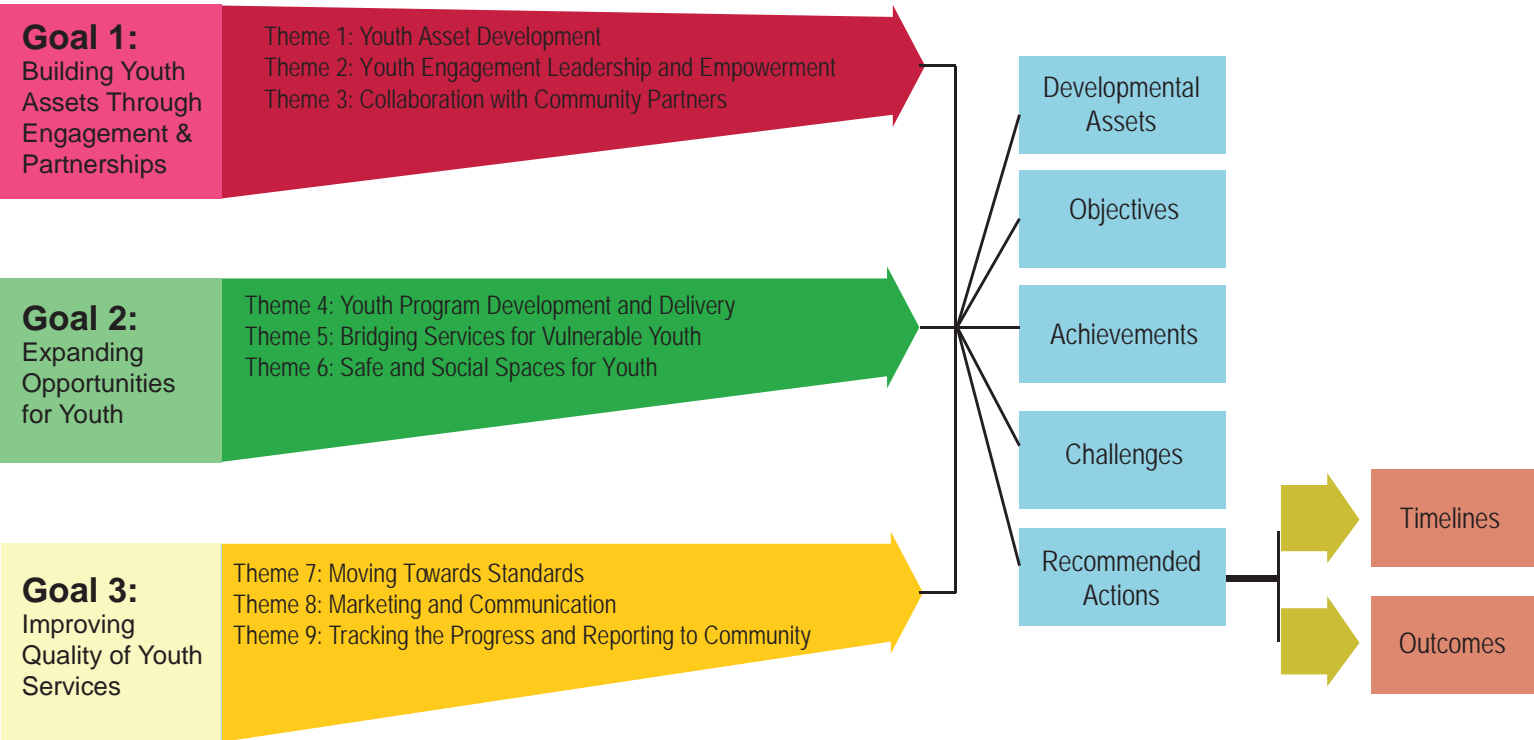
Finally, for each Theme, concrete Actions are suggested along with associated Timelines and Outcomes. Actions aim to address the challenges identified for each Theme and the Outcomes are directly linked with the Objectives. The Timelines are as follows: Ongoing, Short Term (0-2 years), Medium Term (2-4 years), Long Term (4-6 years).

Youth Service Plan Vision "For Richmond to be the best place in North America to raise children and youth"

Each goal is addressed through themes:

Themes include:

Each action includes:



²⁷ To monitor the challenges, successes and strides in programming development and delivery, Community Services has kept ongoing records of departmental activities and initiatives that fall under each of the Youth Service Plan's strategic directions and sub-action. Achievements and challenges have drawn from these reports, including the 2009 "Youth in the Community, Richmond" report, an internal program assessment in 2011 and 2013, as well as stakeholder and youth consultation reports.

Goal 1: Building Youth Assets Through Engagement and Partnerships



Theme 1: Youth Asset Development

Developmental Assets: All Internal and External Assets

Objective

The Developmental Asset framework provides a shared vision and language to guide practice and decision-making. Community Services, in collaboration with Community Partners, will ensure common understanding of the Developmental Asset framework in youth programming. Youth will be aware of how their participation influences their asset development. The community, as a whole, will also have an awareness of the principles of Developmental Asset-building and its role in collectively increasing the assets of Richmond youth.

Achievement

The City of Richmond has worked to create environments that build and influence youths' Developmental Assets and meaningful youth involvement. Training for City and Association staff and community partners was provided to enhance their understanding of Developmental Asset principles and deliver asset-based services. The Youth Services Street Team, an annual summer leadership group, was created to take the messages of supporting youth into the community. By attending special events around Richmond, these team members deliver key messages from a youth's perspective to further promote asset-building.

Challenges and Gaps

1. Familiarity with the Developmental Asset Framework

Asset-building works best if it is conceived, planned and implemented through a process involving the local community, including parents, youth and service providers. Richmond's commitment and support is imperative for fostering positive youth development and for the success of asset-building implementation approaches. Most youth who participated in the community consultations were unfamiliar with the asset-building terminology and framework. As suggested by other participants, parents could be more strongly engaged in the discussion around Developmental Assets. Hence, there is a need for the Richmond community, particularly youth and parents, to be more strongly involved in the youth programming process and to be provided more opportunities to become familiar with the 40 Developmental Assets concepts. The challenge is to increase communication around asset-building in Richmond.



Empowering and Recognizing Youth

Every year during BC Youth Week (May 1-7) the City of Richmond Hosts the U-ROC (Richmond Outstanding Community) Youth Awards to celebrate the achievement and dedication of Outstanding Youth, Youth Groups and Asset Champions within the Richmond community.

Community Organizations Work with Youth

Youth Now, run by Volunteer Richmond Information Services, is designed to develop the leadership potential by training young adults to serve as board members for local non-profit organizations. The program is open to high school graduates under the age of 26 who live, work or study in Richmond. (Source: volunteerrichmond.ca)

Actions and Expected Outcomes

Theme 1: Youth Asset Development				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Familiarity with the Developmental Asset framework				
1.1	Incorporate the Developmental Asset language and philosophy in all City and Community Association youth marketing and communication tools.	Increased awareness and common understanding of the Developmental Asset framework in the community and among youth and parents.	Community Services working collaboratively with its partners	Ongoing
1.2	Develop and implement a campaign that serves to educate parents, youth and the community at large on the Developmental Assets and their benefits.	Increased awareness and common understanding of the Developmental Asset framework in the community and among youth and parents.	Community Services working collaboratively with its partners	Short Term (0-2 years)
1.3	Develop and implement training opportunities for City staff, Community Associations and Community Organizations to enhance common understanding of Developmental Asset principles.	Increased awareness and common understanding of the Developmental Asset framework among City staff and community partners.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
1.4	Expand the Youth Services Street Team to advance Developmental Asset education and awareness in the community.	Increased awareness and common understanding of the Developmental Asset framework in the community and among youth and parents.	Community Services	Medium Term (2-4 years)
Challenge: Implementation of the Developmental Asset framework				
1.5	Establish an asset-based Leadership Group with key representatives from the City's community partners.	Improved consistency in the use of the Developmental Asset framework.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
1.6	Plan and coordinate asset development efforts, and coordinate and advance asset development within Community Services and other youth serving agencies.	Improved consistency in the use of the Developmental Asset framework.	Community Services working collaboratively with its partners	Medium Term (2-4 years)

How we can help our children develop more assets:

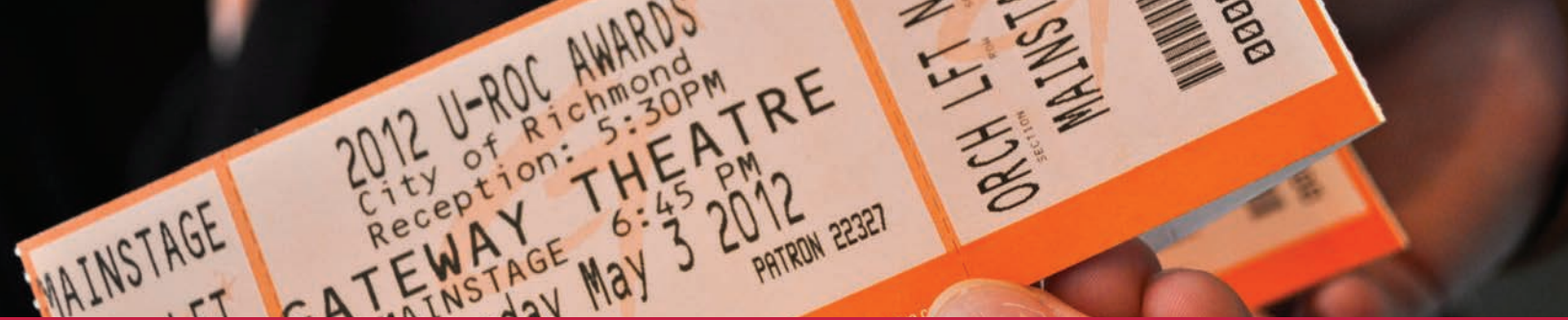
The Street Team asked youth to describe their passion and the person that helped them discover it. They also asked adults how they support youth:

Name: Jennifer (Youth) "Dancing: Cliff inspired me to dance with passion. Makes me open my heart."

