

### Parks, Recreation and Cultural Services Committee

Anderson Room, City Hall 6911 No. 3 Road Tuesday, March 27, 2018 4:00 p.m.

Pg. # ITEM

### MINUTES

**PRCS-4** Motion to adopt the minutes of the meeting of the Parks, Recreation and Cultural Services Committee held on February 27, 2018.

### NEXT COMMITTEE MEETING DATE

April 24, 2018, (tentative date) at 4:00 p.m. in the Anderson Room

COMMUNITY SERVICES DIVISION

1. RICHMOND CANADA 150 STORM AND SANITARY SEWER ACCESS COVER DESIGN CONCEPTS (File Ref. No. 11, 7000, 00, 20, 100) (REDMS No. 5768540)

(File Ref. No. 11-7000-09-20-100) (REDMS No. 5768549)

PRCS-12

See Page PRCS-12 for full report

Designated Speaker: Eric Fiss

### STAFF RECOMMENDATION

That the four artwork concepts for storm and sanitary sewer access covers as detailed in the staff report titled "Richmond Canada 150 Storm and Sanitary Sewer Access Cover Design Concepts," dated March 7, 2018, from the Director, Arts, Culture and Heritage Services, be endorsed.

		Tuesday, March 27, 2018
Pg. #	ITEM	
	2.	COMMUNITY GARDENS UPDATE (File Ref. No. 11-7200-01) (REDMS No. 5752691 v.16)
PRCS-18		See Page PRCS-18 for full report
		Designated Speaker: Paul Brar
		STAFF RECOMMENDATION
		That the community gardens update as outlined in the staff report titled "Community Gardens Update," dated March 13, 2018, from the General Manager, Community Services, be received for information.
	3.	DRAFT 2018-2021 VOLUNTEER MANAGEMENT STRATEGY (File Ref. No. 05-1875-01) (REDMS No. 5753189 v.13)
PRCS-24		See Page PRCS-24 for full report
		Designated Speaker: Angela Rai
		STAFF RECOMMENDATION
		(1) That the recommended draft 2018 2021 Volunteer Management

- (1) That the recommended draft 2018-2021 Volunteer Management Strategy presented as Attachment 1 within the staff report titled "Draft 2018-2021 Volunteer Management Strategy," dated March 13, 2018, from the General Manager, Community Services, be endorsed for the purpose of seeking stakeholder feedback on the Strategy; and
- (2) That the final 2018-2021 Volunteer Management Strategy, including the results of the stakeholder consultation, be reported back to the Parks, Recreation Cultural Services Committee at a later date.
- 4. **MUSEUM AND HERITAGE SERVICES UPDATE 2017** (File Ref. No. 11-7000-01) (REDMS No. 5767447)

**PRCS-103** 

See Page PRCS-103 for full report

Designated Speaker: Marie Fenwick

### Pg. # ITEM

### STAFF RECOMMENDATION

That the Museum and Heritage Services Update 2017, as presented in the staff report titled "Museum and Heritage Services Update 2017," dated March 6, 2018, from the Director, Arts, Culture and Heritage, be received for information

5. **2017 RICHMOND FILM OFFICE ANNUAL REPORT** (File Ref. No. 08-4150-09-01) (REDMS No. 5715218 v.4)

**PRCS-150** 

See Page **PRCS-150** for full report

Designated Speaker: Jodie Shebib

### STAFF RECOMMENDATION

- (1) That the staff report titled "2017 Richmond Film Office Annual Report", dated March 7, 2018, from the Director, Arts, Culture and Heritage Services, be received for information; and
- (2) That a communications plan be developed and implemented to provide ongoing information to the public about the level of filming activity within Richmond and its benefits to the community.

### 6. MANAGER'S REPORT

**ADJOURNMENT** 



### **Minutes**

### Parks, Recreation and Cultural Services Committee

Date:	Tuesday, February 27, 2018
Place:	Anderson Room Richmond City Hall
Present:	Councillor Harold Steves, Chair Councillor Ken Johnston Councillor Carol Day Councillor Bill McNulty
Absent:	Councillor Linda McPhail
Also Present:	Councillor Alexa Loo
Call to Order:	The Chair called the meeting to order at 4:00 p.m.

### MINUTES

It was moved and seconded That the minutes of the meeting of the Parks, Recreation and Cultural Services Committee held on January 30, 2018, be adopted as circulated.

### CARRIED

### NEXT COMMITTEE MEETING DATE

March 27, 2018, (tentative date) at 4:00 p.m. in the Anderson Room

### PRESENTATION

- 1. Jamie Esko, Manager, Parks Planning, Design and Construction, with the aid of a PowerPoint presentation (copy on file, City Clerk's Office) provided the following information:
  - in September 2017, Richmond was invited to attend the 11<sup>th</sup> International Garden Festival in Zhengzhou;

- during a tour of Zhengzhou it was noted that the financial centre was constructed in a short time to support the airport economy zone;
- the city of Zhengzhou has a population of nine million people and is the capital of Henan Province;
- an intricate network of cycling and pedestrian corridors line the major routes in Zhengzhou;
- 74 cities from China and 11 international cities were invited to attend the exposition;
- following the exposition, the Garden will become a public park;
- the Richmond garden component has many design elements, such as water to represent the Fraser River, geometric shapes to evoke the grid of both city and agricultural patterns characteristic of Richmond, and panels of images of Richmond and Vancouver to give visitors a greater understanding of local landmarks and landscapes;
- international visitors were invited on a tour of historical cities, such as Dengfeng, home of Shaolin Buddhism and Kung Fu, and the temple where it is believed that Shaolin Buddhism began;
- Kaifeng, once the capital of China, is renowned for its Chrysanthemum Festival; and
- the Chrysanthemum Festival site is a park that projects out into a lake, crowned by a historic temple.

Ms. Esko then noted that the relationship between the City and Zhengzhou will move to the next phase. As a result, she noted that 1,600 square metres of Aberdeen Park will be developed into the Zhengzhou garden according to concepts provided by the Chinese Society of Landscape and Architecture and the Chinese Association of Parks. She then advised that the design is based on a Zen Buddhist garden philosophy and will include water features and a pavilion and will encourage quiet contemplation. Ms. Esko noted that plants and materials similar and native to the Henan Province will be incorporated into the garden. She then advised that the Zhengzhou garden will be constructed once detailed design and cost estimates have been completed by the City and is anticipated to open in 2019.

### COMMUNITY SERVICES DIVISION

### 2. MOORAGE AT STEVESTON HARBOUR

(File Ref. No. 06-2345-20-ILAN1) (REDMS No. 5677600 v.13)

Marie Fenwick, Manager, Museum and Heritage Services, advised that the draft business plan for the Britannia Shipyards has been received and is currently with the Britannia Heritage Shipyard Society for comments.

In reply to queries from Committee, Serena Lusk, General Manager, Community Services, advised that the business plan was forwarded to the Britannia Heritage Shipyard Society to seek community input and consultation prior to presenting it to Council.

In reply to a query form Committee, Jane Fernyhough, Director, Arts, Culture and Heritage Services, advised that a report is forthcoming on the Phoenix Gillnet Loft.

Ms. Lusk noted that a memorandum will be provided to Committee with information on contracts for the Britannia Heritage Shipyard Society and Steveston Historical Society.

Discussion took place with regard to the Britannia Shipyards business plan and Committee requested that the plan be forwarded to the Steveston Historic Sites Building Committee for review.

As a result of the discussion the following **motion** was introduced:

It was moved and seconded

- (1) That the staff report titled "Moorage at Steveston Harbour", dated February 6, 2018, from the General Manager, Community Services, be received for information; and
- (2) That staff forward the Britannia Shipyards business plan to the Steveston Historic Sites Building Committee for review.

#### CARRIED

### 3. **TREE, BENCH AND PICNIC TABLE DEDICATION PROGRAM** (File Ref. No. 11-7200-30-ADON1) (REDMS No. 5690948 v.18)

In reply to queries from Committee, Paul Brar, Manager, Parks Programs, advised that the renewal fee for a bench or table ensures replacement should they be in disrepair. Mr. Brar noted that should the bench or table be in good condition, restoration would be delayed until necessary, however the renewal fee would still be collected for future repairs.

Ted deCrom, Manager, Parks Operations, advised that staff conduct an inventory review annually to ensure that all parks furniture is in proper condition.

Mr. Brar noted that many new benches are being added around the City and that staff make an effort to include as many as possible to fit with park designs.

In reply to a query from Committee, Elizabeth Ayers, Manager, Community Services Planning and Projects, advised that memorial benches indoors, has not been considered thus far as there is higher usage of the equipment thereby resulting in more frequent replacement.; however noted that staff can examine the matter.

Mr. Brar advised that four memorial plaques may be placed on a picnic table; however picnic tables are not as popular a location as benches. He noted that other municipalities only incorporate up to two plaques on each table or bench, therefore the City of Richmond only recommends two plaques per location.

It was moved and seconded

- (1) That Policy 7019 "Tree, Bench and Picnic Table" be amended as proposed in Attachment 1 of the staff report titled "Tree, Bench and Picnic Table Dedication," dated February 19, 2018, from the General Manager, Community Services; and
- (2) That Fee Schedule 7019.01 "Tree, Bench and Picnic Table" be updated to reflect 2018 operating and maintenance costs for the Tree, Bench and Picnic Table Dedication program as detailed in the staff report titled "Tree, Bench and Picnic Table Dedication," dated February 19, 2018, from the General Manager, Community Services.

### CARRIED

### 4. GARDEN CITY LANDS PROJECT UPDATE

(File Ref. No. 06-2345-20-GCIT1) (REDMS No. 5736429 v.3)

With the aid of a visual presentation, Alexander Kurnicki, Research Planner 2, noted that the work completed in 2017 will allow for the recreational and agricultural use of the land and as a result, active use of the site can begin this year. He advised that Kwantlen Polytechnic University (KPU) will begin farming in Spring 2018 and stated that all activities underway have been approved by the Agricultural Land Commission (ALC) and is consistent with their guidelines and policies.

In reply to queries from Committee, Mr. Kurnicki advised that all water in the pond is only being filled with precipitation. He noted that (i) the soil that was imported in 2017 to the site is not contaminated, (ii) a soil amendment plan developed and created by McTavish Resource and Management Consultants Ltd. has been submitted to the ALC, (iii) the ALC has reviewed the plan and is supportive of implementing it, (iv) a cover crop was planted and it has germinated, and (v) compost, manure, and peat will be added to the soil to improve the quality of the soil to be consistent with the approved McTavish plan.

In reply to further queries from Committee, Mr. Kurnicki advised that staff are confident (i) with McTavish Resource and Management Consultants Ltd.'s assessment of the site, and (ii) that the soil as described in the report can be amended to meet the appropriate criteria.

Ms. Lusk advised that any other non-farm use permits for the site will go through the City's development applications process.

It was moved and seconded

That the staff report titled "Garden City Lands Project Update," dated February 14, 2018, from the General Manager, Community Services be received for information.

### CARRIED

## 5. WEST CAMBIE NEIGHBOURHOOD PARK MASTER PLAN AND PUBLIC ART CAPITAL PROJECT

(File Ref. No. 06-2345-20-WCAM1) (REDMS No. 5703728 v.9)

Ms. Esko, with the aid of a visual presentation, provided an overview of the West Cambie Neighbourhood Park Master Plan, noting that it incorporates some of the existing features of the current park. She advised that a public consultation was conducted with the surrounding neighbourhood and constructive feedback was received. Ms. Esko highlighted that the park will feature a gathering area, an amphitheatre, and public art. She also noted that pedestrian and cycling routes in the park. She advised that there will be lots of children's play and natural play areas as well as a fenced off -leash dog area. Ms. Esko then noted that many trees and shrubs will be planted to ensure habitats for a range of species as well as a meadow for pastoral landscape. She then advised that there is an opportunity for future expansion of the Alexandra District Energy Utility building and the Geoexchange field.

Photographs of pergolas at the Getty Museum in Los Angeles were distributed (attached to and forming part of these Minutes as Schedule 1) and discussion ensued on the pergola structure for the West Cambie Neighbourhood Park. It was noted that laminated veneer lumber may not be sustainable.

In reply to queries from committee, Eric Fiss, Public Art Planner, advised that the design team identified laminated veneer lumber as a sustainable product for the pergola garden structure. He advised that staff can continue to work with the design team to ensure the most sustainable products are used for longevity.

Discussion took place on Part (3) of the staff recommendation, and it was noted that it would be valuable to reference the funding source for the West Cambie Neighbourhood Park Public Art Project as the project will be funded from funds from previous private development public art contributions for the West Cambie Alexandra Neighbourhood.

It was moved and seconded

- (1) That the West Cambie Neighbourhood Park Master Plan, as detailed in the staff report titled "West Cambie Neighbourhood Park Master Plan and Public Art Capital Project," dated February 6, 2018, from the General Manager, Community Services, and the Director of Arts, Culture and Heritage Services be approved;
- (2) That the concept proposal for the proposed public artwork for the West Cambie Neighbourhood Park, titled "Pergola Garden," by the artist team Polymétis Projects, as detailed in the staff report titled "West Cambie Neighbourhood Park Master Plan and Public Art Capital Project," dated February 6, 2018, from the General Manager, Community Services, and the Director of Arts, Culture and Heritage Services, be endorsed;
- (3) That the West Cambie Neighbourhood Park Public Art Project for \$725,000 be approved and included in the 2018 Capital Budget; and
- (4) That the City's 5-Year Financial Plan (2018–2022) be amended to include the \$725,000 for the West Cambie Neighbourhood Park Public Art Project funded by the Public Art Reserve.

CARRIED Opposed: Cllr. Day

#### 6. CAPSTAN VILLAGE PUBLIC ART PLAN (File Ref. No. 11-7000-00) (REDMS No. 5699193 v.5)

It was moved and seconded

That the staff report titled "Capstan Village Public Art Plan," dated January 23, 2018, from the Director, Arts Culture and Heritage Services, developed as a guide for the placement of public art in Capstan Village, be approved.

CARRIED

### 7. RICHMOND PUBLIC ART PROGRAM 2017 ANNUAL REPORT AND PUBLIC ART ADVISORY COMMITTEE 2018 WORK PLAN

(File Ref. No. 01-0100-30-RPAR1-01) (REDMS No. 5728425 v.2)

It was moved and seconded

That the Richmond Public Art Advisory Committee 2018 Work Plan, as presented in the report titled "Richmond Public Art Program 2017 Annual Report and Public Art Advisory Committee 2018 Work Plan," dated February 8, 2018, from the Director, Arts, Culture and Heritage Services, be approved.

### CARRIED

### 8. MANAGER'S REPORT

#### (i) Erase Bullying Day

David Ince, Manager, Community Recreation Services, advised that February 28, 2018 is Erase Bullying Day. He noted that City staff and the Richmond School District have collaborated and put on poster and video contests. Mr. Ince then advised that there are opportunities around the city to participate in bullying prevention activities and that staff and instructors will be wearing pink.

### (ii) Staff Introduction

Ms. Esko introduced Kevin Fraser, Park Planner, noting that he has a master's degree in Urban Planning and Landscape Architecture.

### ADJOURNMENT

It was moved and seconded *That the meeting adjourn (4:53 p.m.).* 

#### CARRIED

Certified a true and correct copy of the Minutes of the meeting of the Parks, Recreation and Cultural Services Committee of the Council of the City of Richmond held on Tuesday, February 27, 2018.

Councillor Harold Steves Chair Sarah Kurian Legislative Services Coordinator

Schedule 1 to the Minutes of the Parks, Recreation & Cultural Services Committee meeting of Richmond City Council held on Tuesday, February 27, 2018.



Pergolas at Getty Museum in Los Angeles California



### **Report to Committee**

То:	Parks, Recreation and Cultural Services Committee	Date:	March 7, 2018
From:	Jane Fernyhough Director, Arts, Culture and Heritage Services	File:	11-7000-09-20-100/Vol 01
Re:	Richmond Canada 150 Storm and Sanitary Sew Concepts	er Acces	s Cover Design

### **Staff Recommendation**

That the four artwork concepts for storm and sanitary sewer access covers as detailed in the staff report titled "Richmond Canada 150 Storm and Sanitary Sewer Access Cover Design Concepts," dated March 7, 2018, from the Director, Arts, Culture and Heritage Services, be endorsed.

Jane Fernyhough

Director, Arts, Culture and Heritage Services (604-276-4288)

Att.1

REPORT CONCURRENCE				
ROUTED TO: CONC		CONCURRENCE OF GENERAL MANAGER		
Engineering		Grem.		
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE		APPROVED BY CAO		

### Staff Report

### Origin

On April 28, 2014, Council endorsed the public art program for integrating artwork on sanitary sewer and storm drainage access chamber covers. The Cover Stories Artist Call was then issued to solicit submissions for creative designs for the City's cast-iron sewer covers.

On March 9, 2015, Council endorsed the implementation of the public art program for integrating artwork on sanitary sewer and storm drainage manhole covers and approval of the first four recommended concept designs by Caroline Dyck, Greg Allen, Jeff Porter and Susan Pearson.

On November 28, 2016 Council endorsed the Canada 150 Celebrations Public Art Plan as the guiding plan for public art opportunities in support of Canada 150 celebrations and major event programming in 2017. On April 4, 2017, the Richmond Canada 150 Steering Committee supported the Richmond Canada 150 artist designed sewer covers as an addition to the projects presented in the Plan.

The purpose of this report is to provide Council with information regarding the Richmond Canada 150 Storm and Sanitary Sewer Access Cover Design Call to Artists, the results of the selection process to identify artist designs for integration with sanitary and storm sewer covers, and recommendations for incorporating the designs into fabrication of new sewer covers.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.

- 2.3. Outstanding places, programs and services that support active living, wellness and a sense of belonging.
- 2.4. Vibrant arts, culture and heritage opportunities.

This report supports Council's 2014-2018 Term Goal #4 Leadership in Sustainability:

Continue advancement of the City's sustainability framework and initiatives to improve the short and long term livability of our City, and that maintain Richmond's position as a leader in sustainable programs, practices and innovations.

4.2. Innovative projects and initiatives to advance sustainability.

### Background

The City of Richmond is committed to healthy watercourses, and protecting the water in our sloughs, ditches and the Fraser River. A key element of watercourse protection is proper management of storm and sanitary water, each of which has a separate sewer system.

Sanitary sewers direct waste water from sinks and toilets to a treatment plant. At the treatment plant, many different organic and chemical processes are used to make the water safe for discharge to the Fraser River and the Salish Sea. The City owns, maintains and operates much of the sanitary sewer infrastructure; however, it is integrated into a region-wide system that connects to several Waste Water Treatment Facilities which are owned, maintained and operated by Metro Vancouver.

Storm sewers prevent flooding by directing the rainwater falling on streets, sidewalks and outdoor spaces into drainage systems that flow directly to the Fraser River. As storm water is not treated, it is important that only clean rain water enter storm drainage network. Harmful chemicals found in soapy water from car washing and pesticides from lawns can harm the ecosystems connected to the storm drainage system.

In 2016, 200 cast-iron sewer covers were ordered featuring the four winning designs (50 of each). To date, approximately 60 covers have been installed



Cover Stories, Susan Pearson, Richmond, 2016

throughout the City on sidewalks with high pedestrian visibility in the City Centre and Steveston—including one on a boardwalk at Britannia Shipyards National Historic Site. Additional covers are to be installed as replacements for worn covers and as new streets are constructed along with new development.

### Analysis

### Richmond Canada 150 Storm and Sanitary Sewer Access Cover Design Call to Artists

On November 7, 2017, the Public Art Terms of Reference for the Richmond Canada 150 Storm and Sanitary Sewer Access Cover Design Call to Artists was posted on the City website and distributed widely through the Richmond Arts and Culture eBlast, the City Facebook page and direct emails to artists on the Richmond Public Art Program database; and through local arts organizations including the BC Alliance for the Arts, instant coffee and the Richmond Arts Coalition.

The three themes established for the Richmond Canada 150 Celebrations were used to inform the artist call for the sewer access covers, as follows:

### • History, Culture, Diversity

Artwork to reflect Richmond's rich tapestry of cultures, recognizing the original First Nations residents, early European settlers and the immigrants from a multiplicity of cultures that have since made their homes here.

### • Fraser River, Working River

Artwork to explore Richmond's vital relationship to the Fraser River and reflect on the development of Lulu Island with the key industries of fisheries, agriculture, shipping and other fields.

### • Agricultural Sustainability

Artwork to celebrate Richmond's relationship to the land, from the first inhabitants, to farmers who recognized and nurtured the bounty of the region's rich delta soils, to recent food security initiatives and innovation in urban agriculture.

The call attracted 93 submissions from 66 artists by the closing date of December 7, 2017. These included 58 BC artists, four Alberta artists and four artists from other Canadian provinces. Two Richmond artists submitted designs for this opportunity.

### Artist Selection Process

Following the administrative procedures for artist selection for civic public art projects, a five person selection panel met on February 22, 2018 to review the artist submissions. The panel was comprised of:

- Amy Poon, Richmond community representative;
- Cody Lecoy, Vancouver artist;
- Jeff Porter, art professional and previous sewer cover artist;
- Susan Pearson, artist and previous sewer cover artist; and
- Ron Hyde, Richmond resident, historian and writer.

Trevor Brien and Sean Brien, representatives from the sewer cover supplier, Westview Sales, served as technical advisors. City staff from the Public Art Program and the Sewerage and Drainage Department were available to answer questions from the panel.

Proposals were evaluated on artistic merit, appropriateness to the goals of the artist call and feasibility to translate into a cast-iron sewer cover. The panel was asked to review the 93 artist submissions and recommend artists or artist teams to be considered for the Canada 150 Storm and Sanitary Sewer Access Cover Design artist opportunity.

Following a thorough review and discussion of the merits of all the artist submissions, the panel unanimously recommended two finalists and two runner-ups for each of the two types of sewer cover commissions. Subject to staff review, the selection panel recommended that all four be selected for the sewer cover commissions. The recommended artists are:

- Derek Michael Besant, Calgary
- James Harry, Richmond
- Corina Hanson, Vancouver
- Yuting (Christine)Wei, Vancouver

The recommended artist designs for the Richmond Canada 150 Storm and Sanitary Sewer Access Cover Design Call to Artists are shown in Attachment 1.

### Recommendations for Implementation

Based on the recommendations from the selection panel, and to provide representation of a wide diversity of themes, including culture, environment, sustainability and industry, staff are recommending that sewer access covers be created from all four of the designs. This will provide two sets of covers (two storm and two sanitary covers) for placement on streets and sidewalks throughout the city.

Staff will work with the selected artists and the current fabricator and supplier of the sanitary and storm water access covers, Westview Sales Limited, to refine and translate the four recommended artist designs into production molds for fabrication.

### Financial Impact

Westview Sales Limited will sponsor the additional costs for creating the unique molds, coordination and labour. There will be no additional costs for the decorative manhole covers above the existing purchasing programs. The total public art budget for artist fees is \$10,000 funded out of approved Public Art Program capital budgets.

### Conclusion

The Canada 150 Storm and Sanitary Sewer Access Cover Design competition represents an opportunity to engage a large cross section of artists of various backgrounds and creative practices. Incorporating art into functional objects and as part of the public realm is an affordable, high-impact method of integrating the arts into everyday life.

The sewer access cover project builds on other programs for successfully integrating art with civic infrastructure, such as utility box wraps, drainage pumps stations and the district energy utility, at a low cost.

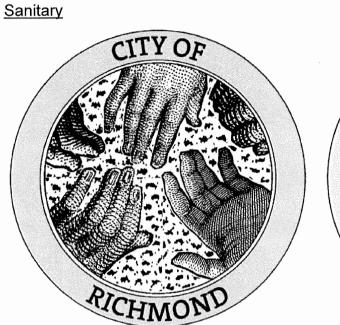
Integration of public art with sewer access covers is consistent with the vision and strategic direction of the Richmond Arts Strategy, to broaden the diversity of arts experiences and opportunities, and supports the Council Term Goal to build culturally rich public spaces across Richmond through a commitment to strong urban design, investment in public art and place making.

~7·

Eric Fiss Public Art Planner (604-247-4612)

Att. 1: Recommended Richmond Canada 150 Sewer Access Cover Designs

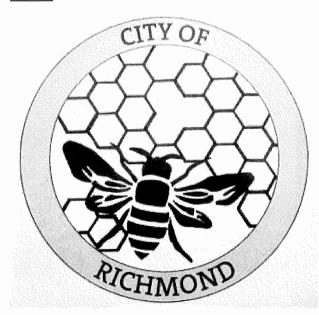
### **Recommended Richmond Canada 150 Sewer Access Cover Designs**



Reaching Out, Derek Michael Besant

CITY OF CITY OF CONTRACTOR

Fraser River, Working River, Yuting (Christine) Wei



The Pollinator, Corina Hanson



Seven Generations, James Harry

### <u>Storm</u>



### **Report to Committee**

То:	Parks, Recreation and Cultural Services Committee	Date:	March 13, 2018
From:	Serena Lusk General Manager, Community Services	File:	11-7200-01/2018-Vol 01
Re:	Community Gardens Update		

### Staff Recommendation

That the community gardens update as outlined in the staff report titled "Community Gardens Update," dated March 13, 2018, from the General Manager, Community Services, be received for information.

even.

Serena Lusk General Manager, Community Services (604-233-3344)

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
- Xun	
REVIEWED BY STAFF REPORT /	INITIALS:
AGENDA REVIEW SUBCOMMITTEE	CJ
$\frown$	
APPROVED BY CAO	
Khu I have	

### Staff Report

### Origin

At the November 28, 2017, Parks, Recreation and Cultural Services Committee meeting, staff received the following referral:

That staff examine potential sites for additional community garden plots in the near future and report back.

The purpose of this report is to respond to the above referral, and to provide an update on the community gardens program as well as opportunities for future program expansion.

This report supports Council's 2014-2018 Term Goal #2: A Vibrant, Active and Connected City:

Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.

2.3. Outstanding places, programs and services that support active living, wellness and a sense of belonging.

This report supports Council's 2014-2018 Term Goal #5: Partnerships and Collaboration:

Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.

5.2. Strengthened strategic partnerships that help advance City priorities.

### Analysis

The City of Richmond's Community Gardens Program

The City currently has 321 community garden plots in parks and schoolyards throughout the city. A community garden is a shared green space with individual and group garden plots which are cooperatively maintained by community garden members to grow food, flowers, and other plants. The gardens provide opportunities for residents to not only grow food, but also to meet new friends, share knowledge, and build a sense of community. The food grown in each plot belongs to the registered gardeners, and cannot be used or sold for any commercial purposes.

Residents can rent community garden plots on a yearly basis for a fee ranging from \$30-\$80 per year, depending on plot size. Subsidies are available to those for whom the plot fee is a barrier to participating. The community garden plot fees pay for a portion of the costs related to administering the community garden program.

Since 2010, the City has had an agreement with the Richmond Food Security Society (RFSS) for administration of the City's community garden sites. RFSS is a non-profit organization with a mission to inspire a robust Richmond food system through education, advocacy, and community building initiatives. The City provides a base level of service to establish and support the infrastructure for each community garden site. RFSS administers the program partially through plot fees and also through secured grant funding.

Table 1 provides an overview of the roles and responsibilities of the City, RFSS, and individual gardeners participating in the community gardens program.

City of Richmond	RFSS	Gardeners
Provides land, site infrastructure, irrigation, water, tool sheds, mulch, green bins, and establishes garden rules.	Provides liability insurance, maintains garden waitlist, allocates plots, supplies, shared tools, applies for grants, enforces garden rules, and liaises between the City and gardeners.	Maintain individual plots and common spaces, steward soil, manage compost, supply seeds and plants, grow food or flowers, and follow all garden rules.

Table 1 – Roles and Responsibilities

### Existing Level of Service

RFSS manages the City's 321 allotment plots at nine community garden locations throughout Richmond. All of the community garden sites are full with a current waitlist of 226 individuals. The City's nine community garden sites are outlined in Table 2 below:

Location	No. of Individual Plots	No. of Community Group Plots	
Brighouse Elementary	23	0	
Garratt Wellness Centre	15	5 (VCH)	
General Currie Elementary	10	0	
Gilbert (South Dyke)	41	0	
King George Park	34	6 (ERCA)	
Paulik Park	24	0	
Railway Avenue	64	0	
Richmond High	12	0	
Terra Nova Rural Park	98	11 (Various Groups)	
Total	321	22	

Table 2 – City Community Garden Sites

At three of the garden sites, community groups such as Vancouver Coastal Health (VCH), Richmond Society for Community Living (RSCL), and East Richmond Community Association (ERCA) have communal plots for their clientele. These plots are co-located with those administered by RFSS, but managed independently by each respective organization. The garden plots are used to support health and wellness programming by these organizations.

