



Parks, Recreation and Cultural Services Committee

Anderson Room, City Hall
6911 No. 3 Road

Tuesday, September 25, 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 July 17, 2018.*



NEXT COMMITTEE MEETING DATE

October 23, 2018, (tentative date) at 4:00 p.m. in the Anderson Room

DELEGATIONS

- PRCS-7** 1. (1) Robert Kiesman, Chair, and Cheryl Muir, Community Representative, Steveston Harbour Authority, to provide an update on the **Steveston Harbour Authority's activities**.
- PRCS-18** (2) Brenda Yttri, President, Steveston Community Society, to speak on the **Steveston Farmers and Artisans Market**.
- PRCS-20** (3) Kirstine Dickson, Co-Chair, Steveston Salmon Festival, to speak on the **Steveston Salmon Festival**.

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COMMUNITY SERVICES DIVISION

2. **COMMUNITY SERVICES SUMMER PROGRAMS FOR CHILDREN AND YOUTH 2018**

(File Ref. No. 11-7000-01) (REDMS No. 5950865 v. 26)

PRCS-22

See Page **PRCS-22** for full report

Designated Speaker: David Ince

STAFF RECOMMENDATION

That the staff report titled “Community Services Summer Programs for Children and Youth 2018” dated September 7, 2018, from the Director of Recreation Services, be received for information.

3. **VOLUNTEER MANAGEMENT STRATEGY 2018-2021**

(File Ref. No. 11-7375-01) (REDMS No. 5950036 v. 13)

PRCS-29

See Page **PRCS-29** for full report

Designated Speaker: Gregg Wheeler

- (1) *That the staff report titled “Volunteer Management Strategy 2018-2021,” dated September 7, 2018, from the Director, Recreation Services, be received for information; and*
- (2) *That the Volunteer Management Strategy 2018-2021, be adopted by Richmond City Council.*

4. **DRAFT RECREATION AND SPORT STRATEGY 2018-2023**

(File Ref. No. 01-0370-20-003) (REDMS No. 5883869 v. 11)

PRCS-102

See Page **PRCS-102** for full report

Designated Speaker: Elizabeth Ayers

STAFF RECOMMENDATION

- (1) *That the Draft Recreation and Sport Strategy 2018-2023, included as Attachment 1 of the staff report titled “Draft Recreation and Sport Strategy 2018-2023,” dated September 17, 2018, from the Director, Recreation Services, be adopted for the purpose of seeking stakeholder validation of the strategy; and*

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- (2) *That the Final Recreation and Sport Strategy 2018-2023, including the results of the stakeholder validation, as outlined in the staff report titled “Draft Recreation and Sport Strategy 2018-2023,” dated September 17, 2018, from the Director, Recreation Services, be reported back to the Parks, Recreation and Cultural Services Committee.*

5. **MANAGER’S REPORT**

ADJOURNMENT



Parks, Recreation and Cultural Services Committee

Date: Tuesday, July 17, 2018

Place: Anderson Room
Richmond City Hall

Present: Councillor Harold Steves, Chair
Councillor Ken Johnston (entered at 4:13 p.m.)
Councillor Carol Day
Councillor Bill McNulty
Councillor Linda McPhail
Mayor Malcolm Brodie

Also Present: Councillor Chak Au
Councillor Alexa Loo

Call to Order: The Chair called the meeting to order at 4:08 p.m.

MINUTES

It was moved and seconded

That the minutes of the meeting of the Parks, Recreation and Cultural Services Committee held on June 26, 2018, be adopted as circulated.

CARRIED

NEXT COMMITTEE MEETING DATE

September 25, 2018, (tentative date) at 4:00 p.m. in the Anderson Room

COMMUNITY SERVICES DIVISION

1. **RICHMOND ARTS STRATEGY PROGRESS UPDATE AND GUIDING PRINCIPLES**
(File Ref. No. 11-7000-01) (REDMS No. 5884951;5898820)

Parks, Recreation & Cultural Services Committee
Tuesday, July 17, 2018

It was moved and seconded

- (1) *That the Richmond Arts Strategy 2018-2023 Guiding Principles as detailed in the staff report titled “Richmond Arts Strategy Progress Update and Guiding Principles” dated June 13, 2018, from the Director, Arts, Culture and Heritage, be adopted; and*
- (2) *That the Guiding Principles as described in the staff report titled “Richmond Arts Strategy Progress Update and Guiding Principles” dated June 13, 2018, from the Director, Arts, Culture and Heritage, be used to guide the development of the Richmond Arts Strategy 2018-2023.*

CARRIED

2. **TAIT WATERFRONT PARK SCULPTURAL PAVILION PUBLIC ART CONCEPT**

(File Ref. No. 11-7000-09-20-129) (REDMS No. 5862866 v. 5; 5726535; 5862866)

It was moved and seconded

That the concept proposal, Wake, for the Tait Waterfront Park by Aaron and Christian Zenga, as presented in the report titled “Tait Waterfront Park Sculptural Pavilion Public Art Concept” dated July 9, 2018, from the Director, Arts, Culture and Heritage Services, be endorsed.