Name: Janice (Adult) "Be available to listen respectfully to them at all times and hear their concerns. Likewise that they respect us and include us in their plans for their future education etc. and trust us that we have years of experience (wisdom) to share with them."

Name: Marissa (Youth) "When I was little I really wanted to play soccer but I was extremely scared of getting hit. My dad worked with me for years, knowing that it was something important to me."

Name: Amanda (Adult) "I spend time with my nephew and nieces outdoors playing games and showing them how to play different sports."



Theme 2: Youth Engagement, Leadership and Empowerment

External Developmental Assets: Support and Empowerment

Internal Developmental Assets: Positive Values, Social Competencies, Positive Identity

Objective

Community Services values Richmond youth as contributing members of our society and recognizes the importance of youth being involved in the decisions that affect them. Richmond youth will be connected to opportunities to provide direct input in decision-making, to collaborate with adults and their peers and to be involved in meaningful volunteer experiences with the City of Richmond and the community. Empowered youth know that they are valued by society and this helps them create positive views of themselves and develop social competencies required to succeed in life.

Achievements

Developing the social capital of Richmond youth through strong youth institutions has been a top priority for Community Services. By adopting and establishing a strength-based approach, youth programming has focused on building individual strengths such as musical talent, project management and event planning. Mentorship, volunteer opportunities and training programs have been key to developing youth leadership skills with the intention to consider these youth leaders for future employment. Recreational volunteering has also been emphasized, particularly in the 2011 Richmond Youth Basketball League where youth contributed their coaching, scorekeeping and refereeing skills. Many Community Associations have encouraged youth participation on their boards as non-voting members in order to have youth perspectives, as well as to cultivate youth leadership. To clarify expectations of volunteer roles, a specific section for youth volunteer opportunities was created on the City's website, icanhelprichmond.ca.

Engaging and Empowering Youth Leaders

- From 2008 to 2013, over **4,300** youth volunteered in 162 City's facilities/programs contributing over **120,000** volunteer hours.
- The Green Ambassadors were involved in a number of environmental initiatives. For example, as a result of their recycling and waste diversion efforts, they achieved 86% waste diversion rate when volunteering at Maritime Fest in August 2013.
- Examples of youth-driven programming include the Richmond Youth Media Program, Band Nights and Mentorship programs.
- Volunteer appreciation events recognize youth volunteers and summer program leaders.
- Richmond nominated a delegate for the BC Youth Parliament through Thompson Community Centre.
- The Youth Council Act, Thompson Youth Council and Youth Services Street Team are examples of youth-centered leadership development and democratic engagement.

Challenges and Gaps

1. Building Trusting Relationships

Research highlights the importance of ensuring that youth have positive role-modeling opportunities for meaningful participation and engagement, and strong connections to family, school and the broader community.²⁸ Youth who grow up in environments like these are known to have a much better chance of becoming happy, engaged and civic-minded members of the community. Interestingly, Richmond youth describe trusting relationships with adults and their peers as a motivating factor for participating in activities in the community. In facilitating relationship-building opportunities, youth may be more likely to participate in activities and ultimately get more involved in their community.

2. Skill-Building and Volunteering

Volunteering is a valuable way for youth to build skills and leadership experience. The Search Institute emphasizes that involving youth in volunteering and leadership is critically important to building assets and keeping youth engaged.²⁹ In consultations, Richmond youth suggested that, regardless of improvements to the icanhelprichmond.ca website, accessing information about youth volunteer positions as well as obtaining meaningful volunteer opportunities was challenging. Additionally, youth suggest that volunteering has some stigma with their peers and in some cases, making the effort to volunteer “wasn’t worth it”. They see value in participating in volunteer activities that contribute to society and help them pursue their personal interests and career goals, thereby highlighting an interest in increased youth-led events for the community, as well as opportunities to develop various skills.

3. Youth Involvement in Planning

There is a continuing need to further consult with youth and obtain their direct input on youth programming. Richmond youth requested specific programs, services and opportunities that are responsive to their needs and interests. They express their wish to be involved in planning and decision-making processes as partners, to have multiple opportunities to voice their views and ideas and to see their ideas and suggestions implemented.

4. Engagement of Youth

Best practice youth engagement strategies suggest that many approaches only reach a small percentage of the youth population.³⁰ Similarly, youth stakeholders express the need to reach all youth and not only to those that are motivated to participate. They acknowledge that while “the go-getters” are getting more involved in volunteering, the number of youth who are not as involved is increasing. The challenge is to reach a larger number and greater diversity of youth and, in particular, those who are not usually engaged in youth activities or youth-led events.



Our Partners' Work with Youth

Cultural Club Diversity Talent Show by Richmond Multicultural Community Services. This project provides youth an opportunity to showcase their talents and explore and celebrate diversity and inclusion through the arts.

28 Bonnell and Zizys 2005, p. 21; Cohen and McDonough 2012, p. 44

29 Search Institute 1999, p. 22

30 Hirtle and Ure n.d., p. 46-47

Actions and Expected Outcomes

Theme 2: Youth Engagement, Leadership and Empowerment				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Building Trusting Relationships				
2.1	Enhance existing programs and services, and create new opportunities for mentorship (such as youth peer leadership, intergenerational activities).	Increased asset-building opportunities for youth. Improved connections between youth and other community members.	Community Services working collaboratively with its partners	Ongoing
Challenge: Skill Building and Volunteering				
2.2	Increase the number of (and access to) meaningful youth volunteer opportunities in civic and community based programs and activities (such as youth representation on boards, committees, and Council-appointed groups that relate to youth, or at community events that incorporate youth planning and leadership).	Enhanced youth skills and positive experiences. Increased engagement opportunities for youth and greater community involvement for youth. Increased social capital of Youth.	Community Services working collaboratively with its partners	Short Term (0-2 years)
2.3	Provide leadership skills development programs that are specifically designed for youth.	Increased asset-building and empowerment opportunities for youth. Development of youth interpersonal and conflict resolution skills.	Community Services working collaboratively with its partners	Ongoing
Challenge: Youth Involvement in Planning				
2.4	Develop a systematic approach to engage youth in planning programs, services and facilities that are of interest and benefit to them (such as programs and services, parks and open spaces).	Increased asset-building opportunities for youth. More engaged youth population that is invested in the community.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
2.5	Educate youth on how their input will be used and inform young people about the outcomes of their involvement in the planning process.	Increased confidence, community engagement and planning skills in youth. Increased asset-building opportunities for youth.	Community Services working collaboratively with its partners	Ongoing
Challenge: Engagement of Youth				
2.6	Create more opportunities for Youth Engagement in Richmond.	Increased asset-building opportunities for youth who are not active and engaged.	Community Services working collaboratively with its partners	Ongoing
2.7	Acknowledge diverse youth through U-ROC Awards, volunteer recognition, and develop new and innovative methods of youth recognition.	Creates positive reinforcement and encouragement for youth to see merit in their contribution to community. Increased asset-building opportunities for youth.	Community Services working collaboratively with its partners	Ongoing



Theme 3: Collaboration with Community Partners

All External and Internal Assets

Objective

Relationships with community partners increases capacity and pooled resources and, therefore, the success of the Youth Service Plan. The City will maintain and expand its network with community partners to provide more flexible outreach services and accommodate the diverse needs of youth. Youth will be better connected to the wide range of opportunities and services that the City of Richmond has to offer.

Achievements

Over the last five years, the City has worked to widen the scope of collaboration with Richmond's community partners to better serve Richmond youth. The Youth Team has played an important role in bridging existing community services for youth and because of their knowledge of community services, have been able to provide appropriate referrals and information to youth. The Roving Leader Program has been an invaluable resource as a bridge to community partners for youth. In order to prioritize and standardize agency referrals of youth services over the last five years, school district counsellors and other youth organizations have been referring youth to community centre programs where they often become regular participants. One of the actions from the 2008-2012 Youth Service Plan was to establish and expand relationships within the City, and this is a great example of the Community Associations role in this success.

Challenges and Gaps

1. Partnership Consistency

The community consultations aimed to uncover the diverse needs and interests of youth. In some instances, these discussions resulted in suggestions that were outside Community Services' mandate and capacity. By establishing partnerships with other community organizations, Community Services will increase the capacity and resources to serve the diverse needs of youth. However, there are a number of challenges in building partnerships with community agencies providing youth services. For example, agencies are subject to government funding and, due to changes in funding formulas, many agencies are losing their programming capacities and, in some cases, their capacities to partner with the City. Therefore, the challenge for the City will be to foster existing partnerships and to further increase inter-agency capacity and support their partners in accessing senior government resources.

Collaborating with Community Partners

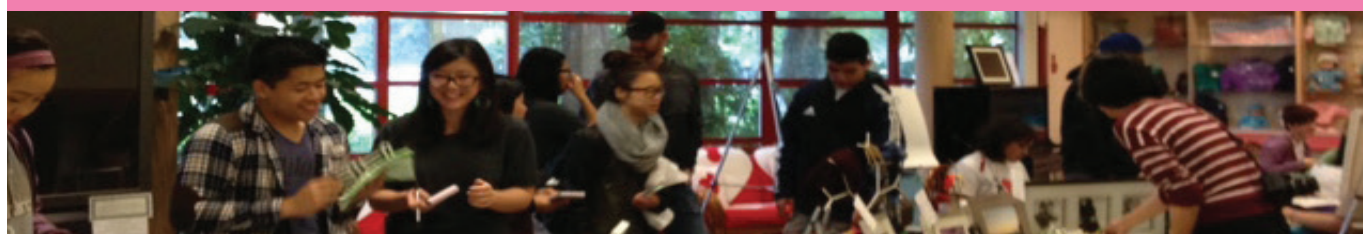
- Youth Services participation in several city-wide committees, (such as the Community Action and Assessment Network and the Richmond Community Action Team).
- Girl Zone, a partnership between the City of Richmond and Touchstone Family Association, is a program for adolescents focusing on recreational activities and addressing topics pertinent to young women.
- GO Day, a program in partnership between the City of Richmond, is empowering girls, Community Associations, Richmond School District and VCH.