### Other Community Garden Sites

In addition to the City's community garden sites managed by RFSS, there are also community gardens built and managed independently by community groups or other government agencies. These garden sites are outlined in Table 3 below:

Location	Managed By	No. of Individual Plots
10711 Palmberg Road	Richmond Allotment Garden Association	127
London Heritage Farm	London Heritage Farm Society	71
Rosewood Manor	BC Housing	25
Total		232

Table 3 –	Other	Community	Garden Si	ites
1 abic 5 -	ound	Community	Oaruch S	iii s

The community garden plots at Palmberg Road are available to the public and there are currently no vacancies. The community garden plots at London Heritage Farm are open to members of the London Heritage Farm Society and this site is also full. The plots at Rosewood Manor are available to residents living in neighbouring BC Housing units and not to the general public.

### School Garden Sites

There are approximately 300 educational garden plots located on school grounds. These plots are built and managed by each individual school and used by students as part of the school curriculum.

### **Opportunities for Program Expansion**

Opportunities for community gardens are considered in every park planning process. Garden sites are added in locations where there is demand and where park design allows.

To expand the program, the following community garden locations are either in development or being considered:

### 1. Garden City Lands

A community garden site of approximately 100 garden plots is being planned for the Garden City Lands as part of the Council approved Park Development Plan for the site. While community gardens are an agricultural use and permitted under the Agricultural Land Reserve legislation, proceeding with the planned garden site is dependent on approval by the Agricultural Land Commission (ALC) to bring in the necessary soil to raise the existing grade. This will be subject to an upcoming ALC application by the City and subject to Council approval.

5752691

### 2. The Gardens Agricultural Park

As part of the park concept, Council approved 100 garden plots for the east side of the park. Further development of this park is pending the outcome of the George Massey Tunnel Replacement Project process. As this project progresses and the impacts are better understood, staff will review the number of plots and locations in a revised park concept.

### 3. Riverport Waterfront

The community adjacent to this park space has expressed interest in formalizing community gardening activities which have been underway in this location. Staff will work with RFSS and the community to explore opportunities to create an official community garden location at this site with approximately 10-15 allotment plots. If the site is feasible, staff will submit a 2020 Capital Request for the creation of the Riverport Community Garden.

### 4. Cook Neighbourhood Park

This park has the potential to include the addition of a community garden with 25-35 community garden plots to serve the needs of the surrounding community. Staff will work with RFSS and the Richmond School District to explore opportunities to create a garden location at this site. If the site is feasible, staff will submit a 2020 Capital Request for the creation of the Cook Community Garden.

### Expansion of Current Sites

A total of 20 plots will be added to the existing Railway Community Garden in 2018, which will also include improvements such as a screening fence to improve the site's aesthetic fit with the neighbourhood. 5 additional garden plots will be added to both the Garratt and Gilbert community garden sites in 2018/2019, increasing the capacity at those locations. This program expansion will be funded primarily through grants received by RFSS.

### Summary of Program Expansion

A summary of program expansion opportunities is identified in Table 4 below:

Location	No. of Plots	Projected Timeline	
Railway	20	2018	
Garratt	5	2018/2019	
Gilbert (South Dyke)	5	2018/2019	
Garden City Lands	100	2019	
Riverport	10-15	2020	
Cook	25-35	2020	
The Gardens Agricultural Park	80-100	TBD (pending outcome of tunnel replacement project)	
Total	245-280		

 Table 4 – Summary of Community Garden Program Expansion Opportunities

### **Financial Impact**

Capital requests for the community garden sites at the Garden City Lands and the Gardens Agricultural Park will be brought forward as part of the park development plans as those projects progress. Staff will submit a 2020 Capital Request and Operating Budget Impact (OBI) for the creation of the Riverport Community Garden and Cook Community Garden.

### Conclusion

Richmond's community gardens are valuable green spaces within the community and provide healthy food for garden members, space for social interactions, and create recreational activities for community members of all ages, abilities, and backgrounds. To meet the demand as the City grows, staff will continue to explore opportunities to add community garden sites in future park planning processes.

and Kron

Paul Brar Manager, Parks Programs (604-244-1275)



### **Report to Committee**

То:	Parks, Recreation and Cultural Services Committee	Date:	March 13, 2018
From:	Serena Lusk General Manager, Community Services	File:	05-1875-01/2018-Vol 01
Re:	Draft 2018-2021 Volunteer Management Stra	ategy	

#### **Staff Recommendation**

- 1. That the recommended draft 2018-2021 Volunteer Management Strategy presented as Attachment 1 within the staff report titled "Draft 2018-2021 Volunteer Management Strategy," dated March 13, 2018, from the General Manager, Community Services, be endorsed for the purpose of seeking stakeholder feedback on the Strategy.
- 2. That the final 2018-2021 Volunteer Management Strategy, including the results of the stakeholder consultation, be reported back to the Parks, Recreation Cultural Services Committee at a later date.

Serena Lusk General Manager, Community Services (604-233-3344)

REPORT CONCURRENCE					
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER			
Arts, Culture & Heritage Community Social Development Parks Services Recreation Services Environmental Programs Emergency Programs	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	Geren.			
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE		APPROVED BY CAO			

### Att. 2

#### Staff Report

#### Origin

The City has had a long tradition of involving volunteers in its programs, services, and events. Through working with volunteers, the City is able to provide an increased scope and variety of activities, and maximize service provision across the community where financial resources may otherwise be limited. Yet the impact of providing volunteer opportunities goes much further than being able to offer more programs, services, and events to the community. Volunteering can be a life changing experience, as many people involved in it find a sense of community connectedness, accomplishment, and pride. Volunteers contribute to community development, vibrancy, and legacy building, while often gaining numerous personal benefits themselves.

In 2007, the City of Richmond adopted its first Volunteer Management Strategy. The Strategy was developed to guide the actions for creating a centralized volunteer management system in preparation for the 2010 Olympics and as a legacy intended to serve the City and its partners well into the future. The 2018-2021 Volunteer Management Strategy: Engaging and Supporting Volunteers for a Vibrant, Connected City (2018-2021 VMS) is an update to the original 2007-2012 Volunteer Management Strategy: Building the Volunteer Spirit! (2007-2012 VMS).

The purpose of this report is to present the draft 2018-2021 VMS, which provides direction and guidance to enhance the City's volunteer management system. This report outlines the findings from the research, the Strategy's development process, and the strategic initiatives and actions that emerged as a result of the research and consultation process. Upon Council's endorsement of the draft Strategy, staff will seek further comment from the community partners and affiliate organizations who utilise the City's volunteer management system, and report back to Council at a later date.

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.

2.1. Strong neighbourhoods.

2.2. Effective social service networks.

2.3. Outstanding places, programs and services that support active living, wellness and a sense of belonging.

2.4. Vibrant arts, culture and heritage opportunities.

This report supports Council's 2014-2018 Term Goal #5 Partnerships and Collaboration:

Continue development and utilization of collaborative approaches and partnerships with intergovernmental and other agencies to help meet the needs of the Richmond community.

5.2. Strengthened strategic partnerships that help advance City priorities.

#### Analysis

#### **Background**

The 2007-2012 VMS was largely a success as it guided the City in developing and implementing the City's volunteer management system. The City accomplished most of the desired outcomes outlined in the Strategy, and as a result, has more than tripled the number of available volunteer opportunities since 2011. Although the intended life of the Strategy expired in 2012, its objectives and goals remained relevant for several years after and provided direction to advance and evolve the City's volunteer management system.

The significant increase in volunteer hours and opportunities, as displayed in Table 1 below, attests to the success of the City's volunteer management system. There has been consistent and continued growth year after year in the number of volunteer opportunities offered, the number of volunteers registered in the system, and the number of hours contributed by volunteers to the community post 2010 Olympic Games. The greater number and scope of major events (e.g. Ships to Shore, Richmond World Festival, etc.), are major contributing factors to the increase in volunteer opportunities and hours. There have been additional services and programs developed over the past six years that the City and partner organizations were able to offer and include volunteers in. These numbers also reflect the increased number of staff who realize the value of the volunteer management system and use the *I Can Help* system to track and report hours.

The strategic initiatives outlined within the 2018-2021 VMS will continue to expand the available volunteer opportunities and engage volunteers, further increasing the volunteer hours contributed to the community.

Active Volunteers, Volunteer Hours, and Opportunities*	2011	2017	Increased Amount
Number of Active Volunteers	1,261	2,244	983
Number of Volunteer Hours	31,581	96,016	64,435
Number of Volunteer Opportunities	266	854	588

Table 1 - Active Volunteers, Volunteer Hours, and Opportunities

\* These figures capture volunteer hours and opportunities held at the Oval only through Sport Hosting initiatives. Other Oval and Richmond Olympic Experience interactive museum opportunities and hours are collected through another system and are above and beyond the values reported in Table 1.

Although a financial contribution of volunteer hours can be calculated (minimum \$1.44 million annually), there is an immeasurable benefit of community connectedness, vibrancy, legacy building, and wellness achieved through providing volunteer opportunities.

In 2017, staff decided to assess and re-develop priorities to ensure the continued enhancement of volunteer management practices and to ensure these priorities supported the goals within the updated Community Wellness Strategy and Recreation and Sport Strategy. The 2018-2021 VMS focuses on supporting volunteers in their development and achievement of their personal goals, as well as further supporting City, partner, and affiliate staff who work closely with volunteers.

#### **Developing the Updated Strategy**

Developing the updated 2018-2021 VMS involved conducting an analysis of the City's accomplishments of the actions and goals set out in the 2007-2012 VMS, followed by a review of best practices in volunteer management.

The next steps consisted of collecting data on the experiences of those involved in volunteerism, both as volunteers and staff who support volunteers. An online survey was administered to volunteers within the City's volunteer management system database and to partner boards of directors; 351 volunteers participated in this survey. Two adult focus groups were conducted (which included many seniors) and one youth focus group was conducted.

Staff also participated in one of three additional focus groups to provide insight into their experiences with the volunteer management system. Staff from across the City, the Richmond Olympic Oval, community associations, and partner or affiliated organizations contributed feedback.

The survey and focus groups collected feedback regarding what works well in the current volunteer management system, further supports that would be helpful, challenges faced, and user experiences with the software system.

#### **Outcomes**

The data suggest that the City's volunteers are a largely satisfied and dedicated group that have many skills and much knowledge to contribute to the community. The top three reasons for volunteering, as reported by the City's volunteers, are giving back to the community, meeting new people, and connecting to the community. The data indicate that volunteers value opportunities to connect with neighbours and people they would not otherwise encounter, destress and engage in activities unrelated to work, and to be part of community and legacy building through the many City/partner events. For some, volunteering allows for the opportunity to share their skills with the community, while for others, it allows them to develop new skills including technical, leadership, management, and planning skills.

The staff that work with and support volunteers (termed eCoordinators) report that they see great value in the City's volunteer management system. They appreciate that the centralized system enables them to easily recruit and communicate with volunteers, initiate a systematic screening process, and track volunteer hours. They also value the support and guidance provided by the City's Volunteer Development Coordinator.

While the survey and focus group results suggest a high level of satisfaction with the overall volunteer management system, there are opportunities to enhance the system and provide volunteers with further supports to reach their personal goals. Key findings are highlighted below:

- 83 per cent of survey respondents indicate there are sufficient opportunities to volunteer through the City or its partners, yet 56 per cent report there are other skills they would like to utilise during their volunteer experience or other types of volunteering in which they would like to participate;
- Volunteers indicate they would like more leadership opportunities, as well as those of a cultural or linguistic nature;
- Youth tend to receive less training, support, and recognition compared to adults;
- Volunteers report that they have more positive experiences during events and programs when staff are organized and consider their needs;
- Staff who work with volunteers would like additional support resources to help with technical troubleshooting of the software system, recruiting and training volunteers, and supporting volunteers' needs;
- A number of suggestions were made for improvements to the online volunteer management system, *I Can Help*. Some of the suggestions reflect staff training issues, while other suggestions indicate issues with the software system itself; and
- In order to provide consistency and excellence in volunteer management, staff working with volunteers would like further support to increase their capacity, whether that be in the form of online resources, further support from the City's Volunteer Development Coordinator, or mentorship from their colleagues.

The analysis of the data resulted in the development of five strategic initiatives with actions to achieve desired outcomes. The five strategic initiatives identified as priorities for the 2018-2021 VMS are presented with their associated actions in Table 2 below.

Table 2 – 2018-2021 VMS Strategic Initiatives

1.	Develop online support resources for eCoordinators.
2.	Facilitate bi-monthly eCoordinator workshops.
3.	Leadership development of eCoordinators.

#### Strategic Initiative 2: Volunteer Capacity Building

- 1. Develop a continuum of volunteer mentorship and leadership opportunities and assist with volunteers creating their own opportunities.
- 2. Offer volunteer development opportunities for a wide range of ages, skill levels, and interest areas.
- 3. Create inclusive volunteer opportunities.

#### **Strategic Initiative 3: Volunteer Appreciation**

- 1. Develop recognition protocol with partners.
- 2. Host volunteer recognition event(s) with partner organizations.
- 3. Recognize volunteers throughout the year.

Strategic Initiative 4: Promotion, Awareness, and Communications

- 1. Develop and implement a volunteer promotion, awareness and communication plan for internal and external audiences.
- 2. Collaborate with Richmond Cares, Richmond Gives to promote volunteerism and resource sharing as appropriate.

#### Strategic Initiative 5: Software System Improvements

- 1. Update the software system processes to be more intuitive and user-friendly.
- 2. Re-develop the website layout.
- 3. Develop expectations of system users.
- 4. Develop advanced software training for eCoordinators.

These five initiatives complement each other to advance volunteer management practices and improve various aspects of the volunteer experience. The 2018-2021 VMS specifies the actions and the intended outcomes. With the implementation of these strategic initiatives and actions, the 2018-2021VMS aims to ensure that:

- Richmond is a connected, vibrant city;
- Volunteers are engaged in their community through a variety of meaningful volunteer opportunities; and
- City and partner organizations deliver a variety of programs, services, and events with the involvement of volunteers.

Unique to the 2018-2021 VMS, is the inclusion of a logic model, and implementation and outcomes evaluation plan. The logic model and the implementation and outcomes evaluation plan are frameworks to monitor and assess the effectiveness of actions, and to ensure progress is made towards achieving the desired outcomes and objectives. These frameworks will help ensure the success of the Strategy, as well as the advancement of volunteer management practices for the City and its partner organizations.

#### Next Steps

The draft 2018-2021 VMS presented in Attachment 1 outlines key volunteer management priorities to be addressed by the City and its partners over the next four years. In terms of process, staff recommend that the draft 2018-2021 VMS be endorsed for the purpose of seeking stakeholder feedback on the Strategy, then report back with the revised Strategy.

The proposed process for advancing the 2018-2021 VMS is outlined in Table 3 below.

Date	Process
March 2018	Gain Council's endorsement of the draft 2018-2021 VMS for the purpose of seeking stakeholder feedback.
April 2018	<ul> <li>Distribute the draft 2018-2021 VMS to partner organizations for comment.</li> <li>Consultations will be conducted with current users of the City's volunteer management system (Attachment 2 provides a list of current users).</li> <li>Consultations will also be conducted with groups such as Richmond Sports Council's various sports organizations and others who provide programs and services in conjunction with the City of Richmond.</li> </ul>
May 2018	Assess comments and revise the Strategy.
May 2018	Present the revised 2018-2021 VMS to Council.

This process is an opportunity to:

- Collect and incorporate partners' feedback into the 2018-2021 VMS;
- Promote the strategic initiatives within the 2018-2021 VMS; and
- Engage in dialogue about further enhancement of the volunteer management system.

### Financial Impact

None at this time.

Most actions within the five strategic initiatives do not require additional funding. The initiatives aim to re-prioritize and re-structure much of the good work that is ongoing.

Should current resources not be able to be re-allocated to cover any additional costs, then a request will be made through the annual budget process.

### Conclusion

Volunteers play a vital role in generating community connectedness and vibrancy in the City of Richmond. The City and its partners rely heavily on volunteers to support the delivery of many events, services, and programs to the community. This updated 2018-2021Volunteer Management Strategy recognizes the important contributions that volunteers make, and in return, this Strategy prioritizes volunteers and promotes positive, meaningful volunteer experiences. The

### **PRCS - 30**

March 13, 2018

strategic initiatives and actions within the Strategy will ensure that volunteerism thrives in Richmond well into the future.

Angela Rai Planner 1 (604-247-4924)

BAyus.

Elizabeth Ayers Manager, Community Services, Planning and Projects (604-247-4669)

- Att. 1: 2018-2021 Volunteer Management Strategy: Engaging and Supporting Volunteers for a Vibrant, Connected City
  - 2: List of Partner Organizations to be Consulted

City of Richmond

# 2018–2021 Volunteer Management Strategy

Engaging and Supporting Volunteers for a Vibrant, Connected City



PRCS - 32

## Acknowledgements

### **Project Team**

Angela Rai, Project Lead, Planner 1 Elizabeth Ayers, Manager, Planning and Projects Gregg Wheeler, Manager, Sport and Community Events Wing Ho, Volunteer Development Coordinator

### **Other Contributors**

Thank you to all the eCoordinators who provided feedback during focus group sessions. Another special thank you goes out to all the volunteers who took part in the survey and focus groups to provide the data upon which this strategy relies. City of Richmond

## Table of Contents

Acknowledgements	i
1. Executive Summary	1
2. Introduction	3
3. Background	4
4. Volunteerism	5
4.1 Trends and Shifts in Volunteer Practices	5
Today's Volunteers	7
Best Practices in Volunteer Management	7
4.2 Volunteerism in Richmond	8
Volunteering through the City and Partner Organizations	
Other Volunteer Opportunities within Richmond	9
5. The 2018–2021 Volunteer Management Strategy and City Objectives	11
2007–2012 VMS Vision	11
6. Developing the Updated Strategy (2018–2021)	14
7. Data Analysis Highlights	15
7.1 Survey Highlights	15
7.2 Volunteer Focus Group Highlights	16
7.3 eCoordinator Focus Group Highlights	17
8. Objectives	20
9. Strategic Initiatives	22
9.1 Strategic Initiatives, Actions, and Outcomes	22
Strategic Initiative 1: eCoordinator Capacity Building	23
Strategic Initiative 2: Volunteer Capacity Building	24
Strategic Initiative 3: Volunteer Appreciation	
Strategic Initiative 4: Promotion, Awareness, and Communications	27
Strategic Initiative 5: Software System Improvements	
9.2 Evaluation Logic Model	
9.3 Implementation and Outcomes Evaluation Plan	
Strategic Initiative 1: eCoordinator Capacity Building	
Strategic Initiative 2: Volunteer Capacity Building	
Strategic Initiative 3: Volunteer Appreciation	
Strategic Initiative 4: Promotions, Awareness, and Communications	
Strategic Initiative 5: Improved Software System User Experience	
10. Summary and Concluding Remarks	

Bibliography	43
APPENDIX A: An Analysis of the Volunteer Survey Results	
The Respondents: Our Volunteers	
An Analysis of the Volunteer Experience	46
Youth	47
Adults	
Comparison of Experiences by Age	49
The Volunteer Management System	51
Recognizing Volunteers	51
Conclusion	52
APPENDIX B: An Analysis of the Volunteer Focus Groups	53
Benefits Gained from Volunteering	53
Youth	53
Adults	54
Expectations	54
Opportunities for Improvement	55
Youth	55
All Participants	55
The Online System	57
Summary	57
APPENDIX C: An Analysis of the ECoordinator Focus Groups	
Benefits of the Volunteer Management System	
Further Support for eCoordinators	
Challenges	60
The Software System	61
Summary	62

## 1. Executive Summary

Volunteering can be a life changing experience, as many people involved in it find a sense of community connectedness, accomplishment, and pride. Volunteers contribute to community development, vibrancy, and legacy building, while often gaining numerous personal benefits themselves.

In 2007, the City of Richmond adopted its first Volunteer Management Strategy. The Strategy was developed to guide the actions for creating a centralized volunteer management system in preparation for the 2010 Olympic Winter Games and as a legacy intended to serve the City and its partners well into the future. The Strategy helped increase the capacity of the City and partner organizations in their delivery of programs, services, and events with volunteers' involvement.

The 2018–2021 Volunteer Management Strategy: Engaging and Supporting Volunteers for a Vibrant, Connected City is an update to the original 2007 Strategy and focuses on supporting volunteers in their development and achievement of their personal goals as well as further supporting City, partner, and affiliate staff who work closely with volunteers.

Developing the updated 2018–2021 Volunteer Management Strategy first involved conducting an analysis of the City's accomplishments of the actions and goals set out in the original Strategy followed by a review of best practices in volunteer management. The next steps comprised of collecting data on the experiences of those involved in volunteerism, both as volunteers and staff who support volunteers. An online survey was administered to volunteers within the City's volunteer management system database and to partner boards of directors. Several focus groups were conducted with volunteers and staff.

The key findings are listed below:

- 83 per cent of survey respondents indicate there are sufficient opportunities to volunteer through the City or its partners, yet 56 per cent say there are other skills they would like to utilise during their volunteer experience or other types of volunteering that they would like to participate in;
- Volunteers indicate they would like more leadership opportunities, as well as those of a cultural or linguistic nature;
- Youth tend to receive less training, support, and recognition compared to adults;
- Volunteers from the focus groups report that it is important for staff coordinating volunteer events and programs to be organized and considerate of their needs, as it contributes to a positive experience and is a sign of respect;



- Staff who work with volunteers would like additional support resources to help them with technical troubleshooting of the software system, recruiting and training volunteers, and supporting volunteers' needs;
- There were a number of suggestions made for improvements to the online volunteer management system, *I Can Help*. Some of the suggestions reflect staff training issues while others indicate issues with the software system itself both in the presentation of the site and with the programmed functions of the software;
- In order to provide consistency and excellence in volunteer management, staff working with volunteers need further supports to increase their capacity whether that be in the form of online resources, further support from the City's Volunteer Development Coordinator, or mentorship from their colleagues.

The analysis of the data resulted in the development of three objectives and five strategic initiatives with actions to achieve desired outcomes. The objectives of this updated Strategy are to ensure that 1) *Richmond is a connected, vibrant city,* 2) *volunteers are engaged in their community through a variety of meaningful volunteer opportunities,* and that 3) the City and partner organizations deliver a variety of *programs, services, and events with the involvement of volunteers.* The five strategic initiatives identified as priorities are:

- 1. eCoordinator (staff) capacity building;
- 2. Volunteer capacity building;
- 3. Volunteer appreciation;
- 4. Promotion, awareness, and communications;
- 5. Software system improvements.

Within these strategic initiatives are a total of 18 actions to achieve the desired outcomes. The 2018–2021 Volunteer Management Strategy specifies these actions and incorporates a logic model and implementation and evaluation plans to ensure the outcomes are met. The logic model and the implementation and outcomes evaluation plans are frameworks to monitor and assess the effectiveness of actions and to ensure progress is made towards achieving the desired outcomes and objectives.

Volunteers play a vital role in generating community connectedness and vibrancy in the City of Richmond. The City of Richmond and its partners rely heavily on volunteers to support the delivery of many events, services, and programs to the community. This updated Volunteer Management Strategy recognizes the important contributions that volunteers make and in return, this Strategy prioritizes volunteers and promotes positive, meaningful volunteer experiences. The strategic initiatives and actions outlined in this document support volunteers by developing opportunities for them as well as building capacity in the staff that work with volunteers. This Strategy supports volunteer participation in events and programs across the City and through partner organizations to ensure volunteerism thrives in Richmond well into the future.



## 2. Introduction

Volunteering is a form of citizenship and an essential part of community building. Volunteers donate their time as an investment in their community<sup>1</sup> and in return, report gaining many benefits. There are numerous reasons for volunteering; many individuals who volunteer cite feeling a need to give back to their community as well as it being a fun and rewarding experience.

While volunteerism provides numerous benefits to the volunteer, volunteers also play a vital role in supporting the delivery of many programs, services, and events offered by the City of Richmond and its partners. There are over 10,000 volunteers currently registered through the City of Richmond's volunteer management system. On average, volunteers provide approximately 92,000 hours of service annually.

The 2018–2021 Volunteer Management Strategy: Engaging and Supporting Volunteers for a Vibrant, Connected City (2018–2021 VMS) is an update to the 2007–2012 Volunteer Management Strategy: Building the Volunteer Spirit! (2007–2012 VMS) and focuses on engaging volunteers and enabling them to reach their goals. The Strategy also focuses on providing the supports for City, partner, and affiliate<sup>2</sup> staff who work closely with volunteers.



<sup>&</sup>lt;sup>1</sup> CNIB. (2017). Strengthening Communities Through Volunteer Program Development: Culture of Volunteerism – Manual, 1–33.

<sup>&</sup>lt;sup>2</sup> The City of Richmond offers volunteer management services to its partners and a number of affiliated organizations. The Community Associations operating out of the City's community centres are examples of City partners; the Sharing Farm Society and Gulf of Georgia Cannery Society are examples of affiliated organizations. From here onward, for simplicity in language, this document will refer to both partner and affiliate organizations as partners or partner staff.

## 3. Background

In 2007, the City of Richmond adopted its first Volunteer Management Strategy (VMS). The Strategy was developed to guide the creation of a centralized volunteer management system and hiring of a Volunteer Development Coordinator in preparation for the 2010 Olympic Winter Games. This Strategy has been successful as a legacy for the City of Richmond and its partners in guiding volunteer management into the future. A number of actions were identified that led to the implementation of a centralized online volunteer management system. There were also actions that supported capacity building for volunteers and developing various accompanying resources for those working with volunteers. Numerous actions were identified that aimed to address partner synergies, training of City and partner staff on best practices in working with volunteers, providing technical support, and providing support for and recognition of volunteers.

Thirty actions emanated from five strategic directions set forth in the 2007–2012 VMS with over 100 expected outcomes as a result of those actions. The City has accomplished most of these actions and achieved many of the desired outcomes. The City has modernized its volunteer management system with the number of opportunities for volunteers doubling and the number of volunteer hours contributed to the community tripling since 2011.

The 2007–2012 VMS is largely a success. Although the original Strategy recognizes the importance of volunteer and staff capacity building, the updated 2018–2021 VMS continues to prioritize this area with the primary objective of engaging and further developing supports for volunteers within the City and its partner organizations.



## 4. Volunteerism

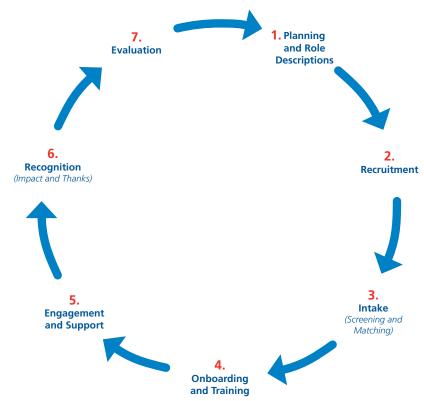
Volunteerism is defined as an act of willingly providing a service without pay usually within one's community, yet volunteering goes much deeper than this definition, as many who are involved in it report life changing experiences. The top three reasons for volunteering as reported by the City's volunteers are giving back to the community, meeting new people, and connecting to the community. However, volunteers report many reasons for volunteering and gain many benefits from doing so. Volunteering provides opportunities to connect with neighbours and people they would not otherwise encounter, de-stress and engage in activities unrelated to work, and be part of community and legacy building through the many City events. For some, volunteering allows them to provide their skills to the community while for others, it allows them to develop new skills such as technical, leadership, management, and planning skills. Volunteering is an opportunity to set examples for the younger generation as well as get to know them. Overall, volunteers experience a deeper feeling of connection to the community, ownership over community development, and a certain pride in their accomplishments.

## 4.1 Trends and Shifts in Volunteer Practices

Until recently, much of the literature regarding best practices in volunteer management was focused on how to recruit and retain volunteers. The emphasis on volunteer management was centred upon the organization itself and how volunteers could support the organization in achieving its mission. There has been a shift away from an organization-focused, recruiting-centred approach to a much more volunteer-centred approach whereby volunteers are considered partners and supported in reaching their goals.



Figure 1 below, illustrates the critical stages involved in volunteer management. It is a continuous cycle requiring planning, investment, and monitoring to ensure volunteers remain engaged. Weakness or failure of any of the stages breaks the cycle and risks volunteers resigning or finding opportunities elsewhere.<sup>3</sup>



#### Figure 1: Cycle of Volunteer Management

The critical elements within the Cycle of Volunteer Management are already integrated into the City's volunteer management practices, as the model was adopted as part of the original Strategy. The model continues to serve as a platform from which the updated Strategy's initiatives and actions emanate.

While all the components of the cycle are critical to volunteer management success, succession planning is essential to maintaining a healthy force of volunteers to aid in the delivery of City and partner events and programs. Most of the volunteer hours for the City of Richmond are contributed by few individuals, youth and older adults. Youth tend to stop volunteering once in postsecondary education or once they have entered the workforce. Older adults sometimes face health challenges or physical barriers to continuing volunteering. Ensuring that all elements of the cycle are incorporated into volunteer management practices, will help recruit and engage younger volunteers and retain them well into the future.<sup>4</sup>

<sup>&</sup>lt;sup>4</sup> CNIB. (2017). Strengthening Communities Through Volunteer Program Development: Culture of Volunteerism – Manual, 1–33.



<sup>&</sup>lt;sup>3</sup> CNIB. (2017). Strengthening Communities Through Volunteer Program Development: Culture of Volunteerism – Manual, 1–33.

#### **Today's Volunteers**

Developing the 2018–2021 Volunteer Management Strategy (2018–2021 VMS) involved conducting an extensive literature review and identifying best practices in volunteer management. This section identifies the best practices in volunteer management, which formed the basis of the Strategy's research questions as well as informed the strategic initiatives within this Strategy.

The research conducted on volunteerism can be synthesized to describe volunteers and their needs. Three themes emerge: volunteers can be described as goal oriented; wanting to make a difference; and needing to feel appreciated. The established best practices in volunteer management can be categorized under these three themes to support volunteers and address their needs. These best practices are categorized and listed below.

#### **Best Practices in Volunteer Management**

#### 1. Volunteers are goal oriented.

- Support volunteers in reaching their personal goals get to know them.
- Offer skills development/training opportunities.
- Offer opportunities to utilise different skill sets.
- Offer short-term and long-term opportunities.
- Offer non-traditional opportunities e.g. online/tech-based.
- Support volunteers in creating their own experience.
- Incorporate volunteers into planning processes.

#### 2. Volunteers want to make a difference.

- Offer meaningful volunteer opportunities.
- Create a two-way relationship/partnership.
- Communicate the impact of their contributions.
- Provide clearly written job descriptions so the goals, vision, potential impact, and expectations are understood.
- Give and receive feedback.

#### 3. Volunteers want to be appreciated.

- Recognize/thajnk volunteers.
- Recognize individual social responsibility (informal volunteering).
- Provide opportunities for personal or professional development.
- Ask volunteers to contribute to program planning.
- Communicate the impact of their contributions.

Looking forward, the updated 2018–2021 VMS aims to take volunteer management practices to the next level by focusing on the volunteers' needs and experiences and using these best practices as foundational building blocks of the 2018–2021 Strategy. The updated Strategy also prioritizes staff capacity building to ensure consistency and excellence across the board in volunteer management.





#### 4.2 Volunteerism in Richmond

### Volunteering through the City and Partner Organizations

The City of Richmond has long been engaging with volunteers in a variety of ways. The City offers various programs, services, and events to its residents often including volunteers in the delivery of them. These opportunities span all departments within the City. Volunteer opportunities range from participating in a single event, to involvement with regularly occurring programs, to volunteering on a board of directors.

The majority of the City's volunteer opportunities are provided through the Community Services Division, as there are numerous programs and events through sports, recreation, parks, arts, culture, heritage, and community social development that are enhanced with the involvement of volunteers.

Many of the volunteer opportunities within the Community Services Division are offered through partner organizations/associations. These organizations/associations are comprised of volunteer boards of directors that are also largely responsible for developing the opportunities in which volunteers are involved. These organizations often rely on volunteers to support the delivery of certain programs and events. These organizations/associations are the main users of the City's volunteer management system and rely on the system to recruit volunteers. Partner organization staff working with volunteers receive training and support from the City's Volunteer Development Coordinator (VDC).

The City's Emergency Social Services and Environmental Programs are departments that also heavily involve volunteers in their services. Emergency Social Services provides opportunities for and relies on volunteers to help educate the public on emergency preparedness and deliver services during emergency response situations.

Environmental Programs offers several volunteer program opportunities such as the Green Ambassadors program; volunteers act as environmental stewards and engage the community at events about waste diversion and other relevant environmental issues. Other City departments involve volunteers in events and service delivery from time to time as required.

The City's Volunteer Development Coordinator (VDC) is responsible for supporting all the different departments involved with volunteers by ensuring efforts are coordinated throughout the City. The City also provides these volunteer management services to a number of partner and affiliated organizations within the community. Both the Richmond Public Library and Richmond RCMP utilise the City of Richmond's volunteer management services. The Richmond Public Library provides a variety of volunteer opportunities, which are often utilized by new immigrants seeking Canadian volunteer experiences and developing language skills. The Richmond RCMP has a community policing volunteer program as well as volunteer opportunities through the Block Watch program.

The Richmond Olympic Oval and Richmond Olympic Experience interactive museum provide a number of events- and sports-related opportunities for volunteering. The City also supports the recruitment of volunteers for certain special events held at the Oval.

Periodically, other community groups request that the City help recruit volunteers for specific events.

#### Other Volunteer Opportunities within Richmond

Volunteer opportunities are available through many other organizations across the City. Sports associations tend to recruit their own volunteers, as many volunteers are family members of the athletes. Religious institutions also utilise volunteers by drawing upon their membership. Volunteering through a child's school or activities as well as with professional associations are very common. Informal volunteering such as helping a neighbour and micro volunteering (e.g. signing a petition) are now recognized forms of volunteerism as well.

Richmond Cares Richmond Gives (RCRG) is a non-profit organization that ensures Richmond's charitable sector has the resources it needs to make a meaningful impact in the community. It connects individuals interested in volunteering with organizations of a social service nature for longer term volunteer experiences. Many of the City's partner and affiliated organizations promote volunteer opportunities through RCRG as well as through the City's volunteer website.

RCRG offers training to volunteers and staff who work closely with volunteers. Their training involves courses on best practices as well as on specific areas of volunteer management. The City of Richmond and RCRG have had a good working relationship for many years and support each other in the promotion of volunteerism in Richmond. An example is RCRG's Youth Leadership program that the City and the VDC support on an annual basis. The City and partner organizations also utilise RCRG's training and resources as appropriate.



For both RCRG and City of Richmond partners, approximately 70 per cent of volunteer hours/opportunities recorded are in community programs and services whereas about 30 per cent are eventsbased. However, volunteer opportunities are not duplicated, as the opportunities through the City and partners tend to be in recreation, parks, arts, heritage, culture, and community development, whereas the opportunities through RCRG tend to be in the social services sector. This per centage breakdown has evolved over the past five years, as volunteers have taken on a larger role in supporting community programs.

Among the City, RCRG, and the many organizations within Richmond that offer volunteer opportunities, there is a great variety of opportunities in which residents can be involved. Opportunities and services complement one another by providing a range of options for volunteers. All these organizations that work with volunteers play a critical role generating community connectedness among Richmond residents as well as developing Richmond's legacy.



## **5.** The 2018–2021 Volunteer Management Strategy and City Objectives

The Volunteer Management Strategies were developed within the Community Services Division, yet the Strategies aim to support volunteerism across all City divisions and the broader community.

#### The Vision

The City of Richmond's vision is to be the most appealing, livable, and well-managed community in Canada.

A vision statement for the 2007–2012 VMS was developed to guide the objectives and actions emanating from the Strategy.

#### 2007-2012 VMS Vision

Richmond's Parks, Recreation, and Cultural Services, connects people with volunteer opportunities, leads and sustains a strong volunteer spirit.

The objectives and actions set forth in the updated Strategy aim to continue to foster a strong volunteer spirit within the community. However, the updated Strategy prioritizes its focus on the support and capacity building of volunteers to increase a sense of community connectedness.





Considering the City's vision, the vision of the 2007–2012 VMS, and the re-direction of priorities for the updated Strategy, the vision for the 2018–2021 VMS is that:

Richmond engages, supports, and connects people through volunteer opportunities, which contribute to Richmond being a livable, appealing, and vibrant city.

#### **City Strategies**

The 2018–2021 VMS supports goals as well as responds to specific actions identified within a number of City strategies. The City of Richmond has an Official Community Plan (OCP). The OCP is a legally required City bylaw that enables City Council to plan, co-ordinate and manage the City's sustainability, social, economic and land use interests, over the long term (e.g. 2041). The OCP reflects the overall values of the community by establishing a City vision, goals and objectives for future sustainability, development and servicing, and policies and urban design guidelines to achieve the vision.

The OCP recognizes the importance of developing a vibrant community. Within that is providing opportunities to connect with neighbours, feel a sense of belonging, and engage in lifelong learning. Maximizing volunteer involvement in the delivery of parks, recreation, and wellness programs and services is specifically acknowledged in the OCP. The 2018–2021 VMS contributes to developing a vibrant City, as it supports volunteers' involvement in many avenues of community development and legacy building.

The 2018–2021 VMS also supports the objectives within the Community Wellness Strategy 2017–2022 and the Building Our Social Future – A Social Development Strategy for Richmond 2013–2022. The Community Wellness Strategy 2017–2022 is currently being developed to guide the actions across the Community Services Division. Volunteerism supports the Community Wellness Strategy's Focus Area 2: Enhance physical and social connectedness within and among neighbourhoods and communities. Volunteers report gaining a deeper sense of connectedness to their community through volunteer activities. They find that volunteering allows them to meet people they would not otherwise get to meet, understand their community and neighbourhood needs better, and become invested in and gain a sense of pride in being a part of developing their community. The 2018–2021 VMS aims to further promote and enable these outcomes as well as provide capacity building support to volunteers to reach their goals. In turn, these actions will support the Community Wellness Strategy's objectives of a healthy, connected, and engaged community.

Strategic Direction 6 from the Social Development Strategy (SDS) supports community engagement and volunteerism. The SDS recognizes that volunteering is one of the most fundamental acts of citizenship and philanthropy in society and is a primary contributor to building a strong community. Through working with volunteers,

the City is able to provide an increased scope and variety of activities, and maximize service provision across the community where financial resources may otherwise be limited. The SDS and the 2018–2021 VMS complement each other as the SDS is committed to implementing and monitoring the 2018–2021 VMS, collaborating and establishing partnerships and engaging and empowering the community, while the 2018–2021 VMS contributes to developing an inclusive, engaged, and caring community.

Other City strategies to which the 2018–2021 VMS relates include:

- 2017–2022 Intercultural Strategic Plan;
- Arts Strategy (under development);
- Emergency Social Services Plan (under development);
- 2007 Museum & Heritage Strategy;
- Recreation and Sport Strategy (under development);
- Richmond Library Strategic and Long Range Plan 2014–2018;
- Richmond Sport Hosting Strategy 2016–2020;
- Seniors Service Plan 2015–2019;
- Youth Service Plan 2015– 2020;
- Britannia Shipyards National Historic Site Strategic Plan 2014–2018.

The 2018–2021 VMS prioritizes volunteer capacity building and providing meaningful volunteer opportunities for volunteers to connect to their community. The initiatives and actions set forth in the Strategy all aim to improve the experiences of volunteers and help them reach their goals. Ultimately, this Strategy supports the objectives within the various City strategies and lays the foundation for continuous volunteerism and community development well into the future.

# **6.** Developing the Updated Strategy (2018–2021)

The 2007–2012 Volunteer Management Strategy (2007–2012 VMS) guided the actions surrounding volunteerism for the City and its partners. Much was accomplished as a result of the Strategy and many of the objectives remain relevant today in guiding volunteer management practices for the City and partner organizations.

As a first step in developing the 2018–2021 Volunteer Management Strategy (2018–2021 VMS), a current state analysis was conducted. The 30 actions and 100 outcomes set forth in the 2007–2012 VMS were assessed for completion, success, and relevancy to current issues facing volunteer management.

The next steps comprised of researching best practices in volunteer management and collecting data on the experiences of those involved in volunteerism, both as volunteers and the staff who support volunteers. An online survey was administered to all volunteers within the City's volunteer management system database as well as to partner boards of directors. Focus groups were conducted with volunteers and staff who work with volunteers (termed eCoordinators<sup>5</sup>).

The analysis of the data contributed to the development of five strategic initiatives with 18 actions to achieve specific outcomes. The objectives, strategic initiatives, and actions are discussed in Sections 8 and 9. Although the strategic initiatives differ from the original Strategy, the actions and desired outcomes in the update complement and support the original Strategy's goals and major objectives.



eCoordinators are trained City and partner staff who use their own facility/program staff portal of the City volunteer management system.

## Data Analysis Highlights

This section briefly describes the major themes that emerged from the survey and focus groups with volunteers and eCoordinators. For an in depth analysis of the data and detailed methodologies, please refer to Appendix A, B, and C.

#### 7.1 Survey Highlights

The survey data suggest that the City's volunteers are a dedicated group that have many skills and significant knowledge to contribute to the community. The survey results indicate a high level of satisfaction with the overall volunteer experience; however, there are key themes that stand out.

Eighty-three per cent of respondents indicate there are sufficient opportunities to volunteer through the City or its partners, yet 56 per cent say there are other skills they would like to utilise during their volunteer experience or other types of volunteering that they would like to be doing. Forty-six per cent of volunteers indicate they would like to use their fluency in another language in their volunteer opportunities and 31 per cent would like to use their cultural knowledge. Respondents indicate they have a wide variety of other skills and knowledge to offer while volunteering. These findings suggest there needs to be a greater variety of volunteer opportunities developed, including those of a cultural and linguistic nature.





Experiences and volunteer goals differ slightly among age groups. Preliminary discussions with eCoordinators suggested that youth only want to acquire hours to graduate. The youth survey and focus group data suggest otherwise. Many youth value skills development and gain feelings of community connectedness from volunteer opportunities. Youth also indicate that they have other skills to offer while volunteering and would like to be involved in other types of volunteering opportunities. Seventy-six per cent of youth feel they have leadership skills and that they would like more leadership opportunities. Many also have language skills, technology skills, and art skills that they would like to utilise. These findings suggest that youth want a greater variety of opportunities and more meaningful experiences.

Additionally, the survey indicates that youth feel they receive a lesser amount of support, training, and recognition for their volunteer activities compared to adults. Youth were the least likely group to report being recognized or thanked for their work; 74 per cent of youth report being thanked whereas over 83 per cent of adults report being thanked for volunteering. There are also fewer youth compared to adults who report that staff makes them feel like a valued partner to the organization.

The data from the survey indicate that volunteers desire a greater variety of volunteer opportunities, especially of a leadership nature and that greater investment into youth volunteers is needed. Youth also require further support, training, and recognition for their volunteer activities.

#### 7.2 Volunteer Focus Group Highlights

Three focus groups were held to explore opportunities and issues that were highlighted through the online survey. A major theme that emerged through the volunteer focus groups is that volunteers want their needs to be considered and taken care of. As they donate their time and efforts to the community, they feel there needs to be reciprocity from staff. Volunteers' requests while volunteering are relatively simple. Below is a list of suggested ways staff can ensure positive experiences when planning and organizing volunteer events or other opportunities:

- Clear communication;
- Clearly defined roles and expectations;
- Well organized events/programs;
- Physical needs considered (bathroom breaks, food, clothing);
- Consistency of treatment among different events/organizations;
- Feedback provided regarding impact made;
- Respected as partners by staff yet differentiated from staff roles
- Feel as if a part of the event;
- Actively involved (not standing around);
- Appreciation for time donated.

**PRCS - 53** 

In summary, volunteers want to feel appreciated and respected. Being organized and considerate of their needs contributes to a positive experience and demonstrates respect.

Youth had a few unique experiences that differed from adults. Some of the youth report not feeling adequately prepared for their assigned duties. They said that they would like more training and mentorship. Some youth report that they had been assigned leadership roles yet not truly granted authority when in these roles, which they found frustrating. Other youth cited that they felt underappreciated at times.

The focus group participants also had some suggestions for the online volunteer management system (*I Can Help*) to make it more intuitive and user-friendly:

- Post all opportunities at once (e.g. dates for annual and large events are known by City staff well in advance – volunteers would like to plan in advance);
- Filter opportunities based on requirements (e.g. age or experience);
- Remove past volunteer opportunities promptly;
- Provide better key word search ability;
- Create different sections based on type of opportunity (e.g. events, short-term, long-term);
- Ensure the *I Can Help* calendar of opportunities and individual profiles are up to date;
- Ensure consistency in hours recording;
- Have only one contact person.

Some of the issues presented above are a result of the software's program structure and others are due to staff training. There are opportunities to work with the software provider to streamline the software system as well as further the training and understanding of the system for the eCoordinators.

The main theme that emerged from both the youth and adult focus groups is that the little things matter. The way a volunteer is treated impacts their experience and determines whether they will return to volunteer at future programs or events.

#### 7.3 eCoordinator Focus Group Highlights

Three focus groups involving 20 eCoordinators were held to gain their perspectives on the volunteer management system. Most of the eCoordinators report that they see great value in the City's volunteer management system. They like that the system is centralized, which makes the ability to recruit multiple volunteers and communicate with them en masse simple. eCoordinators appreciate that they can easily direct interested volunteer candidates to the *I Can Help* website to initiate the recruitment process. The system allows for systematic





procedures and screening across departments/organizations such as for the police information check, which eCoordinators find helpful. eCoordinators also appreciate that volunteer hours can be tracked and approved easily. The shared system is also recognized as being cost effective.

The analysis of the focus group discussions suggests that eCoordinators need support in the following areas:

- 1. Volunteer support/capacity building and retention;
- 2. Volunteer recognition;
- 3. Software system training/understanding.

There is inconsistency in the level of awareness and integration of best practices in volunteer management among eCoordinators. The eCoordinators that invest in volunteers and prioritize volunteer management best practices report good volunteer retention. However, not all organizations have the capacity to develop a volunteer program and are largely reactive in their volunteer management practices. Some organizations have difficulty recruiting and retaining appropriate volunteer candidates. In contrast, a few organizations struggle with having too many keen volunteers and would like support in developing additional appropriate opportunities.

Volunteer recognition can also be challenging. There are varying budgets among the partner organizations and thus some organizations are limited financially on how volunteer appreciation can be shown. Being responsive to volunteers' suggestions and supporting their goals are other ways that volunteers feel appreciated. However, staff capacity is a limiting factor once again.

Most of the eCoordinators report that the software system is slow and not user friendly. The eCoordinators have managed to navigate the system with the Volunteer Development Coordinator's (VDC) help, yet often lack understanding about certain functions or procedures. Part of the confusion over procedures is that different organizations have different needs. To address this issue, the VDC trains each eCoordinator individually. However, the individualized training sometimes results in a lack of understanding of the system as a whole. Additionally, more experienced eCoordinators expressed the need for further advanced training on the software system so that they can analyze their own data related to volunteer management. Ongoing and advanced training is provided to eCoordinators to increase their knowledge and capacity but due to the turnover of eCoordinator staff, the eCoordinators have differing levels of proficiency with the system. In summary, eCoordinators need extra support, training, and resources to excel in volunteer management and provide volunteers with consistent, positive experiences. The challenges and obstacles faced by eCoordinators range from recruiting and training volunteers, to understanding legal liabilities, to supporting volunteers' needs, to technical troubleshooting of the software system. eCoordinators suggest having access to a number of support resources would give them independence, especially at times when the VDC is unavailable.

The following is a list of support resources suggested by the eCoordinators:

- Software manual with frequent troubleshooting tips;
- Manual of policies and protocols to guide decision making (e.g. legal requirements, liabilities, how to manage disruptive volunteers, guidelines with suggested practices such as providing food to volunteers);
- A resource on etiquette, customer service, and shared expectations;
- A checklist for organizing events or programs considering volunteers' needs (e.g. bathroom breaks, snacks, clothing);
- Resources for orienting and training volunteers;
- Resources on how to develop leadership opportunities and enhance volunteers' opportunities.

eCoordinators request that this information be accessible in a centralized online system. They suggest that the above items be presented in a variety of formats such as formal manuals with visuals (e.g. screenshots), checklists, toolkits, video tutorials, an online bulletin board where questions can be asked and answered, and a FAQs page, as appropriate to the material being presented.

eCoordinators also stated that meetings led by the VDC are valuable, as these are great forums to learn best practices and learn from each other. Some eCoordinators would like these meetings more often or for longer, to allow more learning from and sharing with each other, and help them evolve as leaders.

The analysis of the focus group discussions suggests that supporting eCoordinators and building their capacity will in turn help promote positive, engaging experiences for volunteers.



## 8. Objectives

The analysis of the research from the best practices, survey, and focus groups leads to the development of three objectives, which are the major long-term goals of the Strategy.

**Objective 1:** Richmond is a connected, vibrant city.

**Objective 2:** Volunteers are engaged in their community through a variety of meaningful volunteer opportunities.

**Objective 3:** The City and partner organizations deliver a variety of programs, services, and events with the involvement of volunteers.

These objectives drive the development of the strategic initiatives and actions (detailed in Section 9). At the end of the Strategy's intended life, the objectives should be achieved through the effective implementation of the strategic initiatives and actions.

Objectives 1, 2, and 3 are interrelated and dependent upon each other. Figure 2 below, is a high level diagram that illustrates the relationships and the key components required to achieve the objectives. The diagram also depicts the foundational piece upon which the objectives rely, as well as anticipated outcomes at a high level. Outcomes are the incremental changes or benefits that contribute to the achievement of the objectives.

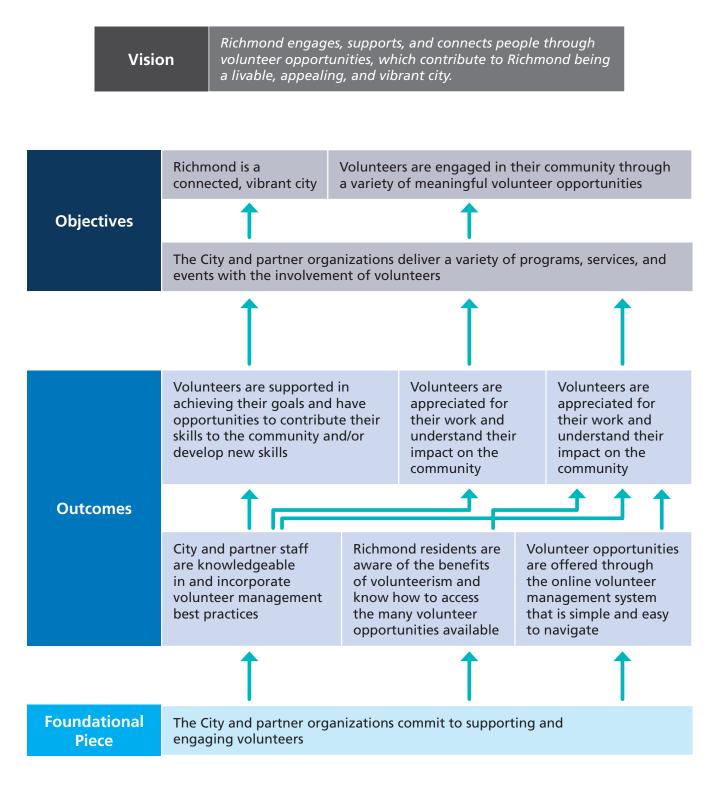
Objectives 1 and 2 are placed at the top of the diagram, as they prioritize the volunteer and the community. Objective 3 addresses the needs of the City and partner organizations in their program and event delivery and is considered a secondary priority and thus, placed below Objective 1 and 2. Objective 3 is also a precondition for achieving Objectives 1 and 2; when the City and its partners are able to deliver a variety of programs, services, and events, volunteers' involvement in them promote further community engagement, connectivity, and vibrancy.

Section 9 details the strategic initiatives, actions, and outcomes that support the achievement of the three objectives.



**PRCS - 57** 

#### Figure 2: Objectives and Key Components



## 9. Strategic Initiatives

Five strategic initiatives have been identified as priorities for the 2018–2021 VMS:

- 1. eCoordinator capacity building;
- 2. Volunteer capacity building;
- 3. Volunteer appreciation;
- 4. Promotion, awareness, and communications;
- 5. Software system improvements.

These strategic initiatives were developed based on the themes emanating from the survey and focus group research and established best practices in volunteer management. Each of these initiatives complement and build upon the goals and objectives defined in the original Strategy.

This Strategy prioritizes Strategic Initiatives 1 and 2, which aim to build capacity and develop opportunities that support and engage volunteers. However, all five strategic initiatives are necessary to improve the volunteer experience and take volunteer management practices to the next level.

## 9.1 Strategic Initiatives, Actions, and Outcomes

This section describes each strategic initiative in detail. Actions to attain each strategic initiative are outlined and the desired outcomes emanating from the actions are identified.



#### Strategic Initiative 1: eCoordinator Capacity Building

eCoordinators are the first point of contact with volunteers and largely impact the volunteer's experience. Building capacity in eCoordinators will foster leaders in volunteer management who effectively support volunteers in having meaningful, positive experiences. This involves providing training and support resources for eCoordinators as well as developing eCoordinators as leaders.

Online resources will be developed that provide information and guidance to eCoordinators as well as set standards and support the development of volunteers. Resources will be designed for beginner to advanced eCoordinators and will include policies, recommended procedures, etiquette/customer service, standards, volunteer training, expectations of volunteers, software troubleshooting, and other volunteer management resources. The resources will consider the unique needs of City staff and partner staff and will be relevant to all eCoordinators in their various roles and specific relationships with volunteers. These materials will be presented in online documents that will be accessible through the eCoordinators' account. Resource materials will include a manual with screen shots of technical procedures, eCoordinator orientation and expectations, a FAQs page, and an event toolkit/checklist. These resources are not meant to be an exhaustive list but simply a place to start, with the intention that they will evolve over time with updated versions and additional resources added as required.

eCoordinator workshops will be held bi-monthly. These workshops are to provide updates and a forum to share knowledge and resources as well as provide leadership development opportunities for eCoordinators.

#### eCoodinator Capacity Building

Actions	Desired Outcomes	Objective(s)
<ol> <li>Develop a centralized online resource centre for eCoordinators. To include (but not limited to):         <ul> <li>Policies;</li> <li>Procedures;</li> <li>Event toolkit/checklist;</li> <li>Expectations;</li> <li>Etiquette/customer service;</li> <li>Software troubleshooting.</li> </ul> </li> </ol>	Resources are available to support eCoordinators' in their work with volunteers. eCoordinators share ideas and resources, and mentor each other. eCoordinators develop as leaders and become champions for volunteerism.	Volunteers are engaged in their community through a variety of meaningful volunteer opportunities. Richmond is a connected, vibrant city.
<ul> <li>2. Implement bi-monthly eCoordinator workshops.</li> <li>Meetings to provide updates and a forum to share knowledge, resources, discuss common issues, and mentor one-another.</li> </ul>		
3. Develop leadership opportunities for eCoordinators.	PRCS - 60	23

#### Strategic Initiative 2: Volunteer Capacity Building

Strategic Initiative 2 aims to build volunteer capacity by developing a continuum of volunteer leadership development opportunities through mentorships and connecting individuals to appropriate opportunities in an area of their interest. These opportunities will help develop volunteers' potential and provide opportunities to utilize their skills and foster growth.

Initiative 1 and 2 are closely linked to one another, as building capacity in eCoordinators affects volunteer capacity building. As eCoordinators are enabled to integrate best practices in volunteer management and become leaders, they will be able to provide the support for volunteers and engage them through a variety of mentorship and leadership opportunities.

The Volunteer Development Coordinator will work with eCoordinators to develop volunteer mentorship opportunities and opportunities of a leadership nature. eCoordinators will also support volunteers in creating their own volunteer experience (considering whether a proposed volunteer initiative is in alignment with the organization's goals). The City will offer training or skills development workshops for volunteers. This includes working with its partner boards of directors to deliver board development and information sessions.

Within this initiative, is also ensuring there is an array of volunteer opportunities suitable to meet the needs of different groups of people in Richmond. This involves developing more opportunities for families with children, corporate or group volunteer opportunities, and opportunities for persons with physical or developmental disabilities. Training staff on how to best connect volunteers who have additional needs to appropriate volunteer opportunities will need to be addressed.

It should be acknowledged that organizations may have limited capacity to implement all components of Strategic Initiative 2. The intention behind this initiative is that organizations work to expand and enhance their volunteer programs where possible and as appropriate to build volunteer capacity.

#### Volunteer Capacity Building

Actions	Desired Outcomes	Objective(s)
<ol> <li>Develop volunteer leadership opportunities and support volunteers in creating their own volunteer experiences.</li> <li>Offer volunteer development opportunities for</li> </ol>	eCoordinators have the support, capacity, and tools to initiate, develop, and offer a continuum of volunteer leadership development opportunities.	Volunteers are engaged in their community through a variety of meaningful volunteer opportunities.
a wide range of ages, skill levels, and interest areas.	Volunteers feel their needs are considered and met.	Richmond is a connected, vibrant city.
3. Create inclusive volunteer opportunities especially for students, families with children,	Volunteer development workshops and training courses are offered.	
corporations and groups, and people with special needs.	There are a variety of inclusive volunteer opportunities.	
<ol> <li>Connect individuals to appropriate opportunities in an area of interest.</li> </ol>	Volunteers are able to provide their skills and leadership to the community through these opportunities.	
	Volunteers have positive experiences.	