2. Inter-agency Communication

Of the respondents who participated in the key stakeholder consultations, only 42% indicated that they were either involved with the development of the Youth Service Plan and were extremely familiar with its content or were very familiar with it and frequently used the plan in their work. Similarly, only half believed that the 2008-2012 Youth Service Plan resulted in increased inter-agency programming and collaboration. Stakeholders suggested that further inter-agency discussions are required to ensure that issues, such as strategic planning, advertising and program administration are fully in accord with youth needs and demographics. As well, the geographic placement of services throughout the community needs to be reviewed. Youth service providers would like to deepen their relationships with each other and Community Services and continue communication about youth needs, sharing knowledge about what opportunities are already available to youth and what other service providers are doing.

Actions and Expected Outcomes

Theme 3: Collaboration with Community Partners				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Partnership Consistency				
3.1	Build new relationships and fostering existing relationships with community partners.	Enhanced relationships between staff working with youth in Richmond. Increased inter-agency capacity and resources to better serve the needs of youth.	Community Services working collaboratively with its partners	Ongoing
Challenge: Inter-agency Communication				
3.2	Support and facilitate regular communication between partners to share information and knowledge, co-ordinate activities and discuss youth needs and issues.	Increased continuum of integrated care and service within the community. Enhanced efficiency of work, opportunities for communication and elimination of silos.	Community Services working collaboratively with its partners	Ongoing
3.3	Develop and regularly maintain an inventory of youth-serving organizations in Richmond to more efficiently communicate youth-related information and resources.	Increased access to youth-related information and resources. Increased inter-agency capacity and resources to better serve the needs of youth.	Community Services working collaboratively with its partners	Medium Term (204 years)
3.4	Organize a Richmond Youth Forum to bring together youth and youth stakeholders, provide education and information and improve inter-agency communication.	Bring relevant, interesting and innovative information into Richmond. Increased inter-agency capacity and resources to better serve the needs of youth.	Community Services working collaboratively with its partners	Medium Term (2-4 years)





Goal 2: Expanding Opportunities for Youth

Theme 4: Youth Program Development and Delivery

External Assets: Boundaries and Expectations, Constructive Use of Time
Internal Assets: Positive Values, Social Competencies, Positive Identity

Objective

Youth are aware and have equitable access to a number of diverse recreational, social, volunteer and cultural opportunities that are responsive to their specific needs and interests, and build on their Developmental Assets. Deliberate planning with community partners and youth around a core grouping of programs will result in a broader range of programs and services that will accommodate a variety of needs and interests.

Achievements

The City of Richmond has worked to develop a city-wide approach to youth programs and services for Richmond youth, focused on youth leadership, mentoring and volunteering and offering a variety of recreational, cultural or social programming options. Using the framework introduced in the 2008-2012 Youth Service Plan, the programming has been developed in partnerships with service agencies, schools and other relevant community partners. To further foster leadership skills, promote the discovery of interests and constructively make use of extracurricular time, youth have been able to take on roles coordinating pre-teen programs and assisting in running activities and event planning. From open gym access to free fitness passes, Community Services, working collaboratively with community partners, have made concerted efforts to create a wide variety of no/low cost opportunities for youth.

Challenges and Gaps

1. Physical Inactivity

Youth physical inactivity remains a challenge; only one-fourth of Richmond youth get the recommended 20 minutes of daily activity.³¹ Richmond youth, more than other youth in the region, are spending a great amount of their time online.

2. Program and Service Accessibility

Richmond youth experience challenges accessing programs and services. Transportation difficulties are found to be one challenge restricting participation in interesting activities, particularly in East Richmond (such as Cambie Community Centre, Hamilton Community Centre) and in the Steveston area. Cost is one of the key obstacles for youth to participate in recreational and cultural programs. In consultations, youth have identified the need for more less expensive drop-in activities.

3. Age-appropriate Programming

Youth at different ages have different developmental characteristics, needs and interests. Statistics show that youth in younger grades exercised more than those in older grades, perhaps reflecting a need for more tailored programming for older youth.³² Similarly, Richmond youth suggest that the Community Services recreational programming might benefit from a more age-targeted approach. Youth want to be in youth-specific recreational programs with their peers and do not feel comfortable if adults attend these programs.

4. Pre-employment and Life Skills

Evidence suggests that even in good economic times, many young people seeking employment remain unemployed and marginalized. In consultations, youth stakeholders identified the challenges for Richmond's youth in finding jobs and the need for further skills training and employment opportunities for youth.

As they transition through their high school years, Richmond youth will need to have access to adequate programming to build employment-related skills to position them favourably in an economy with rising underemployment for young adults.

³¹ McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond

³² McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond



Youth Unemployment

Youth unemployment rate is almost 2.4 times higher than that of Canadians aged 25 and older. According to the 2013 CIBC report, 420,000 of Canadians aged 15-24 are unemployed and not enrolled in school. This means that nearly 10% of young Canadians are economically at-risk. The main activity for high school students (15-18 years old) is learning. Hence, adjusting for this factor, the unemployment rate for this group in Canada goes down from a reported 20% to only 5.4%. However, the report also suggests that summer jobs are becoming less available to younger Canadians. As the labour market becomes more competitive, youth face steep competition with other population groups in obtaining part-time jobs and have limited opportunities to make some money, gain work experience and learn new skills.³³

³³ Tal, B. 2013

Actions and Expected Outcomes

Theme 4: Youth Program Development and Delivery				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Physical Inactivity				
4.1	Enhance communication city-wide about the importance of regular physical activity on youth health and wellness.	Increased awareness and knowledge of physical activity for youth. Increase in constructive use of time for youth.	Community Services working collaboratively with its partners	Ongoing
4.2	Involve youth in program planning to ensure development of appropriate opportunities to combat inactivity.	Increased awareness and knowledge of physical activity for youth. Increase in constructive use of time for youth.	Community Services working collaboratively with its partners	Ongoing
Challenge: Program and Service Accessibility				
4.3	Improve accessibility of Community Services programs and services, facilities and spaces.	Increased accessibility to programs and services for youth.	Community Services working collaboratively with its partners	Ongoing
4.4	Identify and opportunities and provide more low-cost/no-cost programs and/or services to youth.	Improved equitable access to programs and services for youth. Increase in constructive use of time for youth.	Community Services working collaboratively with its partners	Ongoing
4.5	Provide youth with a full range of opportunities to participate in sport and physical activity and ensure they are aware of these opportunities.	Increased awareness and accessibility to sport and physical activity.	Community Services working collaboratively with its partners	Ongoing
4.6	Support the Richmond sport community to develop youth to reach their highest level of sport achievement.	Increased opportunities and options for young athletes in the community.	Community Services working collaboratively with its partners	Ongoing
4.7	Identify needs for increased transportation opportunities to access youth programs and services, particularly in outlying areas of Richmond.	Improved equitable access to recreational opportunities for youth. Increase in constructive use of time for youth.	Community Services working collaboratively with its partners	Ongoing
Challenge: Age-appropriate Programming				
4.8	Identify opportunities for relevant programming targeting specific age-groups of youth.	Increased responsiveness to the specific needs and interest of youth. Increase in constructive use of time for youth.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
Challenge: Pre-Employment and Life Skills				
4.9	Enhance youth life skills and build career training into programs and services for youth.	Increased responsiveness to the specific interests and needs of youth. Youth are better equipped to transition into adulthood.	Community Services working collaboratively with its partners	2015-2016



Theme 5: Bridging Services for Vulnerable Youth

External Assets: Support, Constructive Use of Time

Internal Assets: Positive Identity, Social Competencies

Objective

Community Services aims to reach all youth in a variety of programs and services while being particularly vigilant about addressing the very specific needs of vulnerable youth. These groups might include Aboriginal youth, youth with disabilities or special needs, newcomer/immigrant youth, LGBTQ youth, youth from low-income families and youth in conflict with the law. Serving diverse youth, and vulnerable youth in particular, requires targeted approaches and strong relationships with a variety of community partners and with youth themselves. Community Services will ensure that vulnerable youth are better connected to resources and opportunities to build assets.

Achievements

Richmond has a vibrant and ethnically-diverse youth population. The needs and wants of youth are diverse and this has a great impact on the delivery of services. Led by Community Services, the City has worked to create and increase opportunities for vulnerable youth. Building upon the Roving Leaders program, Richmond continues to provide services through the network of Area and Youth Development Coordinators and its partnerships with youth-serving community organizations (such as schools, RCMP and health services). Youth who have been mentored and guided by the Roving Leaders program are often transitioned into more traditional youth programs which is considered to be a successful outcome for the Roving Leaders program. Over the last five years, Richmond has directed its efforts to provide more programs and develop strategies to alleviate financial barriers for youth participation.

The Media Lab utilized a similar referral system working with vulnerable youth in the context of the Richmond Youth Media Program (RYMP), building assets and connecting with youth in their programs and services.

The City conducted a number of consultations to better understand the challenges of youth to access and participate in recreational programs, including 2009 consultations with vulnerable youth *“to determine the most efficient and effective strategies and service delivery mechanisms in working with vulnerable youth”*. In 2011, Community Services consulted with high school students to identify desired activities and outreach strategies in community centres for under-served and vulnerable youth. Richmond also connected with other local municipalities in Metro Vancouver to learn from their youth workers and their best practices. A concerted effort was made in the later years of the 2008-2012 Youth Service Plan to increase communication, education and resource sharing with the City and other Richmond youth stakeholders. Community organization representatives were invited to attend Youth Team meetings where they shared youth-related information and resources in order to educate and prepare City staff to work with vulnerable youth, as well as increase communication within the community.

Low-cost Programs and Reaching Out to Diverse Youth:

- “Workout Wednesdays” at Thompson Community Centre with free access to the weight room after school.
- Through the Media Lab, Richmond Youth Media Program (RYMP) was introduced where youth can participate and showcase their skills at special events and youth-related projects.
- During Youth Week 2013, Thompson Community Association introduced “Black Tie Brunch” where youth could attend a semi-formal Youth Week event for \$1.