#### **Strategic Initiative 3: Volunteer Appreciation**

It is essential that all volunteers are thanked for their volunteer efforts. Volunteers who feel appreciated are more likely to continue to donate their time to the community. There are a variety of ways to make volunteers feel appreciated that range from a simple 'thank you' from staff to large scale recognition events. Strategic Initiative 3 aims to develop the processes to recognize the contributions that volunteers make and ensure recognition is appropriate to the different volunteer demographics.

The City will work with partner organizations to develop recognition protocol and generate a variety of recognition ideas for varying budgets. A budget request will be submitted to support City recognition initiatives and activities. Because investing in individuals is considered a form of appreciation, funds should also be considered for specialized volunteer training and development opportunities such as first aid training or leadership development courses.

The City will continue to celebrate volunteers during National Volunteer Recognition Week as well as organize recognition events for volunteers. While the City will take the lead on major recognition events, such events are to be coordinated with partner organizations. One major event will be an annual recognition event hosted by the City and its partners to officially recognize and celebrate the contributions that volunteers made in the preceding year. The City will also incorporate volunteer recognition at other City events and feature exceptional and unique volunteers on the *I Can Help* website.

Actions	Desired Outcomes	Objective(s)
<ol> <li>Develop recognition protocol with partners that identifies recognition activities and roles of the City and partner organizations.</li> </ol>	The City and partner organizations recognize volunteers in a variety of ways.	Volunteers are engaged in their community through a variety of meaningful volunteer opportunities.
<ol> <li>Plan and execute an annual volunteer recognition event(s) in conjunction with partner organizations.</li> </ol>	Volunteers feel their efforts are appreciated and understand their impact.	The City and partner organizations deliver a variety of programs, services, and events with the involvement of
3. Recognize volunteers throughout the year.	There is good volunteer retention/	volunteers.
<ol> <li>Develop and submit a budget request with funding rationale to support volunteer</li> </ol>	volunteers continue to invest in their community.	
development and recognition events and activities.	Resources and capacity are available to provide recognition to volunteers.	
	I	I

#### Volunteer Appreciation

#### Strategic Initiative 4: Promotion, Awareness, and Communications

Ensuring there are sufficient volunteers who are able and appropriately skilled to be a part of the various programs and events is paramount to the sustainability of Richmond's volunteer management system. Research conducted to inform the Richmond Community Wellness Strategy indicates that there are many Richmond residents who are interested in volunteering but do not know how to find opportunities. Additionally, the volunteer survey data found that recent immigrants were underrepresented in volunteer activities. Strategic Initiative 4 will contribute to more effective promotion of the benefits of volunteering and increased awareness of how to access the opportunities available.

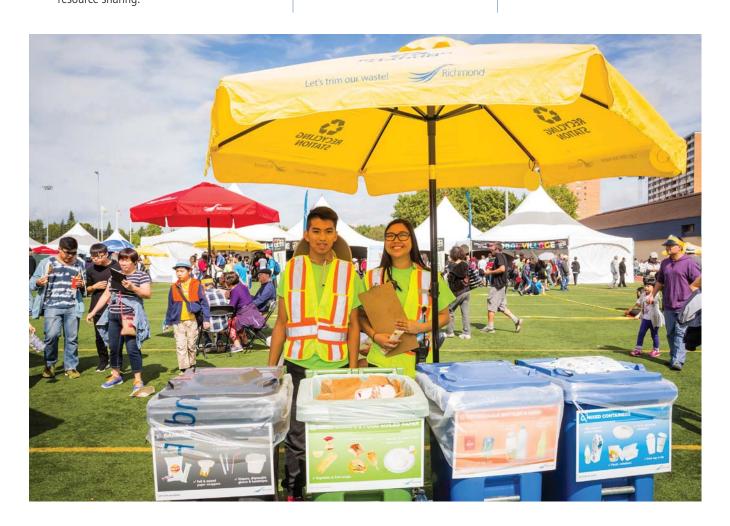
The City will develop a plan to guide the further promotion of volunteering benefits, promotion of the *I Can Help* website, and outreach to Richmond residents. Awareness and communications on how, where, and what the process is to become a volunteer will be conveyed during the promotion, outreach, and engagement initiatives. Target markets comprise of newcomers, students, families with children, and corporations. This plan will include promotions via the City website, social media, volunteer fairs, and outreach through other community organizations. Promotion, awareness, and communication of volunteer opportunities via local schools are essential as well, as many programs rely on student volunteers.

The City will work with Richmond Cares Richmond Gives (RCRG) to further promote volunteerism in Richmond and share volunteer resources as appropriate. The City will also explore further synergies with other Richmond-based organizations to promote additional volunteer opportunities and resource sharing.

In order for eCoordinators to become true leaders and champions of volunteerism, they require the support from their managers and colleagues. As part of Strategic Initiative 4, the VDC will engage with City management and partner boards of directors to create better awareness and understanding of the existing volunteer programs and management system. This increased internal awareness aims to promote further support for and enhancement of the volunteer programs.

#### Promotion, Awareness, and Communications

Actions	Desired Outcomes	Objective(s)
<ol> <li>Develop and implement a volunteer promotion, awareness, and communications plan for internal and external audiences.</li> <li>Actions to include in the plan:         <ul> <li>Promoting the <i>I Can Help</i> website and opportunities;</li> <li>Creating awareness of benefits of volunteering;</li> <li>Communicating the process of becoming a volunteer and services available.</li> </ul> </li> <li>Work with RCRG to promote volunteerism and share volunteer resources as appropriate.</li> <li>Explore further synergies with other</li> </ol>	Greater awareness of volunteer opportunities in Richmond. Greater internal awareness of and support for volunteer programs and the volunteer management system. An array of volunteer opportunities are promoted and offered throughout Richmond. The number of volunteers registered in the database increases. There is an increased number of volunteers available and participating in various opportunities throughout	Volunteers are engaged in their community through a variety of meaningful volunteer opportunities. The City and partner organizations deliver a variety of programs, services, and events with the involvement of volunteers. Richmond is a connected, vibrant city.
Richmond-based organizations to promote additional volunteer opportunities and resource sharing.	in various opportunities throughout Richmond.	



#### Strategic Initiative 5: Software System Improvements

Browsing and navigating the *I Can Help* website is often the first experience in the process of becoming a volunteer for the City of Richmond or one of its partner organizations; this experience sets the impression for future interactions. A well-designed, well-laid out website with up-to-date opportunities and information will help volunteers easily find and apply for opportunities, which contribute to the overall volunteer experience. An effective system will also better enable eCoordinators to recruit, screen, train, and communicate with volunteers as well as expand their volunteer program.

The Volunteer Development Coordinator (VDC) is responsible for the volunteer management system and the training of eCoordinators on it. The VDC will work with the software provider to make processes more intuitive and user friendly. There will also be a re-development of the website layout.

Areas of the software system to be addressed include:

- The ability of filtration and search options for volunteer opportunities;
- Potential future technological advancements e.g. app development, new ways of tracking and inputting volunteer hours, communication methods between volunteers and eCoordinators;
- Organizing the site by opportunity type e.g. short-term, long-term;
- Re-developing how the opportunities are posted e.g. by date versus title.

Further discussions with eCoordinators and the VDC are required to identify improvement areas related to the software. Implementing the suggestions is dependent upon feasibility of the software program and will require conversations with the software provider. As enhancements are made to the system, this initiative assumes there will be continuous dialogue among its users to find other opportunities for improvements and to be continuously striving to update this service.

As part of ensuring a well-functioning website, the VDC will continue to develop and implement a streamlined training program for eCoordinators. eCoordinators are currently provided one-onone tailored training on how to use the system for their volunteer management needs. While this approach is effective for beginner eCoordinators, experienced eCoordinators indicate they want to take advantage of the full analytical functions the system offers.

The VDC will develop a two-tiered training system. The first level training is largely in place and includes partner-specific training and support considering the unique needs of the organization. It will also include a standardized orientation to the software system and user expectations, with regularly scheduled refreshers. The first level training expectations are training to the software system and user expectations, with regularly scheduled refreshers. The first level training the standard scheduled refreshers.

standards will incorporate such items as defining who is responsible for updating and removing opportunities, protocol around updating volunteers' schedules, and inputting volunteer hours. The aim of these actions is to ensure that the system is up to date and easy for volunteers to navigate. The goal of the second level training is to include training on the broader applications and capabilities of the system. Some of the software training is to occur in a classroom setting where eCoordinators can practice procedures and benefit from broader discussions.

#### Software System Improvements

Actions	Desired Outcomes	Objective(s)
<ol> <li>Work with the software provider to re-develop the <i>I Can Help</i> website to make processes more intuitive and user friendly:</li> <li>Increase ability of filtration and search options for volunteer opportunities;</li> <li>Increase speed of software processing.</li> </ol>	The volunteer management software interface is updated and modernized. eCoordinators are aware of and abide by the expectations of them when using the system.	The City and partner organizations deliver a variety of programs, services, and events with the involvement of volunteers.
<ul> <li>2. Re-organize the <i>I Can Help</i> website layout to make the user experience more intuitive:</li> <li>Organize the site by opportunity type – e.g. short-term, long-term;</li> <li>Re-develop how the opportunities are posted – e.g. by date vs. title.</li> </ul>	eCoordinators receive additional training on the system. The system is simpler and easier to navigate for volunteers. eCoordinators have increased capacity and ability to navigate and	
<ol> <li>Leverage technology innovation to deliver exceptional service – e.g. app development, new ways of tracking and inputting volunteer hours, communication methods between volunteers and eCoordinators.</li> </ol>	understand the system as a whole. eCoordinators are able to analyze their own data and use the information to expand their volunteer program.	
<ul> <li>4. Develop and implement expectations and standards for system users:</li> <li>Define who is responsible for updating and removing opportunities;</li> <li>Define protocol around updating volunteers' schedule;</li> <li>Define protocol for scheduling and hours tracking;</li> <li>Provide clear explanations of recruitment processes for volunteers.</li> </ul>		
<ul> <li>5. Develop 2-tiered training for eCoordinators on the software system:</li> <li>First level training to include standard orientation, user expectations, and partner- specific training;</li> <li>Second level training to include broader applications and capabilities of the system.</li> </ul>		
	PRCS - 67	

#### 9.2 Evaluation Logic Model

Logic models identify the inputs and actions required to achieve desired outcomes and objectives. The logic model on the following page presents the information in Section 9.1 and 9.2 in a different way from the Table of Outcomes and Actions, displaying participant involvement, timelines, and relationships. Outcomes are divided into short-, medium-, and long-term outcomes and illustrate relationships and pre-conditions among them.

The logic model illustrates the actions and outcomes at a very high level. Indicators of success for each of the strategic initiatives are described in Section 9.3 and provide further detail on how and when the initiatives will be evaluated for completion and success.



<b>Jodel</b>	
Logic <b>N</b>	
uation	
Eval	

analysis       Coordination       Coordion coordion coordination       Coordination<	INPUTS	ACTIONS	PARTICIPANTS		OUTCOMES		OBJECTIVES
i         Develop entine support resource for eCoordinators         DC           2         Reitine this monthly eCoordinators         DC         eCoordinators         DC         eCoordinators         DC         eCoordinators           3         Reatering development of eCoordinators         DC         eCoordinators         ECoordinators </th <th></th> <th>Strategic Initiative 1. eCoordinator Capacity Building</th> <th></th> <th>SHORT (YEAR 1)</th> <th>MEDIUM (YEAR 2-3)</th> <th>LONG (3+ YEARS)</th> <th></th>		Strategic Initiative 1. eCoordinator Capacity Building		SHORT (YEAR 1)	MEDIUM (YEAR 2-3)	LONG (3+ YEARS)	
2         Fedinate threating econditation worklops         VCC         Coordination           3         Ladardip development of econditations         VCC         Coordinations           4         Ladardip development of econditations         VCC         Coordinations           5         Ladardip development of econditations         VCC         Coordinations           6         Development of econditations         VCC         Coordinations         VCC           7         Offer valuations of valuations of valuations of valuations of valuations         VCC         Coordinations         VCC           7         Offer valuations of valuations of valuations of valuations         VCC         Coordinations         VCC         Coordinations           7         Offer valuations of valuations of valuations of valuations         VCC         Coordinations         VCC         Coordinations           8         Constructions         VCC         Coordinations         VCC         Coordinations         Coordinations           9         Lone of valuations         VCC         Coordinations         VCC         Coordinations           9         Lone valuations         VCC         Coordinations         VCC         Coordinations           9         Lone valuations evaluations of valuations of valuations <t< td=""><td></td><td></td><td>VDC</td><td>Increase in resources</td><td></td><td></td><td></td></t<>			VDC	Increase in resources			
3     Josebelgi development of eccondinators     VCC, condinators       2     Preveits a voluteer capacity Building     VCC, condinators       2     Preveits a voluteer capacity Building     VCC, condinators       3     Develop a voluteer capacity Building     VCC, condinators       4     Develop a voluteer capacity Building     VCC, condinators       5     Develop a voluteer capacity and laceterity     VCC, condinators       6     Develop a voluteer capacity and laceterity     VCC, condinators       5     Coreat inductor a voluteer capacity or voluteer capa				eCoordinators' in their work with volunteers			
Stratistic function       Conditations       Condinitions       Conditations					eCoordinators have the support. capacity.		
Instruction       Conductor       Conductor <td></td> <td></td> <td></td> <td>Increase in sharing of ideas and resources</td> <td>and tools to initiate, develop and offer a</td> <td></td> <td></td>				Increase in sharing of ideas and resources	and tools to initiate, develop and offer a		
1       Develop a continuum of relunteer mentorship and leadership opportunities       VCC, eccondinators (Constants are constants are development opportunities)       VCC, eccondinators (Constants)       Constants are released appreciations         2       Offer onlynneer opportunities       Constants       Constants       Constants       Constants         3       Caster inclusive onlynneer opportunities       Constants       Constants       Constants       Constants         3       Caster inclusive onlynneer opportunities       Constants       Constants       Constants       Constants         4       Conneer individuals to appropriate opportunities       Constants       Constants       Constants       Constants         3       Reaction events       VC Former organizations       VC C eccondinators       VC Former organizations       VC Former organizations         4       Develop recognition events, activities, and development opportunities       VC Former organizations       VC Former organizations         5       Host volunteer recognition events, activities, and development opportunities       VC Former organizations       VC Former organizations         6       Solution events, activities, and development opportunities       VC Former organizations       VC C former organizations         7       Stantage recever in methods, or development opportunities       VC Former organizations		Strategic Initiative 2. Volunteer Capacity Building		among eCoordinators and mentoring each other	continuum of volunteer leadership development		
2.       Offer voluncer development opportunities for a wide range of ages, or condinations for a wide range of ages, and levelopment opportunities of interest and appropriate opportunities opportunities of interest and appropriate opportunities of a coordinations voluteer recognition events, activities, and voc.       VOC. Partner organizations of opportunities and appress and ap				eCoordinators are provided the support to initiate mentorship and	opportunities A variety of inclusive volunteer opportunities	Increase in the number of leadership	
3     Create inclusive volunteer opportunities     coordinators       4     Connect individuals to appropriate opportunities of interest     coordinators       5     Connect individuals to appropriate opportunities of interest     coordinators       6     Connect individuals to appropriate opportunities of interest     coordinators       1     Develop recognition protocol with partners     VDC, econdinators       2     Host volunteer stroognition event(s) with Partner organizations     VDC, Partner organizations       3     Recognities volunteer stroognition event(s) with Partner organizations     VDC, Partner organizations       4     Submit a budget request to support recognition event(s) avanteers     VDC, Partner organizations       5     Submit a budget request to support recognition event(s) avanteers     VDC, Partner organizations       1     Development opportunities     VDC       2     Communications     VDC       3     Submit a budget request to support recognition event(s) avanteers     VDC       4     Communications     VDC       5     Communications     VDC       6     Communications     VDC       6     Communications     VDC       7     Communications     VDC       7     Communications     VDC       8     Communications     VDC       8				leadership opportunities for volunteers	are available	and development opportunities for volunteers	
4     Connect individuals to appropriate opportunities of interest     coordinators       5     Connect individuals to appropriate opportunities of interest     Coordinators       1     Develop recognition portocol with partner organizations     VDC eccordinators       2     Host volunteer recognition portocol with partner organizations     VDC eccordinators       3     Recognition portocol with partner organizations     VDC partner organizations       4     Submit a budget request to support recognition events, activites, and VDC     VDC eccordinators       5     Recognize volunteers throughout the year     VDC eccordinators       6     Submit a budget request to support recognition events, activites, and VDC     VDC eccordinators       7     Exceptioner and appreciate     VDC eccordinators       8     Exceptioner and appreciate     VDC eccordinators       9     Submit a budget request to support recognition events, activites, and VDC     VDC eccordinators       9     Submit a budget request to support recognition events, activites, and VDC     VDC eccordinators       9     Submit a budget request to support recognition events, activites, and Connutications     VDC eccordinators       9     Explore functioner     VDC     VDC       9     Condinators     VDC eccordinators       9     Explore functioner     VDC       9     Colloperatications			eCoordinators	Increase in methods to	eCoordinators develop as	Increase in the number of	Richmond is a
Strategic Initiative 3. Volunteer Appreciation       Volunteer recognition protocol with partners       Volunteer recognition protocol with partners       Recorders are events         1       Develop recognition protocol with partners       Volop eccontinators       Volop eccontinators       Volop eccontinators         2       Host volunteer recognition events, activities, and volop eccontinators       Volop extension       Volop eccontinators         3       Recognize volunteers troughout the year       Volop eartner organizations       Volop eartner organizations         4       Submit a budget request to support recognition events, activities, and volop eccontent opportunities       Volop eartner organizations         5       Recognize volunteers trouged events       Volop eartner organizations       Volop eartner organizations         6       Submit a budget request to support recognition events, activities, and volop events       Volop eartner organizations         7       Develop and inglement a budget request to support recognition events, activities, and volop events       Volop events         8       Submit error opportunities       Volop events       Found events         9       Collaborate with of here followers       Volop events       Founder organizations         9       Founder for here of here organizations       Volop events       Founder organizations         9       Founder for here organizations <td>Staff and Community Partners' time</td> <td></td> <td>eCoordinators</td> <td>recognize and appreciate volunteers</td> <td>leaders and champions for volunteerism</td> <td>volunteers able to provide their skills and leadership to the community</td> <td>vibrant city</td>	Staff and Community Partners' time		eCoordinators	recognize and appreciate volunteers	leaders and champions for volunteerism	volunteers able to provide their skills and leadership to the community	vibrant city
Image: Notice of the solution o	P	Strateoic Initiative 3. Volunteer Amreciation		Resources are available to provide			Volunteers are
2.       Host volunteer recognition event(s) with Partner organizations       VDC, Partner organizations       VDC, Partner organizations         3.       Recognize volunteers throughout the year       VDC, Partner organizations       VDC, Partner organizations         4.       Submit a budget request to support recognition events, activities, and VDC       VDC, Partner organizations       VDC, Partner organizations         5.       Storategic Initiative 4.       Promotion, waterness, and Communications       VDC, Partner organizations         6.       Storategic Initiative 5.       Promotion, waterness, and communications plan for internal and external audiences: or volunteer organizations is ovolunteer organizations is ovolunteering benefits, communications plan for internal and external audiences: or volunteering benefits, communications plan for internal and external audiences: ovolunteering benefits, communications plan for internal and external audiences: ovolunteering benefits, communications plan for internal audiences: ovolunteering benefits, communications plan for internal audiences: ovolunteering benefits, communications to become a volunteering benefits, communications to VDC, Oval         7.       Explore further synergies with other Richmond-based organizations to VDC, Oval         8.       Explore further synergies with other Richmond-based organizations to VDC, Oval         9.       Explore further synergies with other Richmond-based organizations to VDC, Oval         1.       Make the software System processes more intuitive and useource sharing         2.       Exp	Sivities/ events	1. Develop recognition protocol with partners		volunteer recognition and development	Volunteers feel their needs are considered and met	Increase in the number of positive volunteer	engaged in their community
3     Recognize volunteers throughout the year     VDC, Partner organizations       4     Submit a budge trequest to support recognition events, activities, and development opportunities.     VDC, Partner organizations       4     Submit a budge trequest to support recognition events, activities, and development opportunities.     VDC, Partner organizations       7     Develop and implement a volunteer programs avareness and communications plant for internal avareness of volunteer programs avareness and volunteer programs avareness of volunteer opportunities and resource sharing     VDC, Oval       3     Explore further synergies with other Richmond Jased organizations to VDC, Oval     VDC, Oval       4     Make the software System Inprovements     VDC, oval       5     Redevelop website layout     VDC, econdinators       6     Make the software System Inprovements     VDC, econdinators       7 </td <td>S</td> <td></td> <td></td> <td></td> <td></td> <td>experiences</td> <td>of meaningful volunteer</td>	S					experiences	of meaningful volunteer
4.       Submit a budget request to support recognition events, activities, and development opportunities.       VDC         4.       Submit a budget request to support recognition events, activities, and development opportunities.       VDC         5.       Strategic Initiative 4. Promotions, awareness and communications plan for internal and external audiences or promotions, awareness and communications plan for internal and external audiences or promotions, awareness and communications plan for internal and external audiences or promotions, awareness and communications plan for internal and external audiences or promotions, awareness and communications plan for internal and external audiences or promotions, awareness and communications plan for internal and external audiences or promotions, awareness and communications plan for internal and external audiences or promoting benefits, communicate where and how to become a volumeer or volumeer or volumeer or volumeer or volumeer is a suppropriate       VDC, RCRG         3.       Explore further synergies with other Richmond-based organizations to vDC, Oval promote additional volumeer organizations to vDC, ocordinators         1.       Make the software system processes more intuitive and user-friendly vDC         2.       Redevelop website layout       VDC, econdinators	for promotion and awareness			Greater internal awareness	Increase in the number of volunteers who feel their		opportunities
Strategic Initiative 4. Promotion. Awareness, and Communications         Strategic Initiative 4. Promotion, Awareness, and Communications         Naterial initiative 4. Promotion, awareness, and Communications         1       Develop and implement a volunteer promotions, awareness and ownow besite.       VDC         - promunication splant of rinternal and external audiences.       VDC       NDC         - promunication splant of rinternal audiences.       VDC       NDC         - promunication splant of rinternal audiences.       VDC, RCRG       NDC         - collaborate with RCRG to promote volunteerism and resource sharing       VDC, RCRG       NDC, RCRG         3       Explore further synergies with other Richmond-based organizations to promote volunteer opportunities are offered       NDC, RCRG         3       Explore further synergies with other Richmond-based organizations to promote solutions       VDC, Oval         1       Make the software System Improvements       NDC, econdinators         2       Re-develop website layout       VDC, econdinators	70		VDC	or volunteer programs and the volunteer management system	efforts are appreciated	Increase in retention of volunteers/volunteers continue to invest in their	Tho Give and another
Strategic Initiative 4. Promotion, Awareness, and Communications       Output         1       Develop and implement a volunteer promotions, awareness and communications plan for internal and external and resource sharing       VDC, RCRG       The promote of rounteer opportunities are offered with <i>I Can Help</i> 2       Collaborate with RCRG to promote volunteerism and resource sharing       VDC, RCRG       An array of volunteer opportunities are offered with <i>I Can Help</i> 3       Explore further synergies with other Richmond-based organizations to the rounteer opportunities are offered and promote additional volunteer opportunities and resource sharing       VDC, Oval       The volunteer opportunities are offered and the explore of the rounteer opportunities are offered and the the software System Improvements         1       Make the software System Improvements       VDC, econdinators       Condinators understand the explored of the rounteer opportunities are offered and the explored of the rounteer opportunities are offered and the explored of the rounteer opportunities are offered and the explored opportunities and resource sharing	Volunteers			Greater public awareness	of volunteers who understand their impact	community	ine city and partner organizations deliver a variety of
1.       Develop and implement a volunteer promotions, awareness and communications plan for internal and external audiences       VDC         communications plan for internal and external audiences       rommunications plan for internal and external audiences       VDC         rommunications plan for internal and external audiences       rommunications plan for internal and external audiences       VDC         rommunications plan for internal and external audiences       romunicate where and how to become a       VDC         2.       Collaborate with RCRG to promote volunteerism and resource sharing       VDC, RCRG       An array of volunteer         3.       Explore further synergies with other Richmond-based organizations to protunities are offered       array of volunteer         3.       Explore further synergies with other Richmond-based organizations to protunities are offered       array of volunteer         3.       Explore further synergies with other Richmond-based organizations to protunities are offered       array of volunteer         3.       Explore further synergies with other Richmond-based organizations to protunities are offered       array of volunteer         3.       Explore further synergies with other Richmond-based organizations to protunities are offered       array of volunteer         3.       Explore further synergies with other Richmond-based organizations to protunities and resource sharing       VDC, Oval         4.       Make the software System Inproveme	Technology	Strategic Initiative 4. Promotion, Awareness, and Communications		of volunteer opportunities in Richmond			programs, services, and events with
Collaborate with RCRG to promote volunteerism and resource sharing       VDC, RCRG         as appropriate       Explore further synergies with other Richmond-based organizations to promote additional volunteer       VDC, RCRG         Explore further synergies with other Richmond-based organizations to promote additional volunteer opportunities and resource sharing       VDC, Oval         Imagement software System Improvements       NDC, Oval         Imagement software System Improvements       Make the software System Improvements         Make the software system processes more intuitive and user-friendly       VDC, econdinators         Re-develop website layout       VDC, econdinators	5		VDC	Increase in volunteers registered with <i>I Can Help</i> An array of volunteer An array of volunteer	Increase in internal support to enhance volunteer program	Increase in the number of volunteers valiable and participating in various opportunities throughout Richmond	the involvement of volunteers
Explore further spregies with other Richmond-based organizations to promote additional volunteer opportunities and resource sharing       VDC, Oval       The volunteer management software         promote additional volunteer opportunities and resource sharing       VDC, Oval       The volunteer         raregic linitiative 5. Software System Improvements       Make the software system processes more intuitive and user-friendly       VDC         Re-develop website layout       VDC, eCoordinators       VDC, eCoordinators       eCoordinators receive				across the City	Volunteers easily navigate the I Can Help system to	eCoordinators are able to	
Instegic Initiative 5. Software System Improvements       modernized         Make the software system processes more intuitive and user-friendly       VDC         Re-develop website layout       VDC, eCoordinators				The volunteer management software interface is updated and	set up a profile and apply for opportunities	analyze their data and use the information to expand their volunteer program	
trategic Initiative 5. Software System Improvements     eCoordinators understand       Make the software system processes more intuitive and user-friendly     VDC       Re-develop website layout     VDC, eCoordinators	1			modernized			
Make the software system processes more intuitive and user-friendly VDC when using the online system Re-develop website layout VDC, eCoordinators eccordinators receive eccordinators ec		Strategic Initiative 5. Software System Improvements		eCoordinators understand	eCoordinators have an increase in capacity and		
Re-develop website layout VDC, eCoordinators coordinators receive			VDC	when using the online	ability to navigate and understand the system as		
				eCoordinators receive	a whole		
Develop expectations of system users VDC, eCoordinators		3. Develop expectations of system users	VDC, eCoordinators	additional training on the system			
4. Develop advanced software training for eCoordinators							

Short term outcomes relate to the early changes intended as a result of the Strategy's actions. Medium term outcomes depict the next level of change as a result of the Strategy's actions as well as the achievements of the short term outcomes. Longer term outcomes are the ultimate changes/benefits the Strategy's actions. Medium term outcomes are sult of the Strategy's actions as well as the achievements of the short term outcomes.

#### 9.3 Implementation and Outcomes Evaluation Plan

The success of any strategy is founded upon implementing the initiatives and actions as described in the strategy. An Implementation and Outcomes Evaluation Plan, in table format provided below, tracks the progress and evaluates the success of strategic initiatives and the strategy as a whole. The implementation evaluation plan provides the framework to monitor and assess whether initiatives and actions are implemented as intended. The outcomes evaluation plan provides a framework to assess the effectiveness of the actions and determines if objectives have been met.

Key indicators are developed as measurements of success. The key indicators measure the short-, medium-, and long-term outcomes either directly or indirectly through proxy measures. Evaluation questions aim to collect information regarding the key indicators and are administered via survey or interviews to the appropriate participants at specific points in time. The feedback identifies successes and gaps. Identification of gaps will then aid in the re-development of inputs and actions so that the desired outcomes can be achieved. There is an assumption that multiple iterations and continuous evolvement of actions will be required.



#### Strategic Initiative 1: eCoordinator Capacity Building

OUTCOMES: support resources available; sharing of ideas and resources; mentorship; leaders developed.

Evaluation	Evaluation Questions	Key Indicators	Data Sources/ Methods	Timing of Evaluation
Implementation Evaluation	To what degree is the variety of resources adequate?	The number of new resources available.	VDC reporting	Evaluate annually
	To what degree is the frequency of workshops adequate?	Important topics are addressed at the workshops throughout the year.	Survey eCoordinators	
		The number of eCoordinators that have received training on best practices.	VDC reporting	
Outcomes Evaluation	How well do the resources address the identified concerns of the eCoordinators?	The degree to which eCoordinators report that many of their problems can be answered within a resource document.	Survey eCoordinators	Evaluate after first year of implementation then every year thereafter
	How effective/helpful are the resources?	VDC is contacted less for problem solving issues.	VDC reporting	
	How beneficial or informative are the eCoordinator meetings?	The degree to which eCoordinators report their level of knowledge increased after meetings.	Survey eCoordinators	Pre/post surveys for eCoordinator meetings
	How adequate are the training and supports for eCoordinators on best practices in volunteer management?	The degree to which volunteers feel adequately trained and supported.	Survey volunteers	Conduct evaluation with volunteers after major events/ programs and training
	How well are eCoordinators' leadership skills being developed?	The degree to which volunteers feel like a partner.	Survey volunteers	Evaluate after the three year period
		The degree to which volunteers feel their needs are considered and met while volunteering.	Survey volunteers	
		The degree to which volunteers report that volunteer events and programs are well organized and managed.	Survey volunteers	

#### **Strategic Initiative 2: Volunteer Capacity Building**

OUTCOMES: eCoordinators have support, capacity, and tools to initiate, develop, and offer a continuum of volunteer leadership programs and development opportunities; volunteer development workshops and training courses are offered, a variety of inclusive opportunities are available; volunteers provide leadership and skills through opportunities.

Evaluation	Evaluation Questions	Key Indicators	Data Sources/ Methods	Timing of Evaluation
Implementation Evaluation	To what degree is there interest in developing volunteer leadership opportunities within the various City departments and partner organizations?	The number of eCoordinators the VDC worked with to develop leadership/ mentorship opportunities.	VDC reporting	Evaluate after first year of implementation then every year thereafter
	To what degree are there volunteer opportunities for different demographics and abilities?	The number of opportunities available to a broad spectrum of the population.	Demographic analysis of opportunities – VDC/eCoordinator reporting	
	To what degree are volunteers provided mentorship or development opportunities to advance their skills?	The number of new leadership/mentorship opportunities available to volunteers.	Survey eCoordinators	
		The percentage of eCoordinators' time devoted to mentorship and leadership development for volunteers.	Survey eCoordinators	
		The number of volunteers that are progressing to more advanced roles.	Survey eCoordinators	
		The number of volunteers who participate in leadership opportunities.	VDC reporting	
		The number of volunteer training/development opportunities offered.	VDC reporting	
		The number of volunteers that participate in skills development training.	VDC reporting/ eCoordinator reporting	
	To what degree are volunteers supported to create their own volunteer experiences.	The number of volunteers who propose and develop volunteer led opportunities.	VDC reporting/ eCoordinator reporting	

Evaluation	Evaluation Questions	Key Indicators	Data Sources/ Methods	Timing of Evaluation
Outcomes Evaluation	How adequate are the leadership and mentorship opportunities for volunteers?	The degree to which eCoordinators feel they have the tools, capacity, and support to implement the leadership and mentorship programs.	Survey eCoordinators	Evaluate after first year of implementation then every year thereafter
	To what degree is there a variety of suitable opportunities available?	An increase in the number of volunteers who feel there are adequate mentorship and leadership opportunities available.	Survey volunteers	
		The degree to which different groups and segments of the population feel there are suitable opportunities for their needs and interests.	Survey volunteers/ survey Richmond residents (e.g. needs assessment)/outreach through community groups	
		An increase in number of volunteers who feel their skills are being utilised.	Survey volunteers	
		The degree to which volunteers feel supported to achieve their goals.	Survey volunteers	
		An increase in the number of volunteers who feel like a valued partner.	Survey volunteers	
		An increase in the number of volunteers who report having meaningful volunteer experiences.	Survey volunteers	
		The number of volunteers who continue to volunteer year after year.	VDC reporting	
		The City and partners report having enough skilled volunteers to operate their programs and events.	Survey eCoordinators	

## **Strategic Initiative 3: Volunteer Appreciation**

OUTCOMES: volunteers recognized in a variety of ways; volunteers feel appreciated and understand impact; volunteers continue to invest in the community/good retention; funds and capacity available to recognize volunteers.

Evaluation	Evaluation Questions	Key Indicators	Data Sources/ Methods	Timing of Evaluation
Implementation Evaluation	To what degree are there adequate methods of volunteer appreciation?	The number of eCoordinators involved in developing recognition protocol.	VDC reporting	Evaluate after first year of implementation then every year thereafter
	To what degree are all volunteers being recognized?	A major recognition event is held annually.	VDC reporting	
		The number of smaller recognition actions/events held at multiple times throughout the year.	VDC reporting	
	To what degree do partner organizations have the capacity and resources to	The number of partner organizations formally recognizing volunteers.	VDC reporting	
	recognize volunteers in an appropriate and meaningful way?	The amount of funding/ resources allotted to recognition activities.	VDC reporting	
Outcomes Evaluation	How appropriately are volunteers being recognized?	The degree to which volunteers report that they feel appreciated and formally recognized for their	Survey volunteers	Evaluate after major events/ programs
		contributions.		Evaluate annually
		Recognition events are well attended by volunteers.	Survey eCoordinators/ VDC reporting	
		Recognition events and actions are well received by volunteers.	Survey volunteers	
		eCoordinators and the VDC report the funds are adequate for recognition activities/ events.	VDC reporting/ interview/survey eCoordinators	

## Strategic Initiative 4: Promotions, Awareness, and Communications

OUTCOMES: Greater awareness of volunteer opportunities; variety of opportunities offered throughout Richmond; increased number of volunteers registered in the database; increased number of volunteers available and participating in opportunities; increased internal awareness of volunteer programs and management system.

Evaluation	Evaluation Questions	Key Indicators	Data Sources/ Methods	Timing of Evaluation
Implementation Evaluation	To what degree are Richmond residents aware of the volunteer opportunities available?	The number of volunteer outreach events held (e.g. volunteer fairs, outreach to specific organizations).	VDC reporting	Evaluate after event held Evaluate annually
	To what degree are Richmond residents aware of the benefits of volunteering?	The number of people in attendance at outreach events.	VDC reporting/ eCoordinator reporting	
		The number of methods through which volunteerism is promoted.	VDC reporting	
		The number of ways <i>I Can Help</i> is promoted.	VDC reporting	
		The number of phone or email inquiries regarding volunteering.	VDC reporting/ eCoordinator reporting	
		The number of registered active volunteers reporting hours.	VDC reporting	
	To what degree are internal management and staff aware of volunteer programs and the volunteer management system?	The number of partner organizations/City departments who have received information regarding volunteer programs.	VDC reporting	
Outcomes Evaluation	To what degree have partner synergies generated additional volunteer opportunities?	The number of additional volunteer opportunities generated within each year.	VDC reporting	Evaluate after first year of implementation then every year thereafter
		The increase in variety of volunteer opportunities.	VDC reporting	

Evaluation	Evaluation Questions	Key Indicators	Data Sources/ Methods	Timing of Evaluation
	Do City and partner staff have enough and qualified volunteers to help deliver programs/services/events?	The degree to which eCoordinators report they have adequate numbers of and qualified volunteers to deliver programs and events.	Survey/interview eCoordinators	
		The degree to which eCoordinators report feeling supported in their work to expand their volunteer program.	Survey eCoordinators	



## Strategic Initiative 5: Improved Software System User Experience

OUTCOMES: software interface is updated and modernized; system is simpler and easier to navigate; eCoordinators receive additional training on the system; eCoordinators able to navigate and understand the system as a whole; eCoordinators able to manipulate data and expand their volunteer program; volunteers utilise the *I Can Help* system to find and participate in opportunities.

Evaluation	Evaluation Questions	Key Indicators	Data Sources/ Methods	Timing of Evaluation
Implementation Evaluation	To what degree have the suggested changes been made to the software	The number of software changes made.	VDC reporting	Evaluate after initial changes made
	processes?			Evaluate annually
	To what degree have the suggested changes been made to the website layout?	The number of website design changes.	VDC reporting	
	To what degree are eCoordinators familiar with the expectations of them while using the site?	The number of eCoordinators who have received training on expectations and protocols.	VDC reporting	
	To what degree is there participation in advanced training for experienced eCoordinators?	The number of eCoordinators who participated in advanced software training.	VDC reporting	
Outcomes Evaluation	How easy or complicated is navigating the website?	The degree to which eCoordinators report understanding how the software system works.	Survey eCoordinators	Evaluate after first year of implementation then every year thereafter
	To what degree has the website improved?	A decrease in number of technical support queries for the VDC.	VDC reporting	
		The website is kept up to date.	VDC reporting	

Evaluation	Evaluation Questions	Key Indicators	Data Sources/ Methods	Timing of Evaluation
		The degree to which eCoordinators report the ability to maximize the software program capabilities and assess their data.	VDC reporting eCoordinator survey/ interviews	
		The degree to which volunteers report easily being able to navigate the system, apply for opportunities, and understand the process involved in obtaining a volunteer opportunity.	Volunteer surveys	



# **10.** Summary and Concluding Remarks

Volunteers play a vital role in generating community connectedness and vibrancy to the city of Richmond. The City of Richmond and its partners rely heavily on volunteers to support the delivery of programs, services, and events to the community. The important contributions that volunteers make to life in Richmond are recognized within this updated Volunteer Management Strategy.

The 2018–2021 Volunteer Management Strategy prioritizes the volunteer. The Strategy aims to provide the framework to support volunteers in reaching their goals and better engage them through a variety of opportunities so that they have positive, meaningful experiences, and an increased sense of community connectedness. The strategic initiatives and associated actions outlined in this document support volunteers by developing opportunities for them as well as building capacity in the staff that work with volunteers. This Strategy provides the framework to implement and monitor actions to ensure volunteerism thrives in Richmond well into the future.



# Bibliography

- Cheung, C., Lo, W. T., & Liu, S. (2015). Relationships Between Volunteerism and Social Responsibility in Young Volunteers. *Springer Science & Business Media, 26(3)*, 872–889. dx.doi.org/10.1007/s11266-014-9486-6
- City of Richmond. (2017). Population and Demographics. Retrieved from www.richmond.ca/discover/about/demographics.htm
- CNIB. (2017). Strengthening Communities Through Volunteer Program Development: Culture of Volunteerism Manual, 1–33.
- CNIB. (n.d.). Volunteer Recognition. Retrieved from www.cnib.ca/en/ontario/volunteer-resources/Pages/Volunteer-Recognition.aspx
- Ditkoff, M. (2013, February 6). The 27 Best Practices of High Performing Volunteer Organizations. Huff Post. Retrieved from www.huffingtonpost.com/mitch-ditkoff/best-practices-volunteer-organizations\_b\_2624967.html
- Eisner, D., Grimm Jr., R. T., Maynard, S., & Washburn, S. (2009). The New Volunteer Workforce. *Stanford Social Innovation Review, Winter 2009 edition.* ssir.org/pdf/TheNewVolunteerWorkforce.pdf
- Province of British Columbia. (n.d.). BC Parks Volunteer Strategy 2012–2015. Retrieved from www.env.gov.bc.ca/bcparks/volunteers/docs/BCParksVolunteerStrategy.pdf
- Rehnborg, S. J., Bailey, W. L., Moore, M., & Sinatra, C. (2009). Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders. *RGK Center for Philanthropy & Community Service, University of Texas at Austin.*
- Statistics Canada. (2015) Table 119-0009 Volunteer rate and distribution of volunteer hours, by age group, Canada, provinces, occasional. CANSIM. (accessed: 2017) www5.statcan.gc.ca/cansim/a26?lang=eng&id=1190009
- Statistics Canada. (2015, April 8). The Faces of Volunteers in Canada. Retrieved from www.statcan.gc.ca/pub/11-627-m/11-627-m2015001-eng.pdf
- Turcotte, M. (2015). Volunteering and charitable giving in Canada. *Statistics Canada*, (Catalogue no. 89-652-X2015001), 1–18. Retrieved from ISBN 978-1-100-25385-5s.
- Vézinar, M., & Crompton, S. (2012). Volunteering in Canada. Statistics Canada, Catalogue no. 11-008, 1–21.
- Volunteer Canada. (2017). Recognizing Volunteering in 2017: Summary Report. Retrieved from ISBN: 978-1-926530-28-4.
- Volunteer Canada. (n.d.). Bridging the Gap; Enriching the Volunteer Experience to Build a Better Future for Our Communities. Retrieved from IBSN 978-1-926530-02-4.
- Volunteer Canada. (n.d.). Bridging the Gap; Enriching the Volunteer Experience to Build a Better Future for Our Communities Summary Report. Retrieved from IBSN 978-1-926530-02-4.

# **APPENDIX A:** An Analysis of the Volunteer Survey Results

The City's volunteers were surveyed to gain insight into their volunteer experience and to identify areas that could be better supported by City staff. The survey was administered to the volunteers registered through the *I Can Help* website and to partner organization boards of directors. Results indicate a high level of satisfaction with a few areas in need of further development.

# The Respondents: Our Volunteers

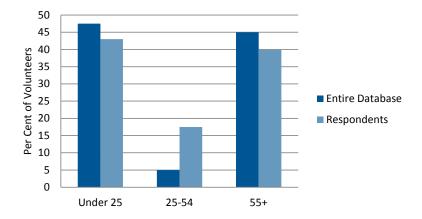
The survey was emailed to all volunteers registered in the City's database with the exception of a few groups. The users from the RCMP Community Police Offices and Block Watch Program were not included in the survey because they are newly registered to the system and therefore it was determined they not be included.

Eleven thousand seven hundred ninety volunteers received the email invitation to participate in the survey. Three hundred fifty-one volunteers responded to the survey with 78 per cent completing all the questions. Volunteers currently active in the system consist of approximately 2,200 to 2,300 individuals. Over 90 per cent of the respondents are part of this active group participating through the City or partner organizations within the past three years. Thus, if considering the active volunteer group, the response rate is approximately 12 per cent.

The respondent group has a similar demographic make-up to the volunteers in the entire database.<sup>6</sup> Youth under 25 years of age make up 43 per cent of the respondents; 18 per cent of respondents are between the ages of 25 and 54; and seniors, 55 years and over, represent 38 per cent.<sup>7</sup> Persons identifying as female over-represent the volunteers at 66 per cent of the respondents; 29 per cent are male; 0.4 per cent is gender non-conforming; 1.5 per cent is undecided on their gender identity.

<sup>&</sup>lt;sup>6</sup> Many seniors are sensitive about their age so do not provide this information in their profile. The data represented in the graph, assumes those who did not specify their age as older than 55 years. Thus, there may be a margin of error in this assumption.

<sup>&</sup>lt;sup>7</sup> Some respondents preferred not to indicate their personal information.



#### Age Profile of Volunteers

People who do not work represent the highest number of volunteers, which mostly consists of retirees and students without jobs. There are approximately the same number of volunteers who work part time as there are people who work full time.

Of the adult volunteer group, there is a wide variety of living arrangements. Some people live alone while others live with a spouse, with and without children, and some live with a parent. Single parents are least likely to volunteer.

Fifty-four per cent of volunteers are immigrants and 82 per cent were born outside of Richmond. The survey indicates that the likelihood of volunteering increases with time lived in Canada and in Richmond.

Richmond's volunteers speak many languages. Ninety-two per cent of volunteers speak English in the home. Cantonese and Mandarin are the second and third most often spoken languages of the volunteers, which is similar to Richmond's population as a whole.<sup>8</sup>

The City of Richmond offers a number of types of experiences in which people can volunteer. The City also offers volunteer management services to several community partner and affiliate organizations. Volunteers tend to volunteer at multiple locations and events – they do not volunteer with just one. The majority of volunteers volunteer with at least one of the eight community centres (65 per cent). City-wide events and 'other' City opportunities are also highly popular (29 per cent and 18 per cent respectively).<sup>9</sup> Minoru Place Activity Centre, Richmond Public Library, and the Richmond Olympic Oval are also some of the more popular places for volunteering according to the respondents. With the exception of Minoru Place Activity Centre being more popular for seniors, all sites/organizations appeal to volunteers of all ages.

<sup>&</sup>lt;sup>8</sup> The 2016 Census indicates 44.8 per cent of Richmond residents' mother tongue is a Chinese language, which include Cantonese and Mandarin. Twenty-nine per cent of the respondents speak Cantonese and 24 per cent speak Mandarin but not necessarily as their mother tongue.

<sup>&</sup>lt;sup>9</sup> Respondents could select multiple places where they volunteer.

Twenty-six per cent of the volunteers surveyed do all their volunteering through the City's volunteer management system. Volunteering with a religious institution and sports groups are the most popular types of volunteering outside of the City's opportunities. However, respondents indicate a wide range of other types of organizations with which they also volunteer.

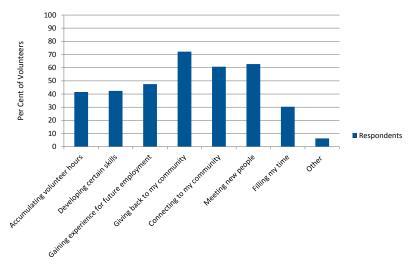
About a quarter of respondents volunteer a few times a year and another quarter volunteer about once a week. Seniors volunteer the most frequently; 28 per cent of seniors volunteer more than once a week. Youth also have a relatively high frequency of volunteering; 24 per cent volunteer about once a week. Forty-five per cent of respondents indicate that they would like to volunteer more often but do not have the time. Twenty-eight per cent indicated that there are not enough opportunities that suit their interest. Physical limitations are a barrier to volunteering more often for a few of the respondents.

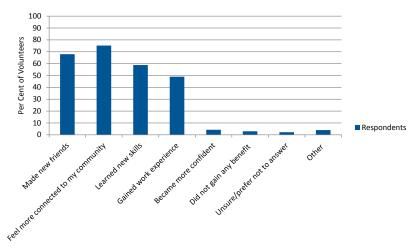
The data indicate that Richmond's volunteers are a diverse group with varying skills, abilities, and interests. Although the City and partners offer a wide variety of opportunities, it is important to provide a range of volunteer experiences to help meet everyone's goals.

## An Analysis of the Volunteer Experience

The City's and partner organizations' volunteers are a largely satisfied group who enjoy volunteering and find many personal benefits from doing so. The top three reasons for volunteering are giving back to the community, meeting new people, and connecting to the community. Several respondents indicate they had been helped by volunteers in the past and feel it is their duty to pay it forward. Other respondents say volunteering is fun and rewarding.







#### Benefits Experienced from Volunteering

Although 83 per cent of respondents indicate there are sufficient opportunities to volunteer through the City or its partners, 56 per cent say there are other skills they would like to utilise during their volunteer experience or other types of volunteering that they would like to be doing. Forty-six per cent of volunteers indicate they would like to utilise their fluency in another language in their volunteer opportunities and 31 per cent want to utilise their cultural knowledge. Respondents also indicate they have a wide variety of other skills and knowledge they have to offer while volunteering. These findings suggest there needs to be a greater variety of volunteer opportunities developed, including those of a cultural and linguistic nature.

A small percentage of volunteers did not like their volunteer experience or felt underappreciated. Some people indicate they have physical barriers to participating in certain volunteer activities and a few respondents feel their lack of English proficiency is a barrier to engaging in volunteer activities. A few people indicate that they would like to participate in volunteer activities that are on weekends and evenings but find there are limited opportunities that meet their schedules. There are also some young people who are eager to volunteer but cannot because most opportunities specify a minimum age of 15 years.

#### Youth

Experiences and volunteer goals differ slightly among age groups. Many youth volunteer to accumulate a specific number of hours as mandated to graduate from high school. There is an assumption by some staff that youth only want to acquire hours to graduate and that they are not interested in gaining much more from volunteering. The data suggest otherwise. Although youth need volunteer hours to graduate, many view volunteering as a way to gain valuable work experience and skills for future employment as well as giving back to the community and meeting new people. Eighty-seven per cent of youth (under 25 years) indicate that there are enough opportunities to volunteer. However, 68 per cent of youth indicate that there are other skills that they would like to be using while volunteering and 61 per cent indicate there are other types of volunteering that they would like to be doing. Seventy-six per cent of youth feel they have leadership skills and that they would like more leadership opportunities. Many also have fluency in another language, technology skills, and art skills that they would like to utilise. Some youth volunteers want more short-term opportunities while just as many want long term commitments. They want more opportunities to participate in events as well as helping others in the community.

These findings suggest that youth want meaningful volunteer experiences. They have unique skills that they want to utilise and are interested in participating in a variety of activities – some of which the City and partners do not currently offer. There is an opportunity for the City and partners to develop different types of opportunities for youth to enhance their skills, learn in an area of their interest, and help youth fulfil their personal goals.

#### Adults

Adults (25 years and over) also want meaningful experiences while volunteering. They want to give back to their community, connect to their community, and meet new people. Ten per cent of those aged 25 to 54 indicate there are few volunteer opportunities whereas only five per cent of seniors (55 plus) find there are few volunteer opportunities.

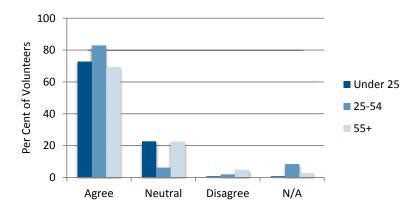
Adults between the ages of 25 and 54 want to utilise their skills in different opportunities from what is currently being offered; 61 per cent would like to do other types of volunteering and 69 per cent want to utilise other skills. Fifty-seven per cent of seniors would like to do other types of volunteering and about half (49 per cent) want to use other skills. Adults, regardless of age, want volunteer experiences that help people and also want to be involved in events. There are about as many adults who want short-term opportunities as there are who want long-term commitments. Adult volunteers have diverse skillsets and interests and indicate a variety of areas in which they want to volunteer that are not currently being offered. One clear message from all age groups is that they want leadership opportunities in their volunteer experiences.

# Comparison of Experiences by Age

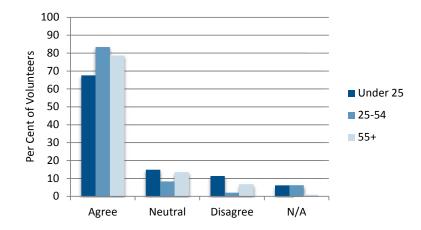
The different age groups have different experiences and satisfaction with volunteering. Across all age categories, volunteers understand the importance of the work they do and that the volunteer work gives them a sense of accomplishment. All age groups could potentially have more decision-making in their volunteer roles; less than 70 per cent of all respondents indicate they are involved in decisions regarding their volunteer experiences. Seniors report the least ability to make decisions (only 55 per cent). Volunteer opportunity role descriptions also appear to be lacking in detail. Only about 70 per cent of youth and seniors found that the opportunity descriptions provide most of the information they needed to know; 79 per cent of those aged 25 to 54 found the descriptions provide the needed information.

Overall, youth report having a lesser amount of support, training, and recognition for their volunteer activities compared to adults. Youth were least likely to report being recognized or thanked for their work; 74 per cent of youth report being thanked whereas over 83 per cent of adults report being thanked for volunteering. There are also fewer youth who report that staff makes them feel like a valued partner to the organization.

The graphs below show a comparison among age groups along several areas of satisfaction with volunteering.

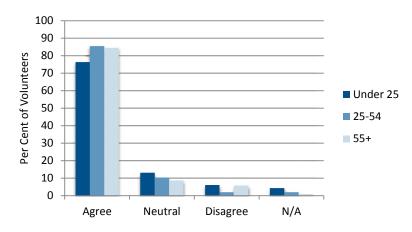


# Ability to Achieve Personal Goals Through the Volunteer Opportunities Available

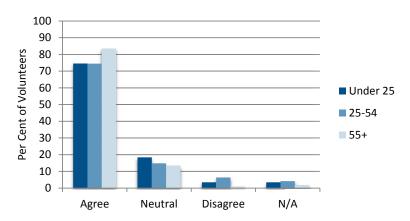


#### Staff Communicate the Impact Made as a Volunteer









# The Volunteer Management System

Individuals who want to volunteer with the City or one of the partner organizations create an account through the City's volunteer management website, *I Can Help*. Volunteers set up a profile and indicate the type of volunteering in which they are interested. The site lists various opportunities and the City and partner staff can also directly email current opportunities to volunteer candidates who have expressed an interest in their area.

Police information checks, reference requests, and interviews for volunteer opportunities are often a requirement for many of the positions. However, this is not always the case, which qualitative feedback suggests causes confusion.

Respondents were asked to indicate the degree of simplicity or complication of setting up a profile, completing a Police Information Check, submitting references, and applying for positions. Over 80 per cent of respondents indicate that the process is simple. There are very little variations in responses to these questions among the different age groups. Despite there being a relatively low number of people who find the process complicated, the data suggests there are possible actions that could be taken to simplify the process and/or explain the process better.

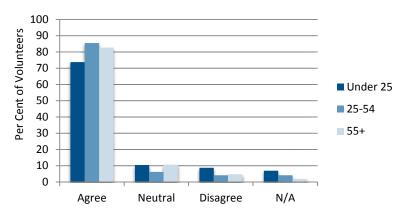
# **Recognizing Volunteers**

The City hangs a banner to recognize volunteers during National Volunteer Recognition Week. Other recognition activities are decided by the individual organization or event organizers, as a consensus on set actions has not been reached. Seventy-nine per cent of volunteers said they received recognition or thanks from someone at the organization.<sup>10</sup> Although this is a relatively high number, 100 per cent of the volunteers should be thanked for their service to the community.

Respondents indicate they want a simple 'thank you' from a staff person. In addition to being thanked in person, a few other recognition actions are identified and they vary slightly by age. In order of preference, youth prefer to receive a certificate, to be given swag such as t-shirts or lanyards, and to be thanked by staff in person. Adults aged 25 to 54 want to be invited to opportunities for personal or professional development and to be thanked in person (tied for number one); given a certificate (ranked second); and thanked in written form, given complementary food/refreshments, and asked to contribute to planning volunteer activities (tied for third spot). Seniors want to be thanked by staff in person, invited to a recognition event, and given complementary meals/refreshments. There are opportunities to provide customized and appropriate recognition to the volunteers who dedicate themselves to helping the community.

<sup>&</sup>lt;sup>10</sup> Ten per cent of volunteers indicated they neither agree nor disagree with the statement that someone had thanked them or given them recognition for their volunteer services. Five per cent selected 'unsure.'

# Received Recognition or Thanks from Someone at the Organization



# Conclusion

The survey data suggest that the City's volunteers are a dedicated group that have many skills and much knowledge to contribute to the community. While the survey results indicate a high level of satisfaction with the overall volunteer experience, there are opportunities for improvement. Many of the City and partner organizations' programs, activities, and events heavily rely on volunteers' service. In return, our volunteers deserve the best support available and there are actions that the City and its partners can take to further support volunteers in achieving their goals.

# **APPENDIX B:** An Analysis of the Volunteer Focus Groups

Focus groups provide nuanced information and insight into various issues. Further context and a fulsome story are revealed when used to supplement quantitative data. Several issues emerged from the volunteer survey data and served as basis for the questions asked and areas to be explored during the volunteer focus groups.

Three focus groups were conducted with volunteers: one with youth and two with adults. The survey data results indicate that youth have slightly different volunteer experiences and goals than adults and thus the two age groups were separated into different focus groups. Twenty adults participated between two focus groups. The ages of the adults ranged from 33 to 83 with the majority of participants being over 55.

The guiding questions for both the youth and adult focus groups included the following:

- What positive benefits have you experienced from volunteering with Richmond and/or its partners?
- What are your expectations while volunteering and are they being met?
- What opportunities are there for improvement to the system?
- How could the volunteer software system and communications processes be improved?

The groups provided much insight into the City's volunteer management system. Across all groups, volunteers report gaining valuable and unexpected benefits from their experiences. However, they also have suggestions of ways to improve the system and its processes.

# **Benefits Gained from Volunteering**

#### Youth

The youth reported gaining many positive benefits from volunteering. First and foremost they said volunteering is fun and the most important factor for volunteering. They value meeting new people, especially of different ages and backgrounds as it broadens their ideas about the world. Volunteering could also be challenging, especially when working with children, but also engaging and entertaining.

Although Richmond students are required to obtain a specific number of volunteer hours in order to graduate, the youth see many positives from volunteering beyond accumulating hours. Teamwork skills are honed in the volunteer environment while working with people whom they have never met. The youth reported that leadership opportunities help them develop skills such as planning, execution, teambuilding, taking initiative, leadership, responsibility, and coordination. The unique experiences had while volunteering are also helpful when writing university applications. While there are many positive personal benefits received from volunteering, youth also take pleasure in helping the community.