Challenges and Gaps

1. Multiple Barriers of Vulnerable Youth

Vulnerable youth face multiple barriers and challenges to access programs and services, resulting in fewer opportunities for developing skills and asset-building. There are concerns that some youth are being missed because they are not connected to an adult or program in a timely manner. The youth needing connections and individual supports outnumber the capacity of the two Roving Leaders to adequately support their needs. Additionally, while there are special programs for Aboriginal and immigrant youth at Richmond Youth Service Agency, and youth-related recreational and leadership development programs for children with disabilities at Richmond Centre for Disability, there is a need to address the unique needs of these youth groups to participate in mainstream youth recreational programs.

The percentage of children and youth in poverty is almost 6% higher in Richmond than Vancouver census metropolitan area or BC as a whole.³⁴ The low-income status of youth creates numerous consequences for youth programming, including program affordability for users as well as transportation and equipment costs. Additionally, low-income families and children may have limited capacities to access information about recreational activities and have limited awareness about the importance of recreational programs and services.

³⁴ Statistics Canada 2013, Statistics Canada 2012b: National Household Survey 2011

2. Diversity, Identity and Belonging

The Richmond youth population is increasingly culturally and ethnically diverse, with a large proportion being visible minority immigrants. Research shows that compared to other cities in the province, Richmond's youth have higher levels of cultural connectedness (i.e. 59% of Richmond youth are involved in cultural practices which are highlighted as specific food and traditional customs); however, fewer youth report a strong sense of belonging or attachment to their ethnic group.³⁵ Research further indicates that youth would like the general public to be aware of the discrimination and racism issues facing systemically marginalized populations.³⁶ The challenge is to strengthen multicultural youths' sense of belonging to a larger community while helping them to preserve and maintain a pride in their cultural identities.

³⁵ McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond, p. 44

³⁶ Vancouver Foundation, Youth Vital Signs 2013. The survey was conducted in Metro Vancouver and, hence, includes Richmond youth.

Community Organizations Work with Youth Richmond Addiction Services (RASS) Prevention Program

In helping Richmond youth to become aware of and knowledgeable about substance misuse and addiction, RASS staff provide customized information, programs and training opportunities for youth, families, older adults, educators and other professionals. They develop, deliver and support prevention programming in the elementary, secondary and alternate schools in Richmond.

S.U.C.C.E.S.S. Immigrant Youth Volunteer Service Groups:

S.U.C.C.E.S.S., a not-for-profit organization which has been serving residents of Richmond since 1989, offers a number of services for immigrant youth in Richmond, including running immigrant youth volunteer service groups.

Settlement Workers in School (SWIS) Program at SD #38

Settlement Workers in School (SWIS) Program is funded by Citizenship and Immigration Canada and offered throughout British Columbia, including School District #38. SWIS program provides settlement services for immigrant and refugee students K-12 and their families. This includes outreach to all newcomer students and families and delivering workshops and counselling on settlement-related issues and Canadian systems and culture. There are 15 SWIS workers serving Richmond's students and families in English and other languages.

Adolescent Health Survey 2008: Protective Factors, Richmond and BC

The AHS Survey included a number of questions which allowed identification of the protective factors for youth.³⁷ Even small improvement in a protective factor had shown to reduce the likelihood of negative outcomes for youth. These findings can provide insights to youth stakeholders of their areas of work that can improve the lives of all youth in Richmond, including the most vulnerable.

Protective Factors		
Protective Factors	Richmond	BC
Family connectedness	7.8	7.9
School connectedness	6.9	6.8
Cultural connectedness	6.2	5.5+
Youth engagement		
Meaningfulness of activities	6.6	7.2+
Ideas listened to and acted upon	5.7	6.0
Prosocial peer attitudes about risk behaviour	6.3	6.0

Note: All protective factor scores range from 0 to 10, with a higher score indicating higher levels of the protective factor.
+ Difference between Richmond and provincial estimate was statistically significant.

³⁷ McCreary Centre Society 2009: Adolescent Health Survey 2008. Richmond,

In 2012, almost half of 1,500 kindergartners in Richmond required extra support in learning English through an ELL program (formerly ESL). According to the Richmond School District, in 2012, many of these young students were born in Canada but close to 75% of kindergartners were from Chinese-speaking families. Additionally, Richmond's schools are experiencing an increase in the numbers of non-English-speaking high school students who are in their late teens. These students are at a disadvantage and may experience challenges in advancing their English writing and speaking skills since they can access an ELL program for only five years and/or until they are 19 years old.³⁸

38 Steffenhagen, J. 2012

- Young females in Richmond are more likely than males to report being cyber-bullied: 15% vs. 10% (AHS 2008).
- A review of BC's youth mental health services found that wait lists are a major barrier to accessing support. Some youth were on wait lists for more than a year to see a mental health professional or receive treatment (Vital Signs, 2013).
- In Richmond, most clinics close between 4:00 and 5:30 pm, making them difficult to reach if youth are in school (Vital Signs, 2013).

3. Language Barriers

The proportion of people in Richmond who speak English and/or French at home has been steadily decreasing over the last 20 years. According to the Richmond School District, in 2012, many young ELL³⁹ students were born in Canada but close to three in four kindergartners were from Chinese-speaking families. Additionally, Richmond's schools are experiencing an increase in the numbers of non-English-speaking high school students who are in their late teens. These students are at a disadvantage and may experience challenges in advancing their English writing and speaking skills since they can access ELL programs for only five years and/or until they are 19 years old.

4. Bullying, Mental Health Problems and Suicide

Research has shown that the rates and risk of youth experiencing mental health issues and attempting suicide are significantly raised when youth are vulnerable. Youth in poverty are more likely to consider and attempt suicide.⁴⁰ Youth who identified as Aboriginal, or LGBTQ also report a higher rate of contemplating suicide. When accessing mental health services, more females than males report not accessing services. Culturally-sensitive, as well as age appropriate and effective prevention and treatment measures are of paramount importance to ensuring the mental health of Richmond youth.

Actions and Expected Outcomes

Theme 5: Youth Program Development and Delivery				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Multiple Barriers of Vulnerable Youth				
5.1	Identify barriers to existing programs, services and opportunities for vulnerable youth, focusing on particular target groups.	Increased awareness of existing barriers and potential changes that need to be introduced to better connect vulnerable youth to asset-building opportunities.	Community Services working collaboratively with its partners	Short Term (0-2 years)
5.2	Improve access to and information about existing City programs, services and opportunities for vulnerable youth.	Increased awareness and accessibility for youth and youth stakeholders.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
5.3	Enhance programs and services for vulnerable youth.	Expanded programming capacities to reflect and include the diverse needs of vulnerable youth.	Community Services working collaboratively with its partners	Medium Term (2-4 years)

39 "ESL" has been recently changed to English Language Learners (ELL), recognizing the fact that immigrant students might know more than one other language.

40 McCreary Centre Society 2009; Adolescent Health Survey 2008. Richmond

Actions and Expected Outcomes (continued)

5.4	Enhance the Roving Leader Program and if applicable, develop additional approaches to provide more flexible outreach services.	Expanded programming capacities to reflect and include the diverse needs of vulnerable youth. Increased asset-building opportunities for vulnerable youth as they are better connected to programs and services.	Community Services	Short Term (0-2 years)
5.5	Develop ways to better reach parents of vulnerable youth.	Increased asset-building opportunities for vulnerable youth as they are better connected to programs and services.	Community Services working collaboratively with its partners	Ongoing
5.6	Create more opportunities for (and increase access to) adapted physical activity for young people with disabilities.	Expanded programming capacities to reflect and include the diverse needs of vulnerable youth.	Community Services working collaboratively with its partners	Ongoing
5.7	Develop additional opportunities for low-income youth by improving access to programs and services and by connecting them to existing low cost/no cost programs and services (such as Recreation Fee Subsidy Program).	Increase in vulnerable youth participation in programs and services.	Community Services working collaboratively with its partners	Ongoing
5.8	Enhancing opportunities for vulnerable youth within the Richmond Youth Media Program.	Expanded programming capacities to reflect and include the diverse needs of vulnerable youth.	Community Services working collaboratively with its partners.	Ongoing
Challenge: Diversity, Identity and Belonging				
5.9	Create and support welcoming and inclusive community events, programs and services to allow youth (particularly immigrant youth) to celebrate their cultural identities and feel connected to their community.	Increased diverse youth participation in events, programs and services. Increased asset-building opportunities for vulnerable youth.	Community Services working collaboratively with its partners	Ongoing
Challenge: Language Barriers				
5.10	Support ELL youth in building their confidence in speaking English.	Through collaboration with community partners, increased opportunities to meet the needs of ELL youth.	Community Services working collaboratively with its partners	Ongoing
Challenge: Bullying, Mental Health Problems and Suicide				
5.11	Develop and foster city-wide education strategies to increase awareness of the prevalence of bullying in schools and online.	Increased awareness of bullying among Richmond youth.	Community Services working collaboratively with its partners	Ongoing
5.12	Provide opportunities for staff to increase their education and awareness to best support the needs of youth who are experiencing mental health challenges.	Increased capacity to reflect and include the needs of vulnerable youth.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
5.13	Participate annually in anti-bullying week, leverage opportunities and create ongoing awareness and education throughout the year.	Increased awareness of bullying among Richmond youth. Increased capacity to reflect and include the needs of vulnerable youth.	Community Services working collaboratively with its partners	Ongoing



Theme 6: Safe and Social Spaces for Youth

External Assets: Boundaries and Expectations

Internal Assets: Positive Learning, Positive Values, and Social Competencies

Objective

All youth have access to indoor and outdoor spaces in the community where they have ownership, take responsibility, feel welcome, and have opportunities to socialize, obtain information and receive services. Youth-friendly spaces will be designed and operated in a way that promotes social gathering and safety. Recognizing that safety goes beyond physical safety, efforts will be made to ensure that youth have access to spaces where they have more autonomy and independence from “adult-like” facilities.