#### Adults

There are many reasons why adults volunteer and many benefits they receive from doing so. Many participants indicate they enjoy giving back to their community. One participant expressed that his volunteering is a way to show his appreciation to Canada. As an immigrant, he reports hearing rhetoric regarding immigrants being a burden on society. His volunteering is a way he shows the country he is an asset and that he gives back.

Volunteers also report that volunteering provides them the opportunity to meet people they would not otherwise encounter, de-stress and engage in activities unrelated to work, and be part of legacy building through the many City events. Volunteering is an opportunity to set examples for the younger generation as well as get to know them. For some, volunteering allows them to provide their skills to the community while for others, it allows them to develop new skills such as technical, leadership, management, and planning skills. Overall, volunteers find that they receive a deeper feeling of connection to the community, ownership over community development, as well as gain a certain pride in their accomplishments.

## **Expectations**

A major theme that emerged through the volunteer focus groups is that volunteers want their needs to be considered and taken care of. As they donate their time and efforts to the community, they feel there needs to be some reciprocity from staff. Volunteers' requests while volunteering are relatively simple. Below is a list of expected actions from staff when organizing events or other opportunities:

- Clear communication;
- Clearly defined roles and expectations;
- Well organized events/programs;
- Physical needs considered (bathroom breaks, food, clothing);
- Consistency of treatment among different events/organizations;
- Feedback provided regarding impact made;
- Respected as partners by staff yet differentiated from staff roles;
- Feel as if a part of the event;
- Actively involved (not standing around);
- Appreciation for time donated.

Volunteers want respect and being organized and considerate of their needs contributes to a positive experience and demonstrates respect.

# **Opportunities for Improvement**

All volunteers in the focus groups were largely satisfied with their experiences. "You are pretty good," as one volunteer phrased it. The volunteers who participated in the focus groups have donated thousands of hours collectively over the years, so had they been dissatisfied, they would not have continued to volunteer for the City or its partners. Some volunteers reported some disappointing or frustrating experiences in the past but had found other better organized and well-run opportunities and so volunteer within these areas.

#### Youth

The youth had a few unique experiences that differed from the adults. Some of the youth reported not feeling adequately prepared for their assigned duties. They said that in some circumstances they would like more training and mentorship. Many youth volunteer opportunities involve working with young children, which can be challenging for a person of any age. The youth feel that mentorship on how to manage young children as well as for other unique situations would be helpful. Youth reported that they are sometimes not seen as authority figures yet given leadership roles in certain opportunities. They want to be backed up by staff in their decision making. Some volunteers suggest that always having two people for the same task would be beneficial so that they could have peer support and consult each other when needing to make decisions. Some other youth cite that they feel underappreciated at times.

#### **All Participants**

The main theme that emerged from both the youth and adult focus groups is that the little things matter. The way a volunteer is treated impacts their experience and determines whether they will return or not to volunteer for that organization's program or event.

The first point of contact is through the volunteer opportunity application itself. Many volunteers report these opportunities are vague and do not provide the needed specifics or expectations. Having clear expectations laid out in the opportunity description allows people to determine if the opportunity is a good fit. This information was cited as particularly important for youth in the preparation for their interviews.

Some of the City's partners go through an extensive recruitment process before volunteers can volunteer with the organization. This is in place to protect vulnerable populations with which those organizations work. However, some volunteers expressed their frustration in this lengthy process – particularly youth. Volunteers would like to be able to sign up for an opportunity and volunteer relatively soon after; they find the delay frustrating. It was also suggested that reference requests be conducted at the end of the recruitment process, as this is cited to be discouraging in the initial phases. Some of the participants expressed frustration over the orientation sessions prior to an event. Some orientations are conducted several days before the actual event to go over details and assignments. Volunteers get frustrated when the orientation session lasts less than the time it takes to commute to the meeting, as they feel it is a waste of their time.

The volunteers are a highly skilled group with much experience. They would like the coordinators of events to match their skills and goals to their assigned task and where appropriate, involve them in the planning process. They also want their roles to be clearly differentiated from paid staff.

Many of the volunteers told of experiences where there was a lack of communication over what was expected during the opportunity such as where to meet for the event and to whom they should be reporting, whether they would be inside or outside (as how to dress is important), whether or not they would be provided food, and often what the specifics are of the assigned task. Other volunteers reported that sometimes there is duplication in communication as there may be too many points of contact and repeated information in emails. Several volunteers reported that their assigned tasks turned out to be very different from what was indicated on the posted opportunity description. Other organizational items seem to get forgotten at times such as scheduling volunteers bathroom breaks and a conclusion of duties with a sign out process and an acknowledgement of service.

A few of the participants spoke of experiences where they felt the volunteer coordinator was disrespectful or lacked etiquette. Sometimes there appears to be a lack of communication as to why volunteers are asked to do something in a particular way, leading to frustration. The adults felt that any disorganization and oversight are largely due to inexperienced leaders leading the event or program.

Some volunteers were aware of training and development opportunities available to them while others were not. All participants expressed a desire to be informed of such opportunities.

Overall, the participants want respect for their time that they donate to the community. They indicate that clear, accurate communication, and thoughtfulness into their needs goes a long way to making their volunteer experience a positive one. These issues and expectations identified by volunteers are relatively simple to accommodate and are achievable with further training and capacity building of staff who work with volunteers.

# The Online System

The City uses the website *I Can Help* as the portal for volunteer activity. Potential volunteers create an account and can indicate their preferred type of volunteering. They can apply to the opportunities posted on the website. Depending on the opportunity, police information checks could be required as well as going through an interview process.

Both youth and adult focus group participants indicate that some changes could be made to the system to make it more user-friendly. There was a suggestion to require volunteers to have one extensive police information check conducted so that volunteers would be eligible for all the volunteer opportunities.

The following section lists the suggestions made by participants on how to make the system more user-friendly:

- Post all opportunities at once (e.g. annual and large events are known by City staff well in advance – volunteers would like to plan in advance);
- Be able to filter opportunities based on requirements (e.g. age or experience);
- Create a cancellation feature online;
- Remove past opportunities;
- Better key word search ability;
- Create different sections based on type of opportunity (e.g. events, short-term, long-term);
- Ensure volunteer profiles are up to date remove past opportunities;
- Ensure the calendar is linked and reflects the registered opportunities;
- Ensure cancelled events are reflected in the calendar;
- Have confirmations of opportunities come from *I* Can Help (as opposed to the coordinator);
- Consistency in hours recording;
- Have only one contact person.

Some of the issues identified above may be due to the system's structure and others are due to the eCoordinators' actions. There are opportunities to discuss streamlining the software system with the provider and improving service through further training for eCoordinators.

## Summary

Richmond's volunteers cumulatively donate thousands of hours each year to the community, contributing to community vibrancy, and supporting the City and its partners in delivering high quality programs and events. There are some simple actions that can be taken by staff to ensure our volunteers feel valued and taken care of and so that volunteers will continue to donate their time and skills for years to come.



# **APPENDIX C:** An Analysis of the ECoordinator Focus Groups

The City of Richmond provides volunteer management services to City and partner staff as well as to staff from some affiliated organizations.<sup>11</sup> The services include training and supporting those staff (termed eCoordinators) who work closely with volunteers. There are approximately 43 individuals designated as eCoordinators representing 20 partner organizations and several departments within the City. Technical training and support on how to recruit volunteers, train and manage volunteers, and support volunteers' needs are provided by the Volunteer Development Coordinator (VDC).

All eCoordinators were invited to participate in one of three focus groups.<sup>12</sup> Eighteen eCoordinators attended and provided insight into the volunteer management system. Feedback was given on what works well in the current volunteer management system, what further supports would be useful, what challenges they face, and their experiences with the software system.

# Benefits of the Volunteer Management System

Most of the eCoordinators report that they find great value in the City's volunteer management system. They like that the system is centralized, which makes the ability to recruit multiple volunteers and communicate with them en mass simple. eCoordinators appreciate the ability to easily direct interested volunteer candidates to the *I Can Help* website to initiate the recruitment process. The system allows for systematic procedures and screening across departments/organizations, such as for the police information check, which eCoordinators find helpful. They also appreciate that volunteer hours can be tracked and approved easily. Furthermore, the shared system is recognized as being cost effective.

Some eCoordinators find the software system simple to learn. All report receiving excellent training and support from the VDC. As each organization has different needs and uses the software system slightly differently, the VDC tailors the training and support to the unique needs of that organization. eCoordinators also appreciate having one dedicated person, the VDC, to troubleshoot system issues.

<sup>&</sup>lt;sup>11</sup> From here on, for simplicity of language, partner organization staff and affiliate organization staff will be referred to as partner organizations or partner staff.

<sup>&</sup>lt;sup>12</sup> The RCMP and Block Watch volunteer program eCoordinators were not invited to participate in the focup recently started to use the City's volunteer management services.

A few of the eCoordinators reported that they do not use the City's volunteer management system very often. Some organizations utilise volunteers infrequently and call upon their small base of volunteers as needed. Seniors tend not to use the online system so the eCoordinators that work with senior volunteers do not always use the *I Can Help* system. This suggests that further promotion of the benefits of a centralized system to some eCoordinators as well as to the public could be conducted.

# Further Support for eCoordinators

eCoordinators indicate they could benefit from additional support related to the full spectrum of volunteer management. Current challenges range from technical troubleshooting of the software system, to recruiting and training volunteers, to understanding legal liabilities, and to supporting volunteers' needs. Currently, the VDC provides the eCoordinators with individualized support upon request but eCoordinators suggest having access to a number of support resources would give them independence, especially at times when the VDC is unavailable.

The following is a list of support resources as requested by the eCoordinators:

- Software manual with frequent troubleshooting tips;
- Manual of policies to affirm decision making (e.g. legal requirements, liabilities, how to manage disruptive volunteers, suggested practices/protocol such as providing food to volunteers);
- A resource on etiquette, customer service, and shared expectations;
- A checklist when organizing events or programs considering volunteers' needs (e.g. bathroom breaks, snacks, clothing);
- Resources for training volunteers and providing them introductory information;
- Resources on how to develop leadership opportunities and enhance volunteers' opportunities;

eCoordinators recommend that this information be accessible in a centralized online system. They suggest that the above items be presented in a variety of formats such as formal manuals, checklists, toolkits, screenshots, video tutorials, FAQs page, and an online bulletin board as appropriate to the material being presented.

eCoordinators value the regular eCoordinator meetings led by the VDC, as they are great forums to learn best practices and learn from each other. Some eCoordinators would like these meetings more often or for longer, where the focus could be learning from and sharing with each other. Finding the time for additional meetings can be a challenge for some eCoordinators.

Although there is training available to eCoordinators through Richmond Cares Richmond Gives, not all eCoordinators have participated in it and eCoordinators feel that training and resources developed for the City context would allow them to take their volunteer support to the next level.

Some of the more experienced eCoordinators would like advanced training on the software system so that they can analyze their own data related to volunteer management.

These requests of supports and resources are relatively easy to implement. Providing the eCoordinators with these additional resources and supports will greatly impact and improve the experiences of volunteers, making the volunteer experiences more organized and with volunteers' needs considered.

# Challenges

Many of the eCoordinators report having great success in recruiting the needed volunteers for their programs and events, while others have greater challenges. Finding enough volunteers with the right experience for a specific time of day (especially during normal working hours) can be difficult. eCoordinators have noticed that when unable to provide enough quality opportunities, volunteers become disengaged and find other organizations or opportunities with which to volunteer. Succession planning is an issue as eCoordinators report that youth volunteers tend to stop volunteering once in university, new immigrants tend to stop volunteering once employment is found, and older adults sometimes face health challenges that suddenly become barriers to volunteering, all factors affecting the pool of available candidates. While providing good customer service and guality opportunities is a foundational piece in volunteer retention, there is a need for further marketing of volunteer opportunities and outreach to increase the database of volunteers upon which to draw.

Some eCoordinators are more easily able to recruit appropriate volunteers than others. The survey data indicate a highly skilled population of volunteers exists within the City's database, but that some eCoordinators have difficulty tapping into the recourse. This factor suggests that the eCoordinators who are more proficient in volunteer management best practices reap the benefits of being able to recruit volunteers.

Some eCoordinators feel that they have to compete for volunteers during major events. For example, there are multiple events delivered by the City and partner organizations on Canada Day. Many eCoordinators often use incentives such as food or small gifts to recruit volunteers, but not all organizations have the funds to do this. Volunteer recruitment challenges can result in some organizations not being able to offer certain programs or reducing their programs. Some organizations struggle with having too many keen volunteers and not enough opportunities. City Centre Community Centre and the Richmond Public Library– Brighouse (RPL) cite this issue. RPL reported that many of their volunteers want to take on roles with responsibility and leadership, especially new immigrants. Many new immigrants use volunteering as a way to gain Canadian work experience. They need consistent, long-term opportunities with responsibility. Volunteering for events does not provide the right experience for resume-building for adults. RPL is struggling with developing these opportunities.

The organizations that invest into volunteers and prioritize volunteer management best practices, report good volunteer retention and see the benefits to volunteers as well as in their programs/events. Less exciting volunteer opportunities such as event set-up and take-down are easier to fill when volunteers are valued as a partner to staff. However, not all organizations are able to provide sufficient staff time to develop a volunteer program and are largely reactive to volunteer management, and thus have difficulty recruiting and retaining the appropriate volunteer candidates. This suggests that there could be further supports to aid those partners with few resources to develop a more robust volunteer management program.

Volunteer recognition can also be challenging. There are varying budgets among the partner organizations and thus some organizations are limited financially on how volunteer appreciation can be shown. For those organizations that work with hundreds of volunteers annually, writing thank you cards or printing certificates can be labour intensive and costly. Receiving volunteers' feedback and responding to it, as well as sitting down with volunteers to discuss their goals are other ways that volunteers feel appreciated. However, staff capacity is a limiting factor once again.

From the discussions emanating from the eCoordinator focus groups, it is clear that there are many eCoordinators who are aware of best practices in volunteer management and incorporate them into their work with volunteers. Those that do reap the benefits; they easily recruit and retain experienced volunteers and provide high quality programs and events to the public with volunteer involvement. Inexperienced eCoordinators need further supports to increase their capacity whether that be in the form of online resources, further support from the VDC, or mentorship from their colleagues. The City has a role in facilitating this needed capacity building.

# The Software System

Volunteers locate and apply for volunteer opportunities through a Cityoperated website called *I Can Help*, which is a software system provided by Samaritan. eCoordinators use this system to post opportunities, recruit volunteers, communicate with volunteers, and track volunteer hours. The eCoordinators have managed to navigate the system with the VDC's help, yet often lack understanding about certain functions or procedures. Part of the confusion over procedures is that different organizations have different needs. The VDC trains each coordinator slightly differently to address their unique organizational needs. There is a lack of understanding of the system as a whole as some groups need to use certain parts of the system while others do not. While the VDC is a great support to overcome these challenges, online resources with common troubleshooting tips could help remedy confusion as well as further training on the system for eCoordinators once they are proficient with the basics. In addition, the eCoordinators report that the software system is slow at times and could be more user friendly.

Some eCoordinators are aware of other software systems being used by other jurisdictions and feel these systems are better. The City has selected Samaritan as the software provider due to privacy and liability reasons. However, there could be better communication to the users about why the current system is the preferred choice for the City's needs and individuals' privacy as well as further training on how to use the system.

Volunteer opportunities currently appear by alphabetical order. eCoordinators try to label their opportunity posting with letters at the front of the alphabet so that their opportunity will be seen first by volunteers, essentially competing with colleagues for visibility. Feedback from eCoordinators suggests that there needs to be a restructuring of the website and re-organization of opportunities by date or type of event/program.

Additional suggestions include having the website enabled for 'autotranslate' and provide a larger font option for enhanced readability for those with sight impairment.

Using *I Can Help* for purposes other than recruiting volunteers was suggested. The site could include some basic training resources for volunteers as well as a place to profile and appreciate them.

Some of the suggestions from the eCoordinators reflect training issues while others indicate issues with the software system itself both in the presentation of the site and with the programmed functions of the software. Further training and resources need to be offered to eCoordinators and discussions with Samaritan regarding site layout and functionality needs to occur.

## **Summary**

The eCoordinators provided much insight into the current volunteer management system. Many of their suggestions can be easily implemented and will likely have a positive impact on the way they manage and support volunteers. Having well supported and trained staff will ultimately enable volunteers to have more meaningful volunteer experiences and enable them to reach their goals.





**City of Richmond** 6911 No. 3 Road, Richmond, BC V6Y 2C1 Telephone: 604-276-4000 www.richmond.ca

**PRCS - 101** 

#### List of Community Partner Organizations to be Consulted

The organizations listed below are current users of the City's volunteer management system. These organizations use the City's volunteer management system to recruit, screen, train, and communicate with volunteers for their events, programs, and services. Organization staff also attend training and information sessions provided by the City.

Aquatic Advisory Board	
Britannia Heritage Shipyard Society	
Cambie Community Association	
City Centre Community Association	
East Richmond Community Association	
Gulf of Georgia Cannery Society	
Hamilton Community Association	
London Heritage Farm Society	
Minoru Seniors Society	
RCMP Block Watch	
RCMP Community Police Programs	
Richmond Animal Protection Society	
Richmond Arenas Community Association	
Richmond Arts Coalition	
Richmond Fitness and Wellness Society	
Richmond Food Security Society	
Richmond Garden Club	
Richmond Museum Society	
Richmond Nature Park Society	
Richmond Olympic Oval	
Richmond Public Library Board	
Sea Island Community Association	
South Arm Community Association	
Steveston Community Society	-
Steveston Historical Society	
The Sharing Farm Society	
Thompson Community Association	
West Richmond Community Association	



# **Report to Committee**

То:	Parks, Recreation and Cultural Services Committee	Date:	March 6, 2018
From:	Jane Fernyhough Director, Arts, Culture and Heritage Services	File:	11-7000-01/2018-Vol 01
Re:	Museum and Heritage Services Update 2017		

#### Staff Recommendation

That the Museum and Heritage Services Update 2017, as presented in the staff report titled "Museum and Heritage Services Update 2017," dated March 6, 2018, from the Director, Arts, Culture and Heritage, be received for information.

Jane Fernyhough Director, Arts, Culture and Heritage Services (604-276-4288)

Att. 1

RE	PORT CONCL	JRRE	INCE
ROUTED TO:	CONCURRE	NCE	CONCURRENCE OF GENERAL MANAGER
City Clerk Parks Services Policy Planning	R R R		Guren.
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	NIT	ALS:	APPROVED BY CAO

#### Staff Report

#### Origin

On June 11, 2007, Council approved the following vision for Museum and Heritage Services:

Richmond is a city that proudly celebrates its past, present and future. The City's museum and heritage services policies will interpret the unique and dynamic story of where Richmond came from, where it is now, and how it will develop into the future.

This Museum and Heritage Services Update 2017 highlights the many achievements over the past year that helped to achieve this vision (Attachment 1).

This report supports Council's 2014-2018 Term Goal #2 A Vibrant, Active and Connected City:

Continue the development and implementation of an excellent and accessible system of programs, services, and public spaces that reflect Richmond's demographics, rich heritage, diverse needs, and unique opportunities, and that facilitate active, caring, and connected communities.

2.3. Outstanding places, programs and services that support active living, wellness and a sense of belonging.

2.4. Vibrant arts, culture and heritage opportunities.

## Analysis

Connecting residents with their history was centre stage in 2017, with Richmond celebrating Canada's 150<sup>th</sup> anniversary of Confederation. Exhibits, programs and events were built around the theme of, "One nation, hundreds of cultures, thousands of communities, millions of people, and limitless stories. Inspiring Richmond to welcome our future."

Some key highlights from 2017 include:

- Extended open hours and additional programming which contributed to a 31% increase in visitation to Britannia Shipyards and a 40% increase in visitation to the Steveston Interurban Tram;
- Volunteers contributed 25,000 hours of time to the City's museums and heritage sites throughout the year;
- The Richmond Olympic Experience hosted over 500 teachers and 60 exhibitors at the annual *BC Field Trip Fair;*
- Britannia Shipyards had numerous activities, events and programs on the theme *The Summer of Wooden Boats* and a temporary exhibit in the Seine Net Loft, *Our Coastal Connections,* that profiles the ties of over 20 local groups to local rivers and waterways;
- The Steveston Museum launched a new school program, *Nikkei Returns*, which explores the history, and resiliency, of Steveston's Japanese Canadian community;
- Visitors to the Steveston Interurban Tram were able to watch the Tram Car 1220 restoration work continue including rebuilding the exterior roof, rewiring lighting and painting the exterior;

- Our *Journeys Here* exhibit at the Richmond Museum delved into what it means to be Canadian today;
- The 10<sup>th</sup> annual *Doors Open Richmond* drew over 16,000 visitors to the city's finest arts, cultural and heritage sites;
- Over 400 students participated in the 15<sup>th</sup> annual *Richmond Regional Heritage Fair*. 19 students volunteered nearly 100 hours to bring their heritage fair projects out to Canada 150 events throughout the year; and
- The Archives launched an on line exhibit, *We Will Remember Them*, to complement the Memorial Street Name signs in Richmond.

The Museum and Heritage Services Update 2017 showcases the numerous ways that museum and heritage services contributed to making Richmond the most appealing, liveable, and well-managed community in Canada.

#### **Financial Impact**

None.

## Conclusion

Richmond is a city that proudly celebrates its past, present and future. The Museum and Heritage Services Update 2017 demonstrates the valuable contribution that museums and heritage make to the community.

Om Finde

Marie Fenwick Manager, Museum and Heritage Services (604-247-8330)

Att. 1: Museum and Heritage Service Update 2017

# CITY OF RICHMOND Museum and Heritage Services Update 2017

ARTS, CULTURE AND HERITAGE SERVICES



ii | City of Richmond Museum and Heritage Update 2017

# Table of Contents

Introduction1
Richmond Museum2
Britannia Shipyards National Historic Site
London Heritage Farm15
Steveston Museum, Post Office and Visitor Centre 18
Steveston Interurban Tram20
City of Richmond Artefact Collection22
Doors Open Richmond25
Richmond Regional Heritage Fair26
Canada 150 Pavilion27
Culture Days28
Volunteer Management29
Branscombe House, Minoru Chapel and Terra Nova
Richmond Heritage Commission and Policy Planning
City of Richmond Archives—City Clerk's Office
The Richmond Olympic Experience (ROX)
Gulf of Georgia Cannery National Historic Site
Statistics

iv | City of Richmond Museum and Heritage Update 2017

# Introduction

Richmond is a city that proudly celebrates its past, present and future.

Connecting residents with their history was centre stage in 2017 with Richmond celebrating Canada's 150<sup>th</sup> anniversary of Confederation. Exhibits, programs and events were built around the theme of *One nation, hundreds of cultures, thousands of communities, millions of people, and limitless stories. Inspiring Richmond to welcome our future.* 

While the stewardship of the City of Richmond's heritage resources is led by the Arts, Culture and Heritage Services Department, as this report demonstrates, all City departments contribute to the preservation, restoration and celebration of Richmond's history.

The community is also fully engaged in numerous ways: in leadership roles through the Heritage Commission, Richmond Museum Board, London Heritage Farm Society, Steveston Historical Society, and the Britannia Heritage Shipyards Society, as volunteers, and as donors.

Through these combined efforts, Richmond residents are able to enjoy an increased sense of civic pride and community connection, which is fostered through awareness of their community's rich history.

Museum and Heritage Services is pleased to present the following update that provides a few select highlights from Museum and Heritage Services for 2017.



Waiting to unload the catch. Photo Credit: City of Richmond Arch PR & 32 110

2 | City of Richmond Museum and Heritage Update 2017



Coast Salish Elder Roberta Price in front of the exhibition case that features her story, object and photograph. Photo Credit: Peter Harris



Visitors have been enthusiastically sharing their own stories in this exhibition.

# **Richmond Museum**

The Richmond Museum celebrated Canada 150 with a range of on-site and offsite exhibits and programs that honoured our city's distinct history and vibrant cultural diversity.

## **Exhibit Development**

## **Our Journeys Here**

*Our Journeys Here* celebrates Canada's 150<sup>th</sup> anniversary of Confederation by delving into what it means to be Canadian today. This exhibit looks back to explore Canada's history based on the experiences of those who were already here, the First Nations Peoples, and the experiences of everyone who has immigrated here more recently, including farmers enticed from Europe, Chinese labourers who paid head taxes, South Asians expelled on the *Komagatu Maru*, and families looking for a better life for their children.

Nine current Richmond residents share their unique stories through photographs, objects and quotations with the aim of kick starting a year-long conversation about what it means to be Canadian in Richmond now.

The exhibit supports the Richmond Museum's goal of contributing to a broader understanding of the concept of community in an accessible everyday setting that everyone can enjoy and understand.



The entry of Our Journeys Here playfully engages with symbols of our country, past present and future.

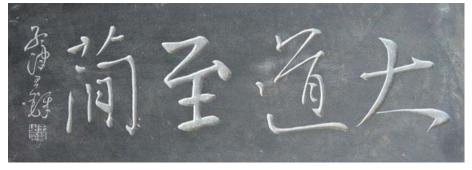
## Leave Your Mark - Wang Duo: Calligrapher for the Ages Exhibit

A member of the community came to the Richmond Museum with the idea for the *Leave Your Mark – Wang Duo: Calligrapher for the Ages* exhibition. The Museum took on the challenge, partnering with Canada Multicultural & Arts Exchange Association and the Wang Duo Calligraphy Museum in China to create the exhibition.

The Richmond Museum used this exhibition as a vehicle to deepen our connections with the Chinese Canadian community in Richmond, forging working relationships with local individuals and organizations. This proved to be a great success with Museum visitation increasing by almost 300 percent and donations by 60 percent during the exhibition. The Museum was particularly honoured to partner with the Wang Duo Calligraphy Museum as this is the first time that these renowned works of art have been loaned for display outside China.

The Museum's community partners, including the Richmond Chinese Calligraphy and Painting Club (RCCPC), generously provided their expertise, created art for the exhibition, loaned artefacts and hosted a calligraphy program in the Museum gallery.

The exhibition included hands-on interactives that ranged from using calligraphy writing stations, to making rubbings, learning how to decipher characters and other symbols, and more. The Museum also includes a Discovery Area where children can choose to play with any of the six hands-on activities available.



A sample of the work of revered Chinese calligrapher Wang Duo. Photo Credit: Peter Harris



A calligraphy station in the Wang Duo: Calligrapher for the Ages exhibition. PRCS - 112



A visitor at work at a calligraphy station in the Wang Duo: Calligrapher for the Ages exhibition. Photo Credit: Peter Harris

4 | City of Richmond Museum and Heritage Update 2017



Stephen Manzi loaned his model of the famed Royal Canadian Mounted Police schooner *St. Roch* for display in City Hall. This ship was the first to circumnavigate North America in 1950, the second sailing vessel to complete a voyage through the Northwest Passage in 1940-1942, and the first ship to complete the Northwest Passage from west to east.

"This was the second year doing this field trip and we love it! It's a perfect link to our unit on Celebrations."

- Kindergarten teacher comments on Let's Celebrate Winter program

## **Outreach Exhibits**

In addition to exhibits in its main gallery, the Richmond Museum curated a number of off-site exhibits throughout the year including:

- Spring Break Camp Exhibit: Richmond Cultural Centre and City Hall: Junior Curators aged 6 to 8 and 9 to 12 from the Richmond Museum's Spring Break Camp created their own exhibitions, with staff support, in the museum's outreach cases.
- History of Richmond: City Hall: Celebrating Richmond's pioneering and entrepreneurial spirit, this exhibit was timed for the Pioneer Luncheon held in the courtyard at City Hall on May 27, 2017 as a part of Richmond's Canada 150 events. New, larger exhibit cases that beautifully highlight the collections were installed in time for this exhibit.
- Journeys of Exploration: City Hall: In celebration of Canada 150, this exhibition explores the journeys Canadians have made when 'discovering' lands and riches unknown to them, often following Indigenous trading routes and using native guides.
- Remembrance Day and Mayor's Gifts: City Hall

## Programs

The Richmond Museum offers enriching and popular curriculum-based field trips and education kits that encourage students to explore local history while developing inquiry skills. In 2017, 3,361 students participated in Richmond Museum school programs, a 35% increase from 2016.

Highlights from 2017 included new school program activities inspired by the *Our Journeys Here* exhibition including a school tour for Grades K-12, an education kit for Grades 4-5, and a professional development workshop for teachers.

Children and youth can also participate in programs outside of school through Spring Break and summer vacation programs.



A student from Walter Lee Elementary proudly shows off her pomander, a Victorian Christmas ornament made from a small orange with cloves.



Teachers discover new ways to teach local history at the annual Professional Development Workshop coordinated by the Richmond Museum and hosted by a different Richmond museum or heritage site each year. **PRCS - 113** 



These boys found some exciting objects on a mock archaeological dig at London Heritage Farm during the Richmond Museum's *Young Archaeologists* summer program.

Throughout the year a variety of free drop in programs and activities were delivered including exhibition tours of current exhibitions for ESL learners, new Canadians and Diversity Symposium participants, Calligraphy Demonstration workshops and clinics, and behind-the-scenes Artefact Storage Warehouse Tours during Doors Open Richmond.



A junior curator carefully places an object in the display case at the Richmond Cultural Centre during the Richmond Museum's Spring Break Camp.

"It is really good for kids to learn knowledge of history and museums. It's a good chance to learn organizational skills, too."

> - Parent comments on Spring Break Camp



Students from Westwind Elementary School use stop-motion animation to explore aviation history in Richmond.



Community members tour the Artefact Storage Warehouse. Photo Credit: Paul Newell PRCS - 114

"This is the most creative program I have seen. I wish this was around when I was a kid."

> - Parent comments on *Time Travel Detectives* summer daycamp



The 2017 edition of the City's heritage newsletter, *Mouth of the Fraser.* 

## **Special Projects**

#### Mouth of the Fraser

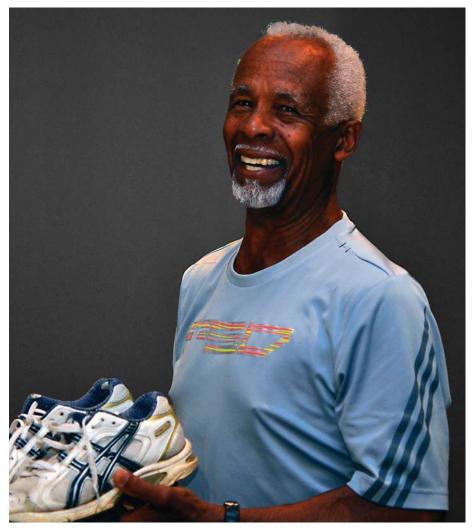
The *Mouth of the Fraser* communicates a broad range of heritage stories to the community. Contributors write stories on a diverse set of heritage-related topics, events and happenings from tram restoration to oral history programs.

One edition of the newsletter was published in 2017, which included 500 print copies. In an effort to 'go green', readers were offered the option to switch to a digital version of the newsletter and the newsletter is also available online.

#### **Oral Histories**

The Richmond Museum continues to document the history of our community through oral history interviews. Three oral histories were conducted with a diverse group of individuals in 2017 in support of the *Our Journeys Here* exhibition. In addition, five interviews from the oral history archive were transcribed for the first time. All the Museum's oral histories were organized and transferred to the Richmond Archives to provide ongoing access by the public.

The Richmond Museum will use excerpts in educational and interpretive programs and projects, from formal school programs to informal workshops and daycamps, and from exhibitions to online interpretation.



Oral history con PRC CSsely add shared his experiences immigrating to Richmond, becoming a respected teacher and school counsellor, and a much loved track coach. Photo Credit: Peter Harris

# Britannia Shipyards National Historic Site

As part of *Richmond Celebrates Canada 150*, Britannia Shipyards opened seven days a week—extended operating hours beyond the traditional winter weekends and six days per week in the summer. The site also benefited from additional staff hours to develop and facilitate programs, exhibits and special events. As a result, Britannia welcomed 41,000 more people than in 2016, bringing the site's total visitation to 169,272 visitors.

## **Exhibit Development**

## **Our Coastal Connection**

The *Our Coastal Connection* exhibit in the Seine Net Loft explores historic ties to local rivers and West Coast environments, and how this has sparked the imagination of many local groups working to celebrate and protect our waters for the future. Over 20 local groups are profiled within the exhibit, all of which have dedicated remarkable efforts in areas of water conservation, education, awareness, recycling and entrepreneurship. In the face of eight million metric tons of plastic waste entering our global oceans each year, local individuals have taken initiative, groups have formed and remarkable goals have been achieved—all in an effort to help us remember why we love our waters and what we can do to keep our rivers and oceans clean and safe for everyone to enjoy.

The exhibit opened on June 3, 2017 with over 250 visitors in attendance. Visitors were encouraged to capture their 'watermark' story, be challenged to become a water champion, learn about cool new technologies and to check out what lurks beneath the waves. These fun activities were led by exhibit partners from the Emerald Sea Society, Fraser Riverkeeper Society and the T. Buck Suzuki Environmental Foundation.



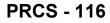
Visitors tour the *Our Coastal Connection* exhibit and learn about marine plastics in our local environment. Photo Credit: Joel Baziuk



Visitors examine objects created from recycled plastics in the *Our Coastal Connection* exhibit. Photo Credit: Joel Baziuk



Displays in the *Our Coastal Connection* exhibit shows what people are doing locally and globally to recycle marine debris into new consumer products. Photo Credit: Joel Baziuk



#### **Britannia's Fascinating Waterfront**

In June 2017, Britannia Shipyards received a \$20,000 Canada 150 Grant administered through the BC Museums Association for the *Britannia's Fascinating Waterfront* project. This project will enhance exhibits on the waterside with new interpreted spaces and digital technologies, immersing visitors in a busy fishing season, complete with new research, sound recordings, short films and archival images. These interpretive tools will be created in new physical spaces, printed on signs, projected in place, available to browse on exhibit iPads and transmitted to visitors' mobile devices. These new features and technologies will encourage visitors to imagine the diverse lives of the busy shipyard workers and the unique connections they had to the Britannia site.



The exhibit is set to open in March 2018.

The Britannia's Fascinating Waterfront exhibit will examine the history of activity along Britannia's scenic waterfront. Photo Credit: Clayton Perry

## **Programs**

In 2017, Britannia offered school programs to 2,150 students ranging from kindergarten to post-secondary students. Staff engaged students in meaningful learning experiences that brought history alive, while bridging connections with topical issues in today's world. In addition to Britannia's existing roster of five school programs (*Working on the Waterfront, Britannia Boatbuilders, How We Lived, Life in Sutebusuton* and *Inside the Britannia Shipyards*), three new school programs were developed and launched in 2017.

## **PRCS - 117**

## The Promise of Canada: 150 Years

In celebration of Canada's 150<sup>th</sup> anniversary of Confederation, students were asked to consider, *What does it mean to be a Canadian?* Students in grades K-7 discovered the untold stories of the diverse cultural communities that built Canada. This school program was developed in partnership with UBC's Faculty of Education, Curriculum and Pedagogy Department through a grant from StudiO Canada. Britannia staff worked with Dr. Natalie LeBlanc to develop 'creation' activities posted on the StudiO Canada website. The Richmond Museum Heritage Fair included *The Promise of Canada: 150 Years* program in the field trip offerings to 90 students who visited Britannia.

## Ships to Shore—King of the Sea: Teacher's Guide

Britannia supported Richmond's *Ships to Shore—King of the Sea Festival* by developing a teacher's guide to enhance school group visits to the festival. The guide includes Japanese-Canadian history, curriculum-based lesson plans for social studies units and recommendations for field trips to Richmond Heritage Sites. In addition, the Steveston Museum and Britannia Shipyards collaborated to offer an all-day program for grades 4-6 that combined *Life in Sutebusuton* and *The Nikkei Return* field trips. Together these programs provided a historical overview about the Japanese-Canadian experience of living in Steveston.

## Build A Real Killer Whale Skeleton—School and Public Programs

In November 2017, the *Build a Real Killer Whale Skeleton* school program for grades 1-7 was taught by a marine biologist. The program introduced 150 students to marine biology, anatomy, conservation and awareness of the environmental concerns in our coastal waterways. On this weekend, Britannia offered a once in a lifetime opportunity to 350 site visitors who engaged in constructing a killer whale skeleton, while they learned about the unique anatomy of whales, habitat and environmental challenges in the wild. This initiative supported and complemented the new *Our Coastal Connection* exhibit.



Build a Real Killer Whale Skeleton was a popular program for stude RCS ilies 118 ember.

#### 10 | City of Richmond Museum and Heritage Update 2017



*Summer of Wooden Boat* banners lined the Steveston waterfront from May-September.

#### Summer of Wooden Boats

As part of *Richmond Celebrates Canada 150*, the *Summer of Wooden Boats* presented a season of unique interactive activities, events, maritime demonstrations, tours and waterside programs. Britannia opened the dock every weekend in July and August to allow visitors to get up close to historic vessels. The initiative also promoted themed activities facilitated for each day of the week during July and August. For example, Monday's activity was free family activity backpacks and Tuesdays offered \$2 tours for seniors. The *Summer of Wooden Boats* initiative will be promoted again in 2018, highlighting programs and events during the summer high season (May 1-September 30).



The Summer of Wooden Boats included drop-in and registered programming that promoted maritime skills and inspired visitors to learn about Britannia's maritime history.

### Animating History Spring Break Camp

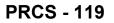
Children aged 6-12 years participated in a week-long Spring Break camp offered in partnership with Reel to Real: A Celebration of Moving Images for Youth Society. An interpreter taught children stories about local history and a professional animator introduced a range of animation techniques and technical skills. This culminated in an animated short film, *Inside Britannia Shipyards*. The children presented their film screening to an enthusiastic audience filled with family members and friends.

#### **Britannia Summer Camps**

In July and August, a range of half-day and full-day camps were offered to children 5 to 12 years old. The half-day camps included *Float Your Boat* and *Maritime Treasure Hunt* that used hands-on engagement, storytelling and themed games to teach kids maritime skills. Children learned traditional maritime skills in historic buildings as they experienced Britannia's history come to life. The full-day *Ocean Adventures Camp* was taught by a marine biologist who fostered children's curiosity about the marine environment, mammals, and ocean and river environmental challenges of today.



A marine biologist teaches students enrolled in the *Ocean Adventurer* summer camp about marine mammals and ocean environments.



## **Historic Water Shuttle**

The *Historic River Queen* brought visitors to and from Britannia by water on Sundays throughout the summer. In partnership with Vancouver Whale Watch, over 500 passengers boarded the *River Queen* for a fully narrated nature and history tour of Steveston's waterfront.

## Japanese Dance Performance

In celebration of *Ships to Shore—King of the Sea*, Britannia presented the Japanese dance group Satuki Kai in the Seine Net Loft. The performers presented traditional dances that were followed by a dancing lesson for 90 audience members.

## Home Between Crossings—Author Reading

Dr. Sultan Somjee launched his new book, *Home Between Crossings* during Asian Heritage Month. The 30 people in attendance were mesmerized by Dr. Somjee's stories, which took place in the mid-20<sup>th</sup> century during uprisings that shook up Great Britain's Empire. The ensuing Asian and African exoduses, expulsions and migrations to the western countries of Canada, the United Kingdom and Australia were explored.

## **Jelly Fish Sculpture**

Children ages 6-12 toured the *Our Coastal Connection* exhibit and learned about plastic waste entering the rivers and oceans, and the local individuals and groups initiatives to make waterways clean and safe. Program participants created jelly fish sculptures made from recycled materials inspired by the exhibit's recyclable products.

## Winter Concert & Celebrate the Solstice

The *Winter Concert* presented the classical guitar duo, Louise Southwood and Stanton Jack, while the children's program, *Celebrate the Solstice* featured a costumed historical interpreter who introduced children to winter solstice tales and traditions from around the world.

## Family Day at Britannia

Over 2,250 people participated in engaging activities, demonstrations and tours over the Family Day Weekend. Families participated in a complimentary activity to build a hand-held wooden gillnetter fishing boat, while learning about the parts of the boat and the significance of the local fishing industry. This boatbuilding activity was supported by a \$1,000 grant for Family Day events from the Ministry of Community, Sport and Cultural Development, in partnership with the British Columbia Parks and Recreation Association.

## Heritage Week

Britannia celebrated Heritage Week with the theme, My Canada, from February 8 to 14, 2017. Over 2,111 visitors participated in free tours of historic buildings and a range of engaging activities.

#### Port Townsend Wooden Boat Festival

Britannia Shipyards participated in the Port Townsend Wooden Boat Festival. Hundreds of event visitors boarded the *Providence* and learned about Britannia and site programs at a display created on board the vessel.

#### **Grand Prix of Art**

In September 2017, Britannia hosted the 7<sup>th</sup> Annual *Grand Prix of Art*, which gathered 200 local artists in a competition to paint en plein air pieces throughout Steveston within a time limit of three hours. The artworks were adjudicated and showcased to over 1,000 visitors, and a photo challenge for photographers captured the spirit of the competition via digital photo journaling.



Visitors marvel at the artwork created during the Grand Prix of Art event. Photo Credit: Britannia Heritage Shipyard Society

### Halloween and Trick or Treat on the Boardwalk

Over 500 visitors enjoyed Britannia's annual *Trick or Treat on the Britannia Shipyards Boardwalk*. Children made a paper Halloween basket, and then visited historic houses and received a non-edible treat from costumed volunteers. Britannia welcomed 1,600 visitors on the weekend before Halloween, who enjoyed tours of buildings decorated with spooky pumpkins carved by depiretes of unteers.

## Artisan Christmas Craft Fair

Britannia hosted the first *Artisan Christmas Craft Fair* in partnership with the Britannia Heritage Shipyard Society on December 2, 2017—29 artisans from the Lower Mainland came together in the Seine Net Loft to showcase their hand-crafted products to 1,230 visitors.

The Britannia Heritage Shipyard Society hosted a free wooden ornament making station along with hot chocolate and coffee by donation. Tomekichi Homma Elementary School students collaborated to create *Snow in the Seine Net Loft*, a Community Art Project where grades 2-6 students hand cut over 350 snowflakes, which were installed inside the building.



A variety of craft items were on sale during the first BHSS Artisan Christmas Craft Fair in December. Photo Credit: Joel Baziuk



Over 1,200 visitors attended the first BHSS Artisan Christmas Craft Fair in the Seine Net Loft. Photo Credit: Joel Baziuk

## Ships to Shore—King of the Sea

Paddle Wheeler Tours focusing on Japanese-Canadian history offered an opportunity for visitors to enjoy a waterside view of the *Kaiwo Maru* tall ship and the historic Steveston waterfront. Close to 2,400 visitors enjoyed activities at the Britannia site during the event, while over 600 visitors attended 10 tours on the paddle wheeler.

## Canada Day

During the Steveston Salmon Festival and Richmond Canada Day on July 1, 15,000 visitors enjoyed interactive activities, exhibits, maritime demonstrations, tours and waterside programs at Britannia Shipyards. Britannia hosted an array of vessels including the prestigious *Hawaiian Chieftain* and *Schooner Martha*. Over the duration of the three-day festival, 3,345 visitors participated in ship boarding and viewing from Britannia's dock. The *River Queen*, a historic water shuttle, linked the Riverside Village at Imperial Landing to Britannia Shipyards by providing free shuttles to the public between the two docks. Britannia Heritage Shipyard Society was also on site for the weekend and offered knot-tying lessons, a float-your-boat maritime demonstration and parking by donation at Tomekichi Homma Elementary School.



Thousands of visitors boarded tall ships and other historic vessels at Britannia Shipyards and Imperial Landing as Richmond celebrated *Canada* 150 in July 2017.



Local artisans showcased their market products to hundreds of visitors during the first BHSS Artisan Christmas Craft Fair. Photo Credit: Joel Baziuk

#### 14 | City of Richmond Museum and Heritage Update 2017



Visitors enjoyed hands-on demonstrations with the Britannia Heritage Shipyard Society during the Richmond Maritime Festival.

#### **Richmond Maritime Festival**

The 14<sup>th</sup> annual Richmond Maritime Festival welcomed over 40,000 visitors. *Wooden Boat Alley* was a popular new addition to the event. Over 140 event volunteers helped visitors safely board historic wooden vessels and helped facilitate activities offered by local artisans. Festival volunteers logged a total of 1,296 hours.

## **Special Projects**

#### **Visitor Survey Pilot**

A formal visitor survey was piloted at Britannia Shipyards in 2017. The survey captured visitor information regarding demographics, place of residence, and valuable feedback about Britannia programs and services. This survey will be expanded to the Richmond Museum and other heritage sites in 2018.

#### **Restoration and Construction**

The west Seine Net Loft deck and gate were upgraded and work began on the installation of new washroom facilities inside the Seine Net Loft to support programming and rentals.

Contractors also began work on a new flood protection wall along the original bulkhead running parallel to the boardwalk. The flood protection wall is a combination of rigid plastic sheet panels and wooden cladding, and it is expected to be completed in spring 2018.



The new Seine Net Loft walkway and decking was installed in the summer of 2017.

# London Heritage Farm

London Heritage Farm continued to offer a range of programs and activities that appeal to a wide range of visitors in 2017.

## **School and Group Tours**

Nineteen school groups and 16 other groups participated in tours of the farm house and grounds. The farm collaborates with the Richmond Museum to offer the *Food for Thought* program to these groups. Over the summer the Farm was happy to host a *Young Archaeologists* daycamp offered by the Richmond Museum.

## Tea Room

The Tea Room was open Wednesday through Sunday in July and August, and weekends for the remainder of the year. Tea Room decorations and themed teas enhanced the visitor experience, along with homemade baking, jam, sweets, and the site's signature London Lady Tea.

## **Events**

## Weddings and Rentals

Thirty-four weddings and other rentals took place on the South Lawn and gazebo area.

## **Plant Sale**

Over 500 people attended the 11<sup>th</sup> Annual Plant Sale which raised approximately \$11,000 for the London Heritage Farm Society.

## **Classics and Collectibles Car Show**

Sixty-three cars of different vintages were displayed on the South Lawn and Pasture bringing 200 visitors to the farm, farm house and tea room.



A group of ladies enjoying tea at London Heritage Farm house. Photo Credit: Nanci Cohen



Collectible cars on the south lawn of London Heritage Farm. Photo Credit: Philip Lam

## London Family Farm Day

Beautiful weather and a new free shuttle service brought families to the Farm for a day of fun on London Family Farm Day. Event highlights include pony rides, farm animals, costume dances and parades, storytelling, wood crafts, children's games and more. A bicycle parking lot was provided on-site by Wheel Watch and community partners ensured there was something for everyone in this event, including the Vancouver Lace Club, the Richmond Weavers and Spinners, local artisans and well-known Vancouver costume historian, Ivan Sayers.



Children are entranced by *Stories on Wheels* at London Family Farm Day. Photo Credit: Philip Lam



The lemonade stand ladies at London Family Farm Day. Photo Credit: Philip Lam

## Christmas at the Farm

Volunteers decorated the farm house with Christmas trees and lights for the seasonal Jingle Bell Tea.



Maureen McGovern, London Heritage Farm Society's tearoom supervisor. Photo Credit: Julian Rozental



The Christmas themed Jingle Bell Tea was delicious at London Heritage Farm. Photo Credit: Philip Lam

## London Farm Restoration and Construction

The London Heritage Farm House kitchen renovations were completed in February of 2017 with an open house celebration in March. These renovations meet food safety standards and improve the efficiency of tea service, permitting the Society to provide regular and special weekend tea service throughout the year.



The Garden Shed was rebuilt and can now continue to support the work of the London Heritage Farm Society volunteer gardeners.

The renovated kitchen is modern with a respectful nod to its historic environment. Photo Credit: Philip Lam

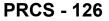
London Heritage Farm's outbuildings were renovated in 2017, including the gazebo, sheds, workshop and barn. These buildings are actively used to support the programs and activities delivered by the London Heritage Farm Society and City including the heritage and allotment gardens, tea room and educational programming.



The gazebo was rebuilt and can continue to be used as the perfect spot to get married.



The Bee House and Shed were refurbished and rebuilt to provide dry storage and safe housing for the bee hives.





Drama students from Hugh McRoberts Secondary School wait on the Steveston Museum's staircase for their turn to perform in the summer walking tours.



A creation from Steveston Museum's *Gingerbread House Builders* in December.

# Steveston Museum, Post Office and Visitor Centre

Described by many local residents as the "heart of the village", 37,500 people came through the Steveston Museum in 2017 to tour the exhibits, participate in programs, visit the post office or get information from the Tourism Richmond Visitor Centre.

## **Exhibit Development**

## A Stitch in Time

A Stitch in Time, a temporary exhibit about needlework by Richmond residents, was installed at the Steveston Museum in 2017.

## Programs

## School Programs

Steveston Museum offers three curriculum-linked educational programs: *Nikkei Returns, Treading through Time* and *Sliding through Steveston*. In 2017, 522 students from 21 classes participated in these programs. The new *Nikkei Returns* school program proved extremely popular with students learning about the historic resiliency exhibited by Steveston's Japanese-Canadian population in the face of injustice.

## Walking Tour Vignettes

The Steveston Historical Society took the lead in initiating summer costumed walking tours. Drama students from Hugh McRoberts Secondary School gave 15 performances for 177 visitors, who viewed five different vignette plays at different sites across Steveston Village. The walking tours highlighted global and local historical moments from the year 1917 as seen from the perspective of everyday Stevestonites.

## Canada Day

2,170 visitors enjoyed live performances and other entertainment in Town Square Park.

## Pride Week

Over 20 visitors took part in rainbow-themed activities in celebration of Pride Week.

## Songs in the Snow

1,325 visitors attended the inaugural three-part winter concert series in Town Square Park.



Steveston Museum during the Richmond Canada 150/Salmon Festival Canada Day celebrations in 2017.



A scene from *Songs in the Snow* on December 16, Steveston Museum's first winter concert music series.



Young guests taking part in Steveston Museum's *Gingerbread House Builders* in December.

## **Steveston Interurban Tram**

As part of *Richmond Celebrates Canada 150*, the Steveston Interurban Tram was opened seven days a week in 2017 which allowed over 43,000 people to visit the site.

## Programs

### **School Programs**

The delivery of school programs was not possible in 2017 due to ongoing tram restoration. The existing elementary program, *Getting There*, was updated to reflect recent changes to the BC school curriculum and renamed *Tram Travellers*, which will be launched in 2018 following the completion of the tram restoration.

## All Aboard!

The site's signature event, *All Aboard!* attracted 1,610 visitors with entertainment and activities celebrating the City's largest artefact.

## **Canada Day**

The partially restored Tram Car 1220 was pulled outside for thousands of visitors to explore while attending the Steveston Salmon Festival and Canada Day activities.

## Winter Tram

Santa made the trek from the North Pole especially to attend *Winter Tram*, where costumed interpreters read *The Polar Express* to children.

### Prohibition

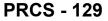
The inaugural *Prohibition* event featured live jazz music, a guest speaker on the history of prohibition, light refreshments, and beer tasting from the local Britannia Brewing Company.



Guests at the Steveston Interurban Tram's *Prohibition* event listen to tales of bootleggers and rum runners as told by a professional story teller on November 3.



Tram Car 1220 during the evening *Prohibition* event at the Steveston Interurban Tram.





Visitors enjoy exploring the Steveston Interurban Tram site during the All Aboard! event on August 19.



Young visitors to the Steveston Interurban Tram's *All Aboard!* event on August 19 enjoy a trackless train experience.



Guests at the Steveston Interurban Tram's November 3 *Prohibition* event enjoy live jazz music, light refreshment and beer from Britannia Brewery.

# **City of Richmond Artefact Collection**

At the core of Richmond Museum and Heritage Services exhibits, programs and events is its collection of 20,000 artefacts. These artefacts tell the stories, big and small, of Richmond's history.

While information and knowledge can be shared in many ways, Museum and Heritage Services is unique in its ability to engage Richmond residents with their history by bringing them face to face with these authentic historical objects that represent all aspects of life in Richmond including home, work, culture, recreation, faith and community.

## **New Acquisitions**

In 2017, the Richmond Museum accepted 72 artefacts which were added to the Olympic Collection and 81 artefacts which were added to the permanent collection.



Olympic participation medal, 1896.

Beijing Torch, 2008.





Men's fastball warm up jacket, detail, 1960s.

McDonald's coffee mug, 1967.

## **Collections Management Special Projects**

The Collections team worked on a number of special projects this year which focused on the preservation and restoration of Richmond's material culture.

### **Tram Restoration**

Restoration of the City's largest artefact, the Interurban Tram Car 1220, continued in 2017. A restoration team made up of volunteers, conservators, curators, specialized contractors and City trades worked diligently to preserve original materials and return the car to its appearance from 1912 to 1958.

Restoration work in 2017 focused on:

- Rebuilding the exterior roof using original materials and methods.
- Wiring the car to enable interior lights and exterior headlight to work.
- Painting the exterior of the car and staining the interior to reflect its 1920s colours.
- Cleaning and refurbishing original parts like the snap switches and fuses.
- Re-upholstering and installing original 1912 seats.
- Re-prod RRCSsing 31ss components, including the vent covers.



The headlight is installed thanks to the work of the City's carpenters and electricians.

Visitors to the Steveston Interurban Tram had the unique opportunity to watch the car transform over the course of the year.



Volunteers, led by Conservator Andrew Todd, remove rust from a trolley pole base.

"Steveston has always held a special place in my heart because it was where I spent most of my childhood and teenage years in our first home in Canada as an immigrant family. I have always been fascinated by history, and now as a graduate student researching about cultural heritage the opportunity to volunteer with the Steveston Interurban Tram 1220 conservation project seemed like a perfect fit."

- Denise Fong



The tram car is primed and ready to paint.



The Restoration Volunteers visit The Fraser Valley Heritage Railway Society to learn about restoration and ride an interurban tram car.



After removing layers of paint, the restoration team determined that the original red colour from the 1920s is closest to today's "raspberry truffle" paint colour.



A professional artist and sign painter carefully paints 1220 on the car.



Volunteers install the destination roll sign.

#### 24 | City of Richmond Museum and Heritage Update 2017



Mr. Felker shows the Museum's Young Canada Works student how to identify different types of bottles.



A volunteer carefully removes dust from fishing boots.



Members of the Collections Committee learn about storage solutions at the Museum of Anthropology.

#### **Minoru Chapel Restoration**

Planning for the third and final phase of restoration work took place in 2017. The building envelope has been assessed for rot and remediation of the wood will take place in 2018, guided by the Chapel's conservation plan. A subfloor will also be installed to support the original fir flooring and ensure its ongoing preservation.

#### **Bottle Identification**

Mr. Andy Felker, local historian and collector, was invited to view the City's bottle collection. Working with our Young Canada Works student Gershwyn Tan, Mr. Felker provided his expertise to identify and provide information about each bottle.

#### Association of Registrars and Collections Specialists

As part of the Association of Registrars and Collections Specialists (ARCS) conference in Vancouver, skilled collections professionals from museums around the world helped to complete condition assessments of artefacts currently on display in the Chinese Bunkhouse at Britannia Shipyards.



Volunteers review condition assessment reports.

### **City-Wide Artefact Collections Committee**

City-owned museums and heritage sites collaborate to ensure a coordinated and informed approach to collections management in the City through this committee. The Committee organized a behind-the-scenes tour at UBC's Museum of Anthropology to learn about open artefact storage and artefact care while in storage.

# **Doors Open Richmond**

The 10<sup>th</sup> annual *Doors Open Richmond* was held on June 2 to 4, showcasing some of the city's finest heritage, arts and cultural sites. The event opened on the evening of Friday, June 2 at the Richmond Cultural Centre, where 1,150 visitors enjoyed live music, food trucks, engaging vendors and children's crafts. Inside the Cultural Centre, the Richmond Museum showcased traditional Chinese music with the Canada Y.C. Chinese Orchestra Association, while the Richmond Art Gallery hosted a performance of *Omnis Temporalis* that combined acting, music and singing against a cartoon backdrop from a graphic novel.

During the *Doors Open Richmond* weekend, over 16,000 visitors explored 42 sites. Sites participating for the first time included Lipont Place (Art Centre), Bodhi Meditation Centre, Yulia Radchenko Studio, Our Saviour Lutheran Church, Waters Edge House Art Studio, the Museum at the Sherman Armoury, and Phoenix Perennials.

*Doors Open Richmond* 2017 was made possible by a partnership between the Richmond Museum Society and the City of Richmond, and the generous support of many sponsors. The dedication of 381 volunteers, who contributed 2,156 volunteer hours, ensured another successful Richmond-wide Doors Open event.



Adults and children enjoy activities at the Doors Open Richmond 2017 Opening Celebration. Photo Credit: Tharaka Mapalagama



Children playing at the Doors Open Richmond 2017 Opening Celebration. Photo Credit: Fabian Dominguez



Acting Mayor Harold Steves officiates at the Opening Celebration for Doors Open Richmond 2017 on June 2. Photo Credit: Tharaka Mapalagama



A group tours the Steveston Buddhist Temple as part of Doors OperRichsona 2134 hoto Credit: Fabian Dominguez



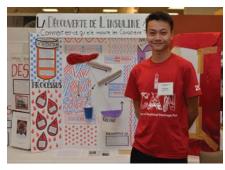
Artist and print maker Gina Page demonstrates her paper making technique during Doors Open Richmond 2017. Photo Credit: Paul Newell



Richmond Art Gallery Instructor, Melanie Devoy, demonstrated cartooning techniques during a Heritage Fair workshop.