Achievements

The City of Richmond has paid special attention to the ways in which City spaces have been designed and operated in order for youth to feel safe in their social gathering places. Part of the effort to create inclusion has been directed towards promoting low-cost, no-cost programs and services at City-owned facilities with programs like “Pre-teen Hangout” and “Night Shift”. Having dedicated youth-only hours in various facilities has promoted higher youth attendance. Additionally, some youth staff have office access hours and are available at convenient times.

Over the last six years, more emphasis has been put on providing dedicated youth spaces in a number of facilities throughout the City. For example, various improvements have been undertaken at Cambie Community Centre to provide more youth-friendly environments. In the spring of 2012, the Thompson Youth Park was officially opened and features a multi-use plaza with skateable elements and gathering places. The Media Lab, located in the Richmond Cultural Centre, offers the Richmond Youth Media Program (RYMP). This program, created in partnership with Community Services, the Richmond Collaborative Committee for Children and Youth (RCCCY) and VCH is a free program for youth to increase their media arts skills, connect with peers and their community, among many other positive opportunities. Schools are also sites of programs and services run through Community Services, with lunch-hour sports and after-school hangouts available at some local high schools and elementary schools.

What is Safe Space?

Youth safety extends to feeling welcomed in friendly environments with accepting attitudes; hence, Richmond’s first community-based LGBTQ and Allied youth group called “AllWays” was developed. The group meets on a regular basis and has dedicated times for their group meetings.

Community Partners’ Work with Youth

- Richmond Centre for Disability provides a number of recreational and civic engagement programming for youth with disabilities, including Youth Crafts/Knitting Club, Youth Engagement and Achievement Project, Youth Council and Duke of Edinburgh’s Award Challenge which encourages youth to be active, to participate in new activities and pursue their interests and passions.
- Richmond Youth Service Agency offers a number of services including programs specifically designed for vulnerable and Aboriginal youth, as well as Asian Youth Outreach Program that provides one-to-one support and is offered in English, Chinese and Mandarin.

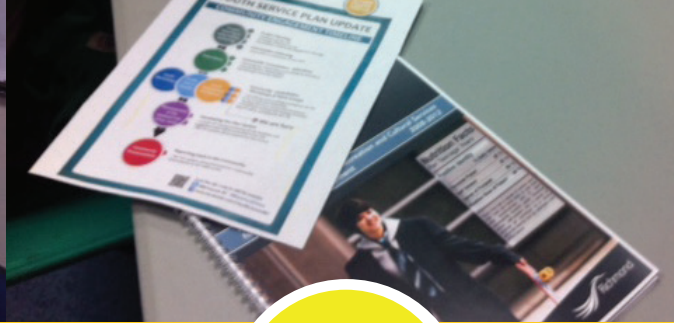
Challenges and Gaps

1. Maintaining and Expanding Youth Spaces

Richmond youth value the increased number of youth-friendly spaces, however they also would like to see additional spaces to “sit and hang out”, to “de-stress outside of the school environment” and “more study spaces that are quiet”. Additionally, youth do not always feel welcome in many public areas and would like to see more youth-friendly environments in public places, including City Hall. Further, community consultations brought up the idea of establishing youth hubs and centralized youth spaces such as an emergency safe house or a service hub to hang out and access information, programs and services. While there is a need to maintain and further develop youth-friendly spaces throughout Richmond, the challenge is to attend to the suggestions provided by youth given that the City’s efforts are often hindered by resource and mandate limitations.

Actions and Expected Outcomes

Theme 6: Safe and Social Spaces				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Maintaining and Expanding Youth Spaces				
6.1	Involve youth in the ongoing development, design and operation of youth spaces to address their needs and gather their input.	Increased youth satisfaction with social spaces.	Community Services working collaboratively with its partners	Ongoing
6.2	Examine community needs in connection to the development of a Youth Hub(s) in Richmond.	Opportunity to enhance programs and services for youth. Enhanced youth-specific space in Richmond.	Community Services working collaboratively with its partners	Long Term (4-6 years)
6.3	Enhance existing youth-friendly spaces to better accommodate the needs of youth.	Increased capacity to connect youth to services and programs for youth.	Community Services working collaboratively with its partners	Ongoing
6.4	Provide new and innovative youth programming in the Richmond Cultural Centre Media Lab through the Richmond Youth Media Program (RYMP).	Increase youth’s media art skill set and connection to community. Increase in constructive use of time for youth.	Community Services working collaboratively with its partners	Ongoing
6.5	Utilize multifunctional, youth-friendly outdoor spaces for programs and services	Increased opportunities for youth-friendly space in Richmond. Increase in constructive use of time for youth.	Community Services working collaboratively with its partners.	Medium Term (2-4 years)



Goal 3: Improving Quality of Youth Services

Theme 7: Moving Towards Standards

External Assets: Boundaries and Expectations

Internal Assets: Community Values Youth

Objective

Community Services will foster consistency in the delivery of services to youth across all City facilities and programs. Youth will benefit from having programs delivered with consistent city-wide messages. Community Services will attract and retain high performing employees as the City is recognized as a desirable place to work with fair compensation. Standardized training will provide employees with professional skills required to be successful in their work and will enhance their ability and capacity to deliver high-quality youth services.

Achievements

Over the past five years, Community Services and Community Association staff worked to establish consistency of programs and services to youth across all City facilities. This has resulted in Youth Team subcommittees reviewing program fees and charges to make them more consistent city-wide, as well as updating Risk Management and other program guidelines. To standardize service delivery and to guide staff towards a shared implementation of the 2008-2012 Youth Service Plan strategic visions, the brochure “Demystifying the Youth Service Plan” was created. It summarized the goals of the strategy and recommended collective actions.

Consistency in job descriptions of Youth Development Coordinators and Leaders has been beneficial to the Community Services department, as has standardized training of youth staff. In their efforts to move towards a more standardized youth engagement approach, many Community Associations have encouraged youth participation on their boards as non-voting members in order to have youth perspectives.

Example of improved standards:

Risk Management forms for all out-trips, programs and events are mandatory for youth

Benefits of Having Standardized Programming

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

Challenges and Gaps

1. Program and Service Standards

Programs and services for youth are delivered through the City and eight Community Associations. Service standards for program development and delivery vary across each facility, affecting the consistency and accountability measures. Youth programs demonstrating best practices show that high standards are critical success factors in the delivery services (such as ensuring that there is a common understanding of the program vision, or clarifying expectations for behaviour of youth within a program or desired outcomes of the program).⁴¹ The majority of youth stakeholders believe that there is a need to continually create and revise program and service standards to facilitate consistent, high-quality program and service delivery across the City.

2. Training Standards and Opportunities

Youth stakeholders highlight the importance of standards for recruiting appropriate staff and developing highly capable youth service employees. While roles of staff have been clearly outlined in standardized job descriptions, standardized capacity-building training could help ensure that the staff is equipped to address changing youth-programming needs. Additionally, there is a need to utilize existing capacity training opportunities offered by other training institutions. Staff will greatly benefit from a combination of internal and external training aimed at improving their capacities to serve youth with diverse needs.

Actions and Expected Outcomes

Theme 7: Moving Towards Standards				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Program and Service Standards				
7.1	Create and implement city-wide youth service criteria and program standards.	Improved consistency in the delivery of youth services and programs.	Community Services working collaboratively with its partners	Ongoing
7.2	Continue to enhance Performance Evaluation Systems that are aligned to service standards and support staff development.	Improved consistency in the delivery of youth services and programs.	Community Services working collaboratively with its partners	Ongoing
Challenge: Training Standards				
7.3	Develop and implement a standardized orientation and training program for staff that enhances skills and positively contributes to youth programs and services.	Improved quality in the delivery of youth services and programs.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
7.4	Create a standardized data collection method for Community Services youth programs and services.	Improved quality in data collection and measurement systems.	Community Services working collaboratively with its partners.	Short Term (0-2 years)

⁴¹ Bonnell and Zizys 2005, p. 95



Theme 8: Marketing and Communication

External Assets: Youth Programs

Internal Assets: Youth as Resources

Objective

Youth and the community will be more aware of programs, services and facilities available in Richmond. Community Services actively seeks input from youth and the community in the development and delivery of marketing to ensure that a wide range of youth is reached. Providing youth with timely, accurate and easy-to-understand information about community events and opportunities will give them a gateway to making informed choices.

Achievements

During the last five years, Community Services focused on exploring a variety of youth marketing strategies that would allow youth to be more knowledgeable about the programs, services and the various opportunities available to them. As youth become increasingly tech savvy, social media initiatives have been established to engage and market programs, services, events and opportunities to youth via the City website, Facebook and Twitter. The youth marketing strategies were also developed with youth involvement. Youth Network meetings were attended by City and Community Association staff as well as many youth-serving agencies in Richmond on a quarterly basis which allowed for more information sharing and networking within the community. To reach youth in person, presentations at local schools were made to promote programs and services and volunteer opportunities. Additionally, to inform Richmond parents, presentations were made to Parent Advisory Committees.

Youth-focused Marketing Strategies

Youth from each community centre service area provided input into the content and marketing of Youth Week activities;

- Social Media contests and challenges are used to engage youth online.
- Multi-media contests and challenges are used to engage youth online.
- Youth respond to “youth-specific” and “youth-friendly” approaches to marketing and programming, Twitter, word-of-mouth and networking by youth workers.

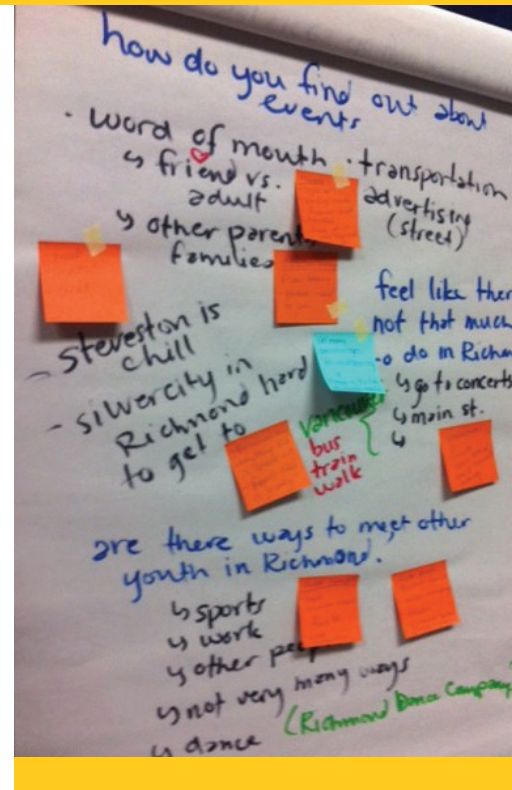
Challenges and Gaps

1. Limited Awareness of Opportunities

As partnerships and opportunities grow, so does the need for communicating the programs and services that are available to youth. Youth are often unaware of all the opportunities offered by Community Services and/or youth organizations in Richmond. Existing brochures and program guides are not always adequate in advertising events, programs and services to youth.

2. Youth-centered Marketing Approach

Youth want to know what programs and services are available to them, and would benefit from a city-wide promotion strategy specifically aimed at youth. In order for youth to understand what is being offered to them and how they can be involved, they need to have information presented to them in a relevant and meaningful way. Youth and parents are not as involved in the development and delivery of marketing as they could be. Richmond youth expressed various ideas of how youth could be reached and made recommendations regarding communication guidelines for City marketing. The challenge is to provide opportunities for youth to express their views and take their guidance to develop and refine marketing tools.



Actions and Expected Outcomes

Theme 8: Marketing and Communication				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Limited Awareness of Opportunities				
8.1	Develop a dynamic, age appropriate Youth Marketing Plan designed specifically to appeal to youth that is contemporary and delivered for a tech-savvy audience.	Increased awareness of opportunities available to youth. Increased participation in programs and services for youth.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
Challenge: Youth-centered Marketing Approach				
8.2	Provide opportunities for youth to be proactively and creatively engaged in the development and delivery of marketing materials.	Increased awareness of opportunities available to youth. Increased participation in programs and services for youth.	Community Services working collaboratively with its partners	Ongoing
8.3	Identify and engage Youth Promotion Ambassadors who will conduct "word of mouth" and "Face-to-Face" promotion of youth events, programming and services.	Increased awareness of opportunities available to youth.	Community Services working collaboratively with its partners	Medium Term (2-4 years)
8.4	Utilize the Media Lab to develop videos and/or use Media Arts in marketing and communication.	Reach and connect with youth through multi-media opportunities.	Community Services working collaboratively with its partners	Ongoing



Theme 9: Tracking the Progress and Reporting to Community

External Assets: Boundaries and Expectations

Internal Assets: Community Values Youth

Objective

Monitoring and evaluation enable continued learning, ensure success and are key to delivering effective, efficient and responsive services. Community Services and Community Associations will monitor and evaluate the progress on implementing the actions of the Youth Service Plan. Qualitative and quantitative indicators will be used to measure success in achieving desired outcomes and provide useful information for program development, resource allocation and decision-making. Community Services will report back to community organizations and citizens on the progress of Youth Service Plan implementation and ensure consistency and accountability in reporting mechanisms.

Achievements

Community Services has implemented internal monitoring and evaluation tools to track the implementation progress of the 2008 Youth Service Plan. To standardize reporting, Community Association Program Committees report monthly to boards on youth programming, which provides ongoing feedback and decision-making information. This contributes to more effective decision-making on youth programs, services and participation levels. As part of the evaluation of the 2008-2012 Youth Service Plan, annual work plans for Youth Development Coordinators and Roving Leaders are developed and reviewed regularly with their supervisors and annual reports are produced. Additionally, for some programs for youth, post-program and service evaluations are given to youth which then helps to improve future programming.

Challenges and Gaps

1. Sharing Information and Successes

Monitoring and evaluation tools, as well as reporting mechanisms, were important components of the 2008-2012 Youth Service Plan. The City of Richmond has methods to evaluate the progress of implementation and summarizes findings in internal reports. However, no public reporting mechanism was introduced. Consultations with the public revealed a lack of clarity around communication and evaluation of the Youth Service Plan. Almost all youth were unaware of what evaluation looks like in the City of Richmond for its youth programs and services. Youth, adults and youth stakeholders would like to be better informed about the progress of the Youth Service Plan and evaluation findings.

2. Outcome-based Evaluation

Community Services continually evaluates progress and keeps ongoing records of departmental activities and initiatives. Yet, the majority of information about achievements tends to be activity-based, rather than outcome-based. Best practice, however, encourages setting specific, measurable targets and tracking performance on an ongoing basis.⁴² The challenge is to gather outcome-based information for program development, resource allocation and decision-making from all stakeholders involved in the delivery of relevant activities. It is important to mention the value in recognizing that participation in terms of qualitative measurement is not always the best way to measure success. Qualitative measurement can often better capture the positive experiences and connections for youth.

Actions and Expected Outcomes

Theme 9: Tracking the Progress and Reporting to Community				
#	Action	Expected Outcome	Lead	Timeframe
Challenge: Outcome-based Evaluation				
9.1	Develop target and baseline indicators using the outcome-based evaluation framework to monitor the progress of the Youth Service Plan and evaluate the outcomes.	Improved internal programming decision-making process.	Community Services working collaboratively with its partners	Short Term (0-2 years)
9.2	Annually monitor and report on accomplishments from the Youth Service Plan.	Improved city-wide programming decision-making process.	Community Services working collaboratively with its partners	Ongoing
Challenge: Sharing Information and Success				
9.3	Develop a Youth Service Plan reporting tool to periodically communicate progress of implementation and achievements to the public.	Increased transparency and accountability. Better informed City Council and public.	Community Services working collaboratively with its partners	Short Term (0-2 years)
9.4	Create a marketing and education plan to introduce and educate City and Community Association staff and community partners on the 2015-2020 Youth Service Plan.	Increased awareness in the community about the Youth Service Plan.	Community Services working collaboratively with its partners	Short Term (0-2 years)

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6. Implementation and Next Steps

6.1. From Plan Adoption to Implementation, Monitoring and Reporting

The City of Richmond has benefited from almost 20 years of progress through its initial 1995 Youth Strategy and the 2008-2012 Youth Service Plan. The updated Where Youth Thrive Plan is mindful of the need for pro-youth development and realizes that the systems in place require evolution and fine-tuning to effectively and efficiently deliver services that impact youth developmental assets.

The 2015-2020 Youth Service Plan is an action-based strategy. Staff will develop work program plans for each theme where all actions will be prioritized. Best practice research revealed that policies with specific, measurable goals and those which evaluate the progress of their actions on a consistent basis, are more likely to succeed and provide valuable information for future program development and decision making. In other words, what gets measured, gets done. In moving forward with the implementation of the 2015-2020 Youth Service Plan, concerted efforts will be made to develop specific, measurable outputs and benchmarks which are linked to the actions and outcomes developed for each theme. Additionally, reporting mechanisms will be designed to monitor the progress of the Plan.

Implementation of the Youth Service Plan will be phased and guided by the availability of financial and staffing resources. For some 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.

Implementation of the Plan will be the responsibility of the City, its partners and a range of other youth-serving 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"*.

6.2. Guiding Principles for Implementation

Guiding Principles for implementation are aligned with and were adopted from the Richmond Social Development Strategy (2013). In moving forward with the implementation of the 2015-2020 Youth Service Plan, the following guiding principles will guide City's staff decision-making and prioritization processes:

- The action addresses a recognized need and is compatible with the City Vision, Council Term Goals and the Corporate Plan.
- The action contributes to the City's Social Development Strategy and Parks, Recreation and Cultural Services Master Plan's objectives.
- The action provides opportunities for leveraged funding and/or strategic partnerships.
- There is a strong likelihood of success for pursuing the action.
- There are existing resources to pursue the action or the need for adequate resources will be assessed on a cost-benefit basis and allocated accordingly.
- The action builds on and enhances the social capital of youth, contributes to social infrastructure, develops assets and promotes community engagement.

6.3. Concluding Comments

Imagine the dynamic possibilities that emerge when a community fully realizes the benefits of exceptional recreation and cultural services for youth. Imagine a rich cultural context and healthier mosaic in our City.

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 a 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 mission to be the most compelling, livable and well-managed community in Canada. Through the work of staff, volunteers and inter-agency synergies, our collective efforts put into place the myriad of 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**".

7. Acknowledgements

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9. Appendices

Appendix A: Definitions

Accessible: able to access (physically, financially and attitudinal) and participate in a wide choice of quality programs and services.

Activities: actions taken through which inputs are mobilized to produce specific outputs.

Barrier: a visible and/or invisible obstacle that prevents a person from using available programs and services.

Bullying: is used to describe behaviours as diverse as name-calling, social exclusion and physical assault. (Source: 2013 AHS, McCreary Foundation.)

Collaboration: the process of exchanging information, modifying activities, sharing resources and enhancing the capacity of involved parties to achieve a common purpose.

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

Community Association: non-profit community organizations with which the City operates community facilities. The City provides the facilities and core staffing, while the partners plan and fund programs and services. The Association's mandate is to reflect the needs of the residents of the neighbourhood area and provide recreational opportunities to meet those needs.

Community Capacity: the assets and capabilities of a community, which can be developed and applied through community development.

Community Engagement: the process of working collaboratively with groups of people who are affiliated by geographic proximity, special interest or similar situations, to address issues affecting their well-being.

Community Organization: non-profit agency providing programs and services for Youth in Richmond.

Community Partner: the City and their Community Partners (Community associations, Richmond School District #38, Vancouver Coastal Health, RCMP, and other youth serving non-profit community organizations) together offer a variety of recreational, cultural, educational and social opportunities for youth to be involved in the community, stay active and receive the support needed.