Three students proudly hold up their artwork inspired by their ideas about the past, present and future of Richmond.



Vincent, Grade 10, McRoberts Secondary School, presented his project on the discovery of insulin and its impact on Canadians (and the world!).



Simrit, Grade 4, Gilmore Elementary School, presented her project on Baltej Singh Dhillon, who fought for the right to wear a turban as part of his RCMP uniform.

# **Richmond Regional Heritage Fair**

The Richmond Museum presented the 15<sup>th</sup> Annual Heritage Fair on May 12-13 with an exceptional showcase of history project displays created by Richmond elementary and secondary students. Students research a topic in Canadian history, often a family or local story, develop an inquiry question that stems from their curiosity about that topic, and present their findings to the public.

Over 400 Richmond students presented their projects at School Fairs. These projects were narrowed to 100 projects presented at the Regional Fair.

Program highlights included a field trip to Branscombe House for a workshop with Artist-in-Residence Barbara Meneley, an exclusive workshop at the Richmond Library with award-winning Canadian children's book author, Deborah Hodge, and a unique performance of *Omnis Temporalis* and *Comic Book Drawing* workshop at the Richmond Art Gallery.

The Heritage Fair concluded with an awards ceremony skillfully emceed by Heritage Fair Alumni Students, Jolie Leung and Urvee Mulye. Awards were presented by national, provincial and municipal dignitaries.

Five students went on to represent Richmond at the BC Provincial Heritage Fair in Victoria.



Marc, Grade 7, Diefenbaker Elementary School, presented his project on the controversial history of the light bulb. **PRCS - 135** 

# Canada 150 Pavilion

*Canada 150* celebrations offered a unique opportunity to highlight 2017 Heritage Fair projects. Nineteen students in Grades 3 to 10 volunteered 93 hours to present their projects in the Canada 150 Pavilion at *Ships to Shore—King of the Sea, Canada Day,* and *Richmond World Festival.* 



Camille and Sage proudly presented their Heritage Fair projects inside the Canada 150 Pavilion.

"Being at *Ships to Shore* and *World Festival* was really fun! I really liked telling people that came to ask questions about my project. I thought it was very fun to meet new people that were presenting their projects. I really enjoyed presenting my project!"

> - Camille, Grade 4 student, James Whiteside Elementary

"Thank you for giving us the chance of presenting our projects at the *Ships to Shore* and *WorldFest* events. It was a wonderful experience! There was also no pressure—no judges—to present to the public. Overall, the activities were fun and a lot of people visited!"

- Colin, Grade 6 student, Cornerstone Christian Academy

# **Culture Days**

Richmond Museum and Heritage Services played a key role in Culture Days programming.

### **Create Your Memoir**

Dr. Sultan Somjee, ethnographer, writer and story teller, hosted a drop-in program that inspired visitors to create family memoirs or tell their own stories through writing and drawing, and by using touchable objects.



Dr. Somjee investigates a suitcase with a young visitor to see what stories it can help to tell.

## **Curious About Curators?**

Visitors discover what goes on behind-the-scenes at the Richmond Museum and see how collections staff care for Richmond's material culture, including how artefacts are catalogued, measured and numbered.

### Rediscover Tram Car 1220 Event

The restoration of the Interurban Tram was highlighted at Culture Days.

### Culture Days at Britannia Shipyards

Culture Days highlights included the Richmond Carvers Society demonstrating their woodworking skills, and the opportunity to meet Jack Lubzinski in person and learn about the cutting-edge mathematical work and equipment design that contributed to the development of the ship wheel factory he operated in Richmond with his brother Joseph for 50 years.



Collections staff share artefact care expertise with visitors.

# **Volunteer Management**

Richmond Museum and Heritage Services engages volunteers at many levels. Volunteer highlights from 2017 include:

- 488 volunteers contributed 4,273 hours at the Richmond Museum in 2017 including four interns from the UBC Faculty of Arts Internship Program who developed an outreach display for City Hall, accessioned new objects into the collection, and assisted with special events, and four teacher-candidates from the UBC Faculty of Education Community Field Experience Program who volunteered 270 hours. Projects included assisting with the Richmond Heritage Fair, assisting with the installation of the exhibition and developing activities for the exhibition Discovery Area.
- Britannia Shipyards welcomed over 700 volunteers who logged a total of 6,600 hours during special events, programs and regular operational hours. In addition, the Britannia Heritage Shipyard Society volunteers also logged an estimated 6,250 hours in 2017, working on boat restoration and other projects.
- Forty-four volunteers contributed 1,282 hours to assist with public programs, special events and administration work at the Steveston Museum.
- The restoration of the Steveston Interurban Tram provided a special opportunity for 17 specially trained volunteers to contribute 471 hours to the restoration project. Another 52 volunteers contributed an additional 260 hours to support the Tram's programs and events.

"Thank you for believing in my potential and providing me with such valuable experiences. I have honestly learned so much numerous skills that I can't acquire from a classroom environment."

> – Yunji Hwang, Museum Assistant Intern



Dedicated volunteers welcome visitors throughout the year and help connect people with local history in an engaging way.

## **PRCS - 138**

# Branscombe House, Minoru Chapel and Terra Nova

The City of Richmond has supported the restoration and programming of heritage assets in the City for a variety of programs beyond traditional heritage interpretation.

These include:

- Branscombe House: Artist-in-residence Barbara Maneley held free workshops that introduced local residents to a variety of creative techniques, such as paper-folding, painting and felting. Throughout 2017, Barbara's workshops attracted over 600 participants. She also generously provided additional community workshops around the city, including Heritage Fair and Maritime Festival.
- Minoru Chapel hosted over 40 weddings and other private celebrations in 2017. The Minoru Chapel Opera Series continued with three operas including East Van Opera's *Alma: Arias and Duets in Concert* on October 4, Burnaby Lyric Opera's Highlights from Grande Opera on November 1 and City Opera Vancouver's *Come Sing With Us!* on December 6. Minoru Chapel was once again a popular site for filming TV commercials, television series and movies.
- Terra Nova Nature School, housed in the Edwardian Cottage in Terra Nova Rural Park, nurtures children's connection to the land and its history through outdoor play and experiential learning. The school offers preschool, after school and summer programs for hundreds of Richmond children. Nature School staff received a Heritage Richmond award for their photographic project in collaboration with the Koyanagi family, who resided in the Cottage.





Minoru Chapel is a popular location for weddings. Photo Credits: The Chapel at Minoru Park Enterprise Inc.



Winter Wonderland at Minoru Chapel.

# Richmond Heritage Commission and Policy Planning

The Richmond Heritage Commission is appointed by Council to advise on heritage-related matters within the City. A core function of the Commission is to provide comment on key City initiatives and projects, such as updates to the City's Heritage Inventory, redevelopments on heritage properties, or changes to civic-owned heritage resources.

In 2017, the Commission provided feedback on a number of development projects within the Steveston Village Conservation Area and London/Princess Area. Planning and policy-related projects forwarded to the Commission in 2017 included the Steveston Area Plan update and Streetscape Vision, the City's Museum Models Evaluation Study and Dyke Master Plan.

## Special Projects, Community Events and Partnerships

The Richmond Heritage Commission continued in its mandate to help build capacity and heritage awareness in the community through events and education and will continue to advance the promotion of heritage throughout the City in the future.

The Richmond Heritage Commission oversaw the nomination process for the Richmond Heritage Awards. The Terra Nova Nature School archival photo project and the Sea Island Heritage Society were selected to receive Richmond Heritage Awards, which were presented at the Richmond Heritage Fair event in May.

The Richmond Heritage Commission continued its financial support of the Richmond Heritage Fair, the Oral Histories project and Doors Open Richmond 2017. Heritage Commission members were engaged as adjudicators at the Heritage Fair, asking questions and providing feedback to competing students and presenting awards.



Moncton Street, Salmon Queen Day, 1962. Photo Credit: City of Richmond Archives #2017 36 1, Noel McConnell Photograph



Friends of the Richmond Archives' blog *Outside the Box*.

# City of Richmond Archives— City Clerk's Office

The City of Richmond Archives is the official repository for the records of the City of Richmond's municipal government. The Archives also acquires records through donation from individuals, families, organizations and private companies.

The Archives' holdings include approximately 1 kilometre of textual records, 170,000 photographs, 20,000 maps and plans, and over 500 sound and moving image recordings. In 2017, the Archives acquired 48 new donations of records from City departments, individuals, companies and community organizations.

There were over 1,400 Archives reference requests in 2017. Approximately 33% of research requests originated from City staff in support of corporate functions. The remainder represented a wide variety of research interests and needs, including local businesses, community groups, environmental and property researchers, students, public artists, writers, filmmakers, and family historians. The results of this research can be seen in presentations, exhibits, displays, magazines, newspapers, and TV programs locally, nationally and internationally.



Richmond Museum Spring Break Camp participants visit the Archives, March 15, 2017. Photo Credit: Richmond Museum

## **Digital Initiatives**

The Archives' social media channels on Facebook, YouTube, Historypin and the Blog *Outside the Box* garnered over 22,000 views in 2017. The Archives' web pages and online search database continue to provide 24/7 digital access to our customers.

## **City of Richmond Archives Special Projects**

Special projects in 2017:

- Launched the online exhibit *We Will Remember Them* to complement the Memorial Street Name Signs in Richmond
- Completed the Records Legacy Bylaws Disbinding Conservation Project
- Scanned over 1,500 images as a part of ongoing digitization program
- Provided educational programs to students
- Funded through Richmond Canada 150, launched new website resource: What's in a Name? Name Origins Database and completed Phase One of the Richmond Review Newspaper Digitization Project

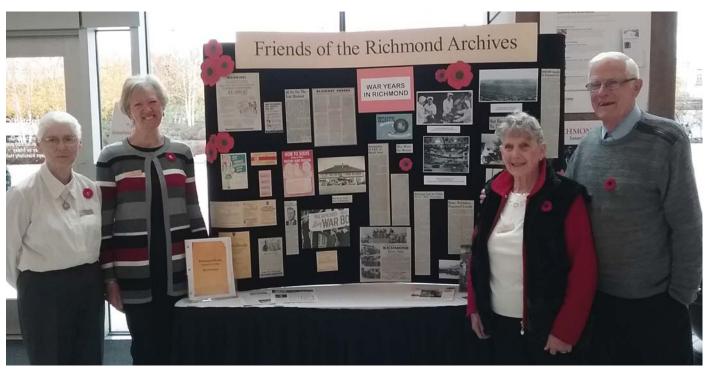
## The Friends of the Richmond Archives

The Friends of the Richmond Archives is a non-profit society established to promote and support the activities of the City of Richmond Archives. At the end of 2017, the society had 240 members. Additionally, Friends of the Richmond Archives volunteers completed over 1,672 hours of service.

During the year, the Friends provided funding and volunteers for projects and programs at the Archives, organized the annual Archives Tea, and carried out a Community Exhibit program. They participated in various community events, including the Pioneer Luncheon, the Steveston Salmon Festival, and the Remembrance Day reception at City Hall.

	The function of the second sec	
What's In a Name? !	Search Places, Areas and Landmarks	
The names of mate bridges, learns a Robinson, and screatings what he is prove the screation of the place, is in the interest cases in the fact all street renew	Bearch Tips	
Records as nam. The second is balance is name pro the France of the Records actives	<ul> <li>is send assign free send ANG sauger</li> <li>Use No-OR is grapping free set to http:// is.is.member.com</li> </ul>	
fulle Hartofa Roals an foke tools used.	- Line "" In smellin for a phonon in g. "Genry Point"	
	Sec.7	
ter .	Brinne Tank	
here:	Branke Lawren	
an		· P. Norrison
with the distance in the little of the littl	10 Mars Sale Reimand Briteh Country 147 198	
	ter serve tara Automa and an consider the	

"What's in a Name?" Name Origins Database.



Friends of the Richmond Archives Remembrance Day exhibit at City Hall reception, 2017. Photo Credit: City of Richmond Archives



Many volunteers tried curling for the first time at a volunteer social event in September. Photo Credit: Richmond Curling Club

"As one of the many volunteers at Richmond Olympic Oval, I can say with pride, it has been and continues to be a privilege and honour to show others what a special jewel we have in our community."

- John Hopkins, Volunteer



This photo of Olympic Oval volunteers won second place in the Volunteer BC's National Volunteer Week photo contest. Photo Credit: Ray Chin



ROX volunteers show the beautiful handmade thank you cards that they received during National Volunteer Week. Photo Credit: Alex Tse

# The Richmond Olympic Experience (ROX)

Richmond is home to North America's first and only Olympic Museum, located at the Richmond Olympic Oval. The ROX re-ignites the excitement of the Olympic Games and educates visitors in the science, art, culture and power of sport. The 15,000 square foot interactive exhibition is located on all three levels of the Oval. Over 25,000 people visited the ROX in 2017.

## **Exhibit Development**

The new Mascots Exhibit opened in June featuring a timeline of the history of Olympic Mascots and life-size versions of Howdy & Hidy from the Calgary 1988 Games. Several new artefacts were added to existing exhibits, including medals and a torch from the 2016 Rio Games.

## **ROX Program and Event Highlights**

- The education program, encompassing Olympic Oval sport activities, building tours, and Olympic Experience programs hosted over 8,800 participants in 2017.
- In September, the ROX hosted the BC Field Trip Fair with over 60 exhibitors and 503 teachers in attendance.
- The ROX hosted one day of the bi-annual Canadian Association of Sport Heritage conference in April.
- Olympic Day was celebrated with athlete appearances by Olympians Brent Hayden, Olympic bronze medallist in swimming, and Chris Spring, Team Canada Bobsleigh pilot.
- Seasonal activities were held for holidays including an Eggstrivia Easter Egg Hunt, and Trick-or-Treating with Olympic silver medallist Darcy Marquardt.
- The ROX theatre hosted a best-of-the-fest tour stop of the Vancouver International Mountain Film Festival in November.
- During Spring and Winter break, simulator challenges gave guests the opportunity to win prizes such as a Whistler Sliding Centre bobsleigh ride with Olympian Chris Spring.
- The Olympic Experience activated at WorldFest offering the community the opportunity to try on replica Olympic medals.
- Annual Olympic Day for schools hosted in partnership with the Canadian Olympic Committee activates the whole Olympic Oval and Olympic Experience. In the Museum Chris Spring, Team Canada Bobsleigh pilot and Olympian, shows off his specialized bobsleigh shoes. Olympic gold and silver medalist, Jennifer Heil gives talks to classes in the Legacy Suite and then signs autographs.

**PRCS - 143** 



Chris Spring, Team Canada Bobsleigh, shows off his specialized bobsleigh shoes at Annual Olympic Day, Richmond Olympic Oval.



Olympic gold and silver medalist, Jennifer Heil signs autographs at Annual Olympic Day, Richmond Olympic Oval.

"The chance to work at the newly-constructed Olympic Museum at the Olympic Oval was both an exciting and intimidating opportunity at first. I initially joined to learn more about the spirit of the Olympics and procure volunteer hours. From the day I started, I was met with a congenial family of staff and volunteers. Under their wings, it did not take long to grasp the mechanics of being a docent. As a tight-knit volunteer team, we offered service as tour guides, simulation operators, and theatre managers. It became a pleasure to share and hear stories from visitors all over the world who come to the Museum. Through the ROX, I got to meet several Olympians and was inspired by their stories of working towards the Olympic dream. It made me realize the potential for greatness we all have and the uniting effect the Olympics has on the world. Being a docent at the Olympic Museum has also taught me a lot about dealing with people and working efficiently and professionally in a light-hearted manner. I am proud to be a part of a servile team that advocates the spirit of the Olympics to people all over the world."

- Marco Ling, Volunteer

# Gulf of Georgia Cannery National Historic Site

The Gulf of Georgia Cannery National Historic Site of Canada is operated on behalf of Parks Canada by the local non-profit Gulf of Georgia Cannery Society. 2017 was a busy year for the site, with free admission offered at all Parks Canada parks and facilities in commemoration of Canada 150. Attendance increased by over 130%, with more than 132,000 visitors. Through its school and group programs, annual events, and public programming, the Cannery shares the story of Canada's West Coast fishing history, and the significance of the village of Steveston's role in the growth of BC's commercial fishing industry from its early beginnings in the late 1800s.



The Gulf of Georgia Cannery National Historic Site in Steveston village. Photo Credit: Gulf of Georgia Cannery Society

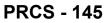
## **Exhibits and Special Projects**

In May 2017, a new feature exhibit *The Pull of Net: Commercial Fishing in Canada*, opened with a multicultural celebration commemorating the diverse cultures that were drawn to the allure of the fishing industry on both the east and west coasts of Canada. The exhibit features stories of both the cod fishery of the Atlantic coast, and BC's salmon fishery, and how they helped to shape Canada's cultural identity; a fitting theme for Canada's 150<sup>th</sup> anniversary of Confederation. The exhibit will remain on display until spring 2019.

The new Oral History Database was launched in March 2017, developed with support from the Government of Canada's New Horizons for Seniors Program. Interviews with seniors who worked in the West Coast fishing industry were digitally recorded and uploaded onto an online database. A temporary exhibit sharing some of the stories and access to the database is on display in the Cannery until spring 2018.



The 2017-2019 feature exhibit at the Cannery, *The Pull of the Net: Commercial Fishing in Canada.* Photo Credit: Jessie Hebert





Over 1,500 people attended the exhibit opening celebration for *The Pull of the Net*, which featured performances by local community groups, including a Lion Dance by the Northern Shaolin Traditional Martial Arts Club. Photo Credit: Jessie Hebert

## **Program and Event Highlights**

The Cannery's educational programs feature the big ideas and core competencies found in the newest social studies, science, and First Nations studies in BC's curriculum.



The Cannery currently offers six programs for Grades K to 8, in addition to guided tours of the canning line and machine demonstrations for older grades and adults. Photo Credit: Parks Canada



Oral History Database exhibit in a temporary alcove, on display until spring 2018. Photo Credit: Jessie Hebert

In 2017, the Cannery continued the tradition of seasonal family events, including a three-day Easter weekend, Spring Break, and Halloween. Other events presented in partnership with community organizations included National Aboriginal Day (Pathways Aboriginal Society), Pirate Weekend (Shady Isle Pirates), Canada Day (City of Richmond and Steveston Salmon Festival), and Festival of Trees (Steveston Merchants Association). A dedicated group of Society volunteers are always crucial to the success of these events; 2017 saw over 4,600 volunteer hours to help with these and other Society endeavours.



National Aboriginal Day in Richmond, presented by Pathways Aboriginal Society. Photo Credit: Gulf of Georgia Cannery

# **Statistics**

## Attendance

## Britannia Shipyards National Historic Site

• 169,272 visitors

## London Heritage Farm

7,407 visitors

## **Richmond Museum**

34,400 visitors

## **Steveston Interurban Tram**

• 43,050 visitors

## **Steveston Museum**

• 37,200 visitors

## The Richmond Olympic Experience

• 29,632 visitors

## Volunteers

## Britannia Shipyards National Historic Site

• 6,612 hours

### London Heritage Farm

• 1,642 hours

### **Richmond Museum**

• 4,268 hours

### **Steveston Interurban Tram**

• 731 hours

### **Steveston Museum**

1,282 hours

## The Richmond Olympic Experience

• 9,982 hours





## **Report to Committee**

Director, Arts, Culture and Heritage ServicRe:2017 Richmond Film Office Annual Report			Vol 01
From:	Jane Fernyhough	File:	08-4150-09-01/2018-
То:	Parks, Recreation and Cultural Services Committee		March 7, 2018

#### **Staff Recommendations**

- That the staff report titled "2017 Richmond Film Office Annual Report", dated March 7, 2018, from the Director, Arts, Culture and Heritage Services, be received for information; and
- 2. That a communications plan be developed and implemented to provide ongoing information to the public about the level of filming activity within Richmond and its benefits to the community.

CM Fenvice Peri

Jane Fernyhough Director, Arts, Culture and Heritage Services (604-276-4288)

REPORT CONCURRENCE				
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER		
Finance Division Economic Development Corporate Communications	R 2 2 2	Gran		
REVIEWED BY STAFF REPORT / Agenda Review Subcommittee	INITIALS:	APPROVED BY CAO		

#### Staff Report

#### Origin

In 2007, Council adopted an official Richmond Film Strategy, which resulted in the establishment of a dedicated film office. One of the key mandates of the Richmond Film Office is to provide a "one stop shop" resource for film productions, as well as provide centralized services to Richmond businesses and residents affected by filming.

The purpose of this report is to provide an overview of the 2017 film activity in the City, as well as to advise of early indicators for 2018.

#### Background

The Major Events and Film section oversees the production of major events and facilitates filming activities in Richmond; the Richmond Film Office is a function within that section. The office processes filming applications, provides permits for filming activity on City-owned properties and assists with location scouting within the City. Staff facilitates all City services required for filming and coordinates invoicing for those services; the most common services include policing, staff liaisons, location rentals and use of city streets.

A core initiative of the Richmond Film Office is to liaise with film industry and community stakeholders on film-related matters in order to promote the growth of Richmond's Film Sector. The key objective of these efforts is to attract production crews to shoot on location in Richmond on both public and private property.

This report supports Council's 2014-2018 Term Goal #8 Supportive Economic Development Environment:

*Review, develop and implement plans, policies, programs and practices to increase business and visitor appeal and promote local economic growth and resiliency.* 

8.2. Opportunities for economic growth and development are enhanced.

#### Analysis

This past year was another busy year for filming in Richmond with a considerable amount of revenue and number of filming days. In contrast to 2015 and 2016, the focus for 2017 was episodic television with a lower volume of feature films working in the City.

The productions filmed in Richmond for 2017 included:

- Feature Films: Ollie (Predator), Hard Powder, Psych the Movie, Overboard and Skyscraper.
- **TV:** Arrow, Beyond, Colony, Frequency, Hit the Road, Ice, iZombie, Legends of Tomorrow, Life Sentence, Lost in Space, One of a Kind, Once Upon a Time, Siren, Supernatural, The Crossing, The Hunt, The Magicians, Travellers and Unreal.

• **Commercials:** Air Canada, Toyota, Coast Capital Savings, Entyvio Pharmaceutical, Jaguar/Land Rover, Lucky Charms, Loblaws and Entyvio Pharmaceutical.

### Filming Revenue

\$391,725 in service and location charges were processed through the Richmond Film Office in 2017. The breakdown of revenue was as follows:

- \$138,679 in location rental fees (e.g., parks, heritage buildings, etc.);
- \$50,146 in street use and parking fees (revenue to Transportation and Bylaws);
- \$60,234 in various cost recoveries (e.g., staff time cost recovery, fire hydrant permits, special effects permits, etc.);
- \$86,497 to the Richmond RCMP Detachment; and
- \$56,169 to the Richmond Film Office for administration fees.

Total: \$391,725.00

As per the *Community Charter*, the City bills on a cost recovery basis for the majority of charges, however location rentals are billed at market rate.

Film revenue collected by the City in 2017 is lower than in 2016 mainly due to a City owned lot which was previously used for set builds not being available and renovations at two popular heritage sites (Britannia Shipyards and Minoru Chapel). However, the filming market remains strong in Richmond with at least two privately owned warehouses being converted into studio space for regular film activity and one city owned property being used as a studio temporarily.

A notable loss for Steveston in 2017 is the departure of the ABC television series Once Upon a Time. The show has shifted plots in its seventh season and the new setting is Seattle, which is now filmed elsewhere in Metro Vancouver. Once Upon a Time was a major player in the Richmond film market and filmed over 100 episodes in Steveston over six seasons. A number of shows express interested in filming in Steveston Village, and two (Siren and The Crossing) filmed regularly between July and December. Those shows have yet to air and potential renewals will be determined towards the summer.

Richmond continues to be a popular location due to its variety of locations, generally cooperative merchants and residents and the support of Council.

## Filming Days

Filming activity by total number of days:

Filming Days		g Days		
Year	Shoot Days	Prep/Wrap/ Hold Days	Comments	
2017	205	253	Included several major features filming for short periods of time in the City, and numerous TV productions.	
2016	276	291 Included one major feature filming on location in Stev Village, one feature filming on a property owned by t City and numerous on location film and TV production		
2015	189	380	Included two major blockbuster films which filmed on a property owned by the City and numerous other film and TV productions.	
2014	133	65	Included numerous feature films and TV productions.	
2013	147	52	Included one major blockbuster film which required a month of preparation.	

Within Richmond, there are many non-City owned locations used for filming including Steveston Harbour Authority, YVR, Metro Vancouver and the Gulf of Georgia Cannery. These locations and other private property owners are not obligated to report revenue or filming days to the City. As a courtesy, film production companies generally alert the Richmond Film Office regarding filming to ensure compliance with bylaws, to avoid any traffic or other conflicts in the area, and so that the filming can be included in City records.

In 2017, there were 158 days of filming managed by staff on City-owned property, 30 days of filming on Metro Vancouver property and 17 filming days at YVR.

### Economic Benefits of Filming

Each year the Canadian Motion Picture Association releases economic impact studies for at least one production filmed in BC. In 2017, a report on the impact of the Metro Vancouver filmed production "Arrow" was released. Highlights from that report include:

- 7,087 full time jobs created over five seasons
- \$360.8 million in direct production expenditures (within BC)
- \$4.3 million in wages for local crew and labour each season
- \$27.9 million on goods and services

While Arrow is not a regularly re-occurring show in Richmond, it does film in the city a few times each season. The report is a good example of the impact one local show can have on our economy.

According to Creative BC data, film production expenditures in BC were over \$2.7 billion in 2017, an increase of over \$500 million from 2016. In Richmond, beyond the revenue generated from City and public properties, filming continues to contribute significant direct and indirect revenue to local businesses and land owners.

Metro Vancouver has 2.5 million square feet of studio space and in 2017 virtually all of it was rented out to film productions. Productions are actively seeking warehouse space and converting them into temporary and permanent studios for filming. In 2017, at least two temporary warehouse conversions and one permanent warehouse studio conversion were constructed in Richmond.

The film sector is a major employer in the City with over \$27 million in wages earned by residents employed in 2016 (2017 data is unavailable). Film production unions are predicting higher numbers for 2017 as a result of increased filming activity in Metro Vancouver.

#### Forecast and Initiatives

The Canadian dollar remains low when compared to its American counterpart. The low dollar is a major incentive for American studios to film in Canada as the cost of producing becomes more cost effective. Film production in Metro Vancouver is at capacity in most areas and there is no indication of any slowdown occurring. There are several examples of productions previously working in other jurisdictions relocating to Metro Vancouver for both economic and practical reasons.

Staff continue to work strategically with Creative BC, neighboring municipalities and film industry representatives on a variety of initiatives including:

- 1. Ongoing involvement with the Community Affairs Task Force, a group comprised of municipal staff, union representatives and studio representatives dedicated to the discussion of matters affecting the community as a whole.
- 2. In an effort to be more user friendly to productions, staff are working with municipal counterparts towards streamlined regulations, fees and bylaws. A project is currently being brought forward by the Metro Vancouver Regional Prosperity Initiative regarding a form of centralised permitting processes. Staff have participated in one information session and concerns from several municipalities were raised about this initiative. The main issue raised was the potential misconception and challenges of implementing a "central permit". Each municipality will still need to work directly with productions to ensure availability of locations, proper insurance requirements, staffing requirements, intellectual property matters, street parking and other City specific matters. Staff will continue to monitor the project and ensure it aligns with the City's best interests.
- 3. Education initiatives for the public and industry professionals. Staff recently partnered with the Richmond Chamber of Commerce to produce an educational lunch event called "Big Screen Big Impact", which featured a "fireside chat" format with some of the film industry's biggest local players. The panel included Sandi Cooper, BC Film Commissioner; Kathy Gilroy, Producer, Once Upon a Time; Peter Mitchell, Chair of the

Motion Picture Industry Association of BC and president of North Shore Studios and Kendrie Upton, Director, Directors Guild of Canada BC. As a result of this event the film office has made additional contacts working in the City of Richmond, including a newly established Chinese language film studio.

Staff also participated as a guest speaker at local post-secondary film courses including BCIT and Vancouver Film School. The attendees at these courses are currently training to become film professionals, often in the locations departments and reaching out to them on matters such as filming protocols on location has proved very valuable.

## Financial Impact

None.

## Conclusion

Filming has increased steadily over the past few years and will continue to be busy in 2018. Filming is an important economic industry in the City. The financial impact through employment and fees for locations is significant and beneficial to the City.

Jodie Shebib Film and Major Events Liaison (604-247-4689)