Community Services: City's department which is responsible for the following City functions: 1) Parks; 2) Recreation; 3) Arts, Culture and Heritage Services; and 4) Community Social Development. The Community Services Division acts as the City's liaison with the Board and management of the Richmond Public Library.

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.

Cultural Diversity: the presence and participation of many different cultural communities within society and the explicit recognition that the contribution and participation of all cultural communities have equal value and benefit to society.

Developmental Assets: factors or qualities which have an influence on the social and personal development of youth. Examples include support, empowerment, commitment to learning and positive values. These developmental assets help young people make wise decisions, choose positive paths and grow up to be caring and responsible.

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(s) or group.

Diverse youth: refers to youths’ identity regarding *diversity* (see below), but also acknowledges the challenges (such as socio-economic challenges) and supports which help youth flourish.

Diversity: the unique characteristics that people possess that distinguish them as individuals and that identify them as belonging to a group or groups. Notions of diversity include culture, ethnicity, class, gender, religion, sexual orientation or disability and other.

ELL Program: English Language Learners Program (formerly ESL – English as a Second Language)

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

Inclusive: welcoming and enabling participation from everyone.

Indicators: are intended to indicate the progress of interventions and also used to indicate the changes in outputs in the Youth Service Plan.

Inputs: the financial, human and material resources used to achieve intervention.

Intercultural: the interaction, cooperation and collaboration between or among people of different cultures.

Inter-generational: the intermingling or coming together of multiple generations (such as youth, older adults, elders).

Integrate: coordination of 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.

LGBTQ: Lesbian, Gay, Bisexual, Transgender, Two-spirit, Queer and Questioning.

Low-Asset Youth: youth who are described as ranking low (reporting less than 10 of 40 developmental assets) predisposing them to numerous high-risk behaviours (such as drinking, drug use, sexual activity, violence toward others, violence toward self, dropping out of school, poor family support, etc.). (Source: Search Institute. “Low-assets” youth in the 2008-2013 Youth Service Plan was changed to “vulnerable” youth)

Media Arts: the expression of human creative skill as it relates to film, video, new media and audio.

Metro Vancouver: previously known as the Greater Vancouver Regional District (GVRD). Metro Vancouver operates under provincial legislation to deliver regional services, policy and political leadership on behalf of 24 local authorities.

Needs: the gap between what is considered essential for an adequate quality of life and what actually exists. These needs are not absolute but are relative to the criteria used by whoever is defining them.

New Immigrants/Newcomers: community members who have come to Canada within the last five years.

Outputs: the results from activities and interventions.

Outcomes: the short-term and medium-term effects from activities and other interventions; change in the condition.

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.)

Policies: a set of broad government objectives to be attained through a number of related and specific programs.

Poverty: the inability to satisfy basic needs due to a lack of money, goods or means of support.

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.

RCMP: Royal Canadian Mounted Police. The RCMP has been serving the community of Richmond since August 1950 after the dissolution of the BC Provincial Police.

Recent Immigrants: community members who have come to Canada within the last five to ten years.

Research: the collection of information about a particular subject. For purposes of the Social Development Strategy, the City's research could be relatively minor (such as reviewing website material) or extensive (such as undertaking a comprehensive community needs assessment).

SD #38: Richmond School District #38.

Senior Government: this includes the Government of the Province of BC and the Federal Government of Canada.

Social Infrastructure: all assets that accommodate and support social services and social development. These include physical buildings as well as social capital and the provision of services.

Social Media: a form of internet-based communication that provides immediate and interactive information sharing across different platforms. Social media promotes two-way communication, rather than simple information dissemination.

Stakeholder: any organization or individual that has a direct interest in an action or decision either because they have a role in implementing the decision or because they will be affected by the decision.

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.

Twitter: a currently popular form of social-media; twitter.com.

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.

VCH: Vancouver Coastal Health, regional health authorities in Metro Vancouver.

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

Vulnerable Youth: reference to "low-asset" youth in the 2008-2013 YSP was changed to "vulnerable" youth. Vulnerable youth are defined as youth who are facing multiple barriers in accessing services and building developmental assets.

Youth: The City of Richmond refers to youth as young people from the ages of 13 -18. (The UN Convention on the Rights of the Child defines 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.

Youth Team: City and Community Association staff providing supervision and direct service to youth, and meet regularly to plan and collaborate on events, programs and services for youth. The Youth Team consists of the Youth Services Coordinator, Roving Leaders, Area Coordinator Youth Liaison, Media Arts Leader, and Youth Development Coordinators and Leaders.

YDW: Youth Development Worker who works at Richmond Community Centres.

YSP: Youth Service Plan

Appendix B: 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. (See: <http://search-institute.org>)

Asset Category	Asset Type	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 neighbourhood	Young person experiences caring neighbours.
	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 neighbourhood.
Boundaries and Expectations	Family boundaries	Family has clear rules and consequences and monitors the young person's whereabouts.
	School boundaries	School provides clear rules and consequences.
	Neighbourhood boundaries	Neighbours take responsibility for monitoring youth's behaviour.
	Adult role models	Parent(s) and other adults model positive, responsible behaviour.
	Positive peer influence	Young person's best friends model responsible behaviour.
	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.
	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.

Asset Category	Asset Type	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.
	Restraint	Young person believes it is important not to be sexually active or to use alcohol or other drugs.
Social Competencies	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 and ethnic backgrounds.
	Resistance skills	Young person can resist negative peer pressure and dangerous situations.
	Peaceful conflict resolution	Young person seeks to resolve conflict nonviolently.
Positive Identity	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 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, 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 C: How Do Services to Youth Contribute to Parks, Recreation and Cultural Services Master Plan Outcomes?

The Parks, Recreation and Cultural Services 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. Community Services offer significant opportunities for youth to meet the Live, Connect and Grow outcomes.

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 activity.⁴³ 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's-self, improved health and well-being, 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.
- 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 Community Services activities and events that occur throughout the year in Richmond represent a pulsing, vibrant landscape of youth culture.

⁴³ Physical Activity and Sport: Encouraging Children to be Active (2007). Canadian Fitness and Lifestyle Research Institute; and Older But Not Wiser - Canada's Future at Risk. Canada's Report Card on Physical Activity for Children and Youth (2007). Active Healthy Kids Canada.

The success of Community Services hinges on 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. '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.⁴⁴ The physical appeal and social environment is an important factor in determining participation in Parks, Recreation and Cultural Services 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 needs 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, public interior and outdoor spaces may not be welcoming to youth if they are 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.

44 McCreary Centre Society 2009: Adolescent Health Survey 2009. Richmond.

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 influencers 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 well-being.

'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 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.

Appendix D: Richmond Organizations Providing Services for Youth

Organization	Mandate
Big Brothers of Greater Vancouver	Big Brothers of Greater Vancouver is a registered charity and community-based organization that has been operating in the Lower Mainland since 1957. Big Brothers offer friendship-based mentoring programs for boys and girls and provide volunteer opportunities for men and women.
Big Sisters of BC Lower Mainland	Big Sisters of BC Lower Mainland facilitate life-changing relationships that inspire and empower girls to reach their potential, both as individuals and citizens. Big Sisters is committed to enhancing the confidence, self-esteem and well-being of girls through supportive relationships with female mentors.
Boys & Girls Club of South Coast BC	Boys & Girls Club of South Coast BC gives kids a place to be amazing, safe and have fun. Offering counselling, employment services, substance abuse services and support to youth, summer wilderness camping adventure and programs for families.
BC Responsible and Problem Gambling	The BC Government provides British Columbians with free information and resources to support informed choices and healthy behaviours with respect to gambling participation. Free treatment and support services are also available for anyone struggling with their own or a loved one's gambling.
CHIMO	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.
City Centre Community Association	On behalf of Richmond City Centre, the City Centre Community Association provides accessible, quality of life programs and services at welcoming places where everyone can learn, grow and connect with their community.
City of Richmond Roving Leader Program	The City of Richmond Roving Leader Program establishes mentorship-based relationships with youth and develops and implements programs and services designed to meet individual youth needs. The Roving Leaders, working within an asset-based framework, support and aid in the transition of youth into social, recreation opportunities and/or other support services.
East Richmond Community Association	Provides accessible programs and services in East Richmond that promote community and enhance our quality of life.
Family Services of Greater Vancouver	A community-based, not-for-profit organization providing crucial social services to children, youth, adults and families. Family Services offers support, provides hope and presents opportunities—helping people realize and create possibilities for themselves. Through a combination of professional counselling, therapy, education, advocacy, planning and other supportive services, Family Services of Greater Vancouver works towards building healthy, vibrant tomorrows.
Gateway Academy for the Performing Arts	Offers year-round acting, musical theatre and voice classes for youth aged 8-18. Professional actors and choreographers instruct our classes, giving students practical, real world skills.

Hamilton Community Association	The Hamilton Community Association strives to build a vibrant and connected community by recognizing the needs and assets of this unique community. Hamilton's programs, projects and partnerships focus on developing the assets of all citizens, in particular children.
Integration Youth Services Society (IYSS)	A non-profit society serving young people and their families in the City of Richmond and Greater Vancouver. Their approach is to facilitate self-help through providing integrated and holistic services in the areas of education, personal growth, community outreach and cultural and recreational activities.
Immigrant Services Society of BC	A non-profit organization providing a variety of support services for immigrants and refugees to help them get settled, find careers and learn all they need to know about starting their new lives in Canada. Through dedicated staff, volunteers and community partners, they provide settlement, education and employment services for over 23,000 clients every year.
Kaleidoscope	Kaleidoscope is a work and life skills program focused on preparing youth for future employment. The program pays participants while they embark on a 16 week film production experience that offers them the opportunity to learn many skills in digital filmmaking and teamwork while creating a variety of film productions.
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.
Pacific Community Resources (IRAYL)	A unique partnership/youth outreach program providing support and resources to youth who gather together on and around the Skytrain stations in the Lower Mainland. Youth outreach workers identify and connect with youth to provide support and build relationships. Youth are provided with resources, food and other items as part of a cross-regional crime reduction initiative.
PLEA Community Services	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.
RCMP Youth Section	Works specifically with youth in the community and through Richmond High Schools. Emphasis is on addressing youth-specific needs, providing education and facilitating awareness about the justice system. The Youth Intervention Program is a preventive adolescent and family counselling service for Richmond youth 17 years and under who are involved in a first offence or are presenting antisocial or delinquent behaviour.
Richmond Addiction Services Society (RASS)	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 Centre for Disability (RCD)	The RCD is committed to enabling all people with disabilities in making informed choices, creating opportunities, meeting their goals and reaching their full potential. Offer an empowering, friendly environment to provide quality services that lead to inclusion for people with disabilities and increase community awareness and accessibility.

Richmond Multicultural Community Services (RMCS)	RMCS provides a variety of services to immigrant and refugee communities in Richmond, including settlement, education, language development, job search and networking skills and integration of immigrants. RMCS hosts a wide range of programs and community events to facilitate and promote multiculturalism, diversity and inclusiveness in Richmond.
Richmond Art Gallery Association	The Richmond Art Gallery has been a primary source of art education and enjoyment in the community for over 25 years. The Gallery plays an important role in bringing contemporary art expertise to children, youth and adults in an understandable and interesting manner.
Richmond Food Security Society	Richmond Food Security Society supports Richmond residents in achieving personal and community food security through skill-building and growing and consuming local food.
Richmond Mental Health (Vancouver Coastal Health)	The Children and Youth Mental Health Program serves children, youth and their families with serious mental health difficulties and/or social, emotional or behavioural disturbances. Participation is voluntary and the program is committed to early intervention in preventing or moderating serious disorders. Services include direct client services, consultation to referring agencies, education, training and support and liaison with schools and community agencies.
Richmond Nature Park Society	The Richmond Nature Park Society commits to contribute to building a community that values nature through appreciation, education and conservation.
Richmond Public Health (Vancouver Coastal Health)	Oversees health promotion and nutrition, hearing, speech and language therapy, environmental health, community care facilities licensing, control of communicable diseases and primary care for children, youth and families. Youth Clinics provide youth (up to age 21) with free and confidential sexual health counselling, birth control, pregnancy tests, pregnancy counselling, testing for sexually transmitted infections, counselling for depression, anxiety, school and family problems.
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	The Richmond School District is dedicated to providing opportunities for all students to develop the attitudes, skills and knowledge which will enable them to enjoy a productive and satisfying life and to be positive, responsible participants in our democratic society and the global community. Offer a wide-range of educational services, including learning assistance, alternate education, community schools, education evaluation, diagnostic assessment, counselling, adolescent support team, continuing education and speech therapy.
Richmond Youth Foundation (RYF)	Serves as a voice for youth in Richmond. RYF welcomes creative thinking, thrives on youth leadership, and fund bright ideas. RYF also acts as a hub for youth philanthropy in Richmond, by connecting youth with a variety of local non-profit organizations who may have common philanthropic interests.

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Richmond Youth Media Program (RYMP)	The Richmond Youth Media Program (RYMP) is a free program for youth, designed to increase youth's media arts skill set, increase youth's inventory of free-time experiences, connect youth to peer and adult mentors, and help youth develop greater connections to the community. Programming includes drop-sessions and structured classes.
Richmond Youth Services Agency (RYSA)	Offers a number of services and programs in Richmond including: counseling for children and youth in partnership with the Richmond School District and Richmond Health Services, the only youth centre in Richmond, after school programs, volunteer and leadership opportunities, fun activities and recreation, special events and celebrations, cultural awareness activities, health and wellness supports and an Aboriginal Centre that supports the needs of local Aboriginal children, youth and families.
Sea Island Community Association	Sea Island Community Association includes a licensed preschool, community hall, multipurpose room and lounge, to offer a variety of quality programs and services.
South Arm Community Association	South Arm Community Association's mission is to provide effective and enjoyable recreation and cultural opportunities for people to develop socially, emotionally, intellectually and physically.
Steveston Community Society	The Steveston Community Society is dedicated to maintaining a positive by providing cultural, social and recreational opportunities for all members of the community.
SUCCESS	Promotes the well being of Canadians and immigrants, and works to encourage their involvement in the community. Builds bridges, harvests diversity and fosters integration through the provision of social, educational and health services, business and community development, and advocacy.
Thompson Community Association	The Thompson Community Association is an active supporter of the community by providing social and recreational programs, events and healthy living opportunities to enhance the quality of life and promote active living for all.
Touchstone Family Association	Offers services focused on preserving and enhancing family relationships through a wide variety of professional services to the community. Touchstone's 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.
West Richmond Community Association	West Richmond Community Association is committed to connecting with the diverse neighbourhood of West Richmond through childcare programs, special events, fitness programs, youth opportunities and adult and seniors activities.

Appendix E: Richmond Youth Recreation Organizations

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: Recreation and pre-competitive program for the beginner twirler, competitive program for intermediate twirlers and the elite program, based on National and World Baton Federation requirements for competition.
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.
DCYBA	Promotes and supports the development of basketball programs for youth with developmental challenges. Open to young men age 13 to 25 years.
Dynamo Fencing Club	Provides membership and a range of lessons from experienced to beginning fencers in the pursuit of the sport of fencing.
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 who will benefit from these lessons. Volunteers are arranged for each participant upon request.
Richmond Badminton Club – Youth Development Program	The goal of the program is to introduce juniors (age 9-17) to the game of badminton and teaching them the basics of the game. For intermediate players, the volunteer coaches will emphasize on skills and tactics.
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 Boys Fastball Association	Minor league fastball association for boys age 4-18.
Richmond Cosom/Floor Hockey Association	Emphasizes fun, healthy competition, good sportsmanship and most importantly safety. Coordinates weekly games and practices, for ages 6-17 years.
Richmond Cricket Club	Richmond Cricket Club is a multicultural club, welcoming new members and encouraging juniors.
Richmond Curling Club	Offers a Junior League. The Club supports groups in a variety of ways, including providing meeting space, equipment and hosting fundraisers. Curling promotes fun and fitness and inclusion, builds social skills, keeps kids active and includes everyone's participation on the ice.
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 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 level.
Richmond Girls Soccer Association	Delivering challenging soccer programs for girls 5 and up.

Richmond Girls Softball Association	Offers programs for girls and young women that range from beginners to competitive fastpitch. Players have the opportunity to remain in recreational softball or advance to high-level competition.
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. 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.
Richmond Kigoos Swim Club	A perennial competitive swim 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	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.
Richmond Minor Hockey Association	Richmond Minor Hockey association is open to players of all ages and skill levels, building confidence by developing our players and coaches, while competing in a fun, safe and sportsmanlike environment.
Richmond Olympic Oval	The Oval offers an inspiring environment for all ages and skill levels to progress towards their own personal podiums.
Richmond Raiders Football (Richmond Minor Football League)	A volunteer supported league. Teams begin practicing in June and play a few exhibition match ups before the season starts in September. Includes teams in several divisions of the Vancouver Minor Football League (VMFL).
Richmond Rapids Swim Club	A swim club that swims out of Watermania Pool and Minoru Aquatic Centre. It offers swimming programs from the “learn to swim” program to the elite national and international performance level.
Richmond Ravens	Female Hockey Programs-provide players with a fun, safe and respectful environment in which to enjoy hockey and realize their potential.
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.
Richmond Rockets	A short track speed skating club for the community of Richmond. Founded in 2006 with the aim to provide training, coaching and social facilities for skaters and their families, and to allow speed skaters of all ages to develop, compete and enjoy the sport.

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. Includes an Archery range with champion archers to teach and assist.
Richmond Sockeyes Jr. Hockey Club Inc.	A Richmond-based Junior Hockey League, also a member of the Pacific International Junior Hockey League.
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.
Richmond Therapeutic Equestrian Society (RTES)	Provides the therapeutic benefits of horseback riding to people with disabilities. Reported benefits include improved balance and co-ordination, increased confidence and a sense of achievement.
Richmond Trailblazers Volkssport Walking Club	A club for people of all ages who enjoy walking. Routes normally cover distances of ten kilometers or more, held in all weather conditions. Events can also be cycling, swimming or cross-country skiing.
Richmond Volleyball Club-Air Attack Volleyball Club	Air Attack Volleyball Club is a non-profit, volunteer driven organization based in Richmond BC. The purpose of the club is to help young adults with life skills, to develop a sense of community and to become better people through volleyball.
Richmond Youth Basketball League (RYBL)	Offers developmentally appropriate basketball programs and leagues for children and youth. Promotes self-esteem, friendship and cooperation, venues for community contribution and leadership opportunity in Richmond, for youth at all skill levels.
Richmond Youth Dance Company	Performs throughout the year and presents a feature showcase in the spring. Company dancers attend multiple ballet classes each week and work with guest artists throughout the season. Admission into the company is by audition.
Richmond F.C.	Fosters, develops and governs the game of soccer among youth in the City of Richmond, developing a sportsmanlike attitude at all times.
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	Seafair Minor Hockey Association is a community based non-profit organization that provides a complete minor hockey program. Registration is open to all children and youth residing in Richmond.
Softball BC	Softball BC is the Official Governing Body of the sport in the Province of British Columbia. Richmond is part of District 6 and offers several programs for youth.
Special Olympics BC	Provides quality sports programs for intellectually challenged athletes. Offers year-round sport programs and competitive opportunities in a variety of sports. Volunteers and sponsors are always welcome.
SportAbility	Provides opportunities in sport for people with physical disabilities. Affiliated with the national organization, Canadian Cerebral Palsy Sports Association.

Sport-Art Taekwondo Club	Promotes Taekwondo and trains 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 abilities. Instruction is available in English and Japanese.
Steveston Karate Club	Offers karate lessons to all skill levels, ages 6 and up.
Taoist Tai Chi Society	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	Rhythmic Gymnastics 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. Offers beginners to advanced levels for children and youth.