CARRIED

3. **COMMUNITY WELLNESS STRATEGY 2018-2023**

(File Ref. No. 01-0370-20-002) (REDMS No. 5881869 v. 10)

Discussion ensued with regard to using digital strategies and social media to promote public awareness of the Community Wellness Strategy.

It was moved and seconded

- (1) *That the Community Wellness Strategy 2018-2023, and companion documents, as outlined in the report titled “Community Wellness Strategy 2018-2023,” dated June 25, 2018 from the Director, Recreation Services, be adopted;*
- (2) *That staff report back at the mid-point and end of the implementation period of the Community Wellness Strategy 2018-2023, as outlined in the report titled “Community Wellness Strategy 2018-2023,” dated June 25, 2018 from the Director, Recreation Services; and*
- (3) *That the staff report be forwarded to the Council/School Board Liaison Committee.*

CARRIED

Cllr. Johnston entered the meeting (4:13 p.m.).

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Discussion ensued with regard to fishing at the Imperial Landing Docks, and as a result, the following **referral motion** was introduced:

It was moved and seconded

That staff review the fishing activities, boating safety and vehicle parking at the Imperial Landing Docks and report back.

CARRIED

4. **MANAGER'S REPORT**

Opening of Aberdeen Park

Paul Brar, Manager, Parks Programs, noted that the official opening of Aberdeen Park will be on July 19, 2018 and that there will be on-site activities scheduled in the evening.

ADJOURNMENT

It was moved and seconded

That the meeting adjourn (4:15 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, July 17, 2018.

Councillor Harold Steves
Chair

Evangel Biason
Legislative Services Coordinator

Steveston Harbour Authority Presentation to the Parks & Recreation Committee

September 25, 2018

Robert Kiesman, Board Chairman

Cheryl Muir, Director - Community Groups Representative



Steveston Harbour Authority's Vision

To strengthen our position as the largest commercial fishing harbour in the country by becoming the hub of the fishing industry in BC.



Dredging of Cannery Channel

- \$1.35 million dredging project in Cannery Channel is now underway.
- Jointly funded by Port of Vancouver, SHA, City of Richmond and Province of BC
- Estimated completion: February 2019



Community Leaders Committee

In 2017, the SHA established a committee of leaders to discuss SHA plans and projects in detail.

- DFO
- Steveston-Richmond MLA
- Mayor Brodie, Crs. Steves and Day
- Musqueam Indian Band
- Gulf of Georgia Cannery Society
- Steveston Historical Society
- Steveston Merchants
- Steveston Community Society



Two Distinct Sites: Paramount & Gulf

- Development of the Paramount Site includes **larger-scale, high revenue generating industrial projects** and core services for the fishing fleet.
- Development of the Gulf Site will focus on publicly accessible secondary services for the fishing fleet that will enhance and **complement the maritime heritage character** of Steveston Village.



Gulf Site: Recent and Current Projects

- 70 tonne travel lift & infrastructure
- \$6 million world-class ice plant



Gulf Site: Recent and Current Projects

- Organic Oceans' seafood packaging & distribution facility
- Major step for the industry in trend towards value-added products in Canada



Gulf Site: Recent Projects

\$14 million infrastructure project with DFO is largely complete, including new fish sales float and drive down ramp on Third Avenue.



Gulf Site: Future Projects

- Net-making and net repair building adjacent to the dyke.
- Windows along the south side of building so the public can view the net-making and repair.
- First big step in tying the industrial and public/tourist strands of our vision for Steveston Harbour.



Gulf Site: Future Projects

- Skipper Otto's Community Supported Fishery processing facility at Seventh Avenue.
- Small processing – tasting room – public access.



Proposed Sixth Avenue Archway Entrance

The new archway at the fish sales float has been a tremendous success.

The SHA would like to erect an archway at the entrance to the Gulf Site at Sixth Avenue:

- Definitive entry point
- Catalyst for future projects
- “Stamping” the site as fishing-marine based.

Collaboration with City, community, DFO and First Nations.



**Steveston Farmers and Artisans Market (SFAM)
Report to Parks and Recreation Committee
September 25, 2018**

Our SFAM Committee would like to move the market in May, 2019 to a location where it can grow and where our community would prefer to see it located.

Alan Sakai and Brenda Yttri met with Gregg Wheeler and Ross Sakai several times before the 2018 Market to see if we could find a location that would work. We looked at many different sites and it was determined by the city that none of them would work due to mainly to traffic and safety issues, and resident and merchant complaints. While we only had a few merchants and residents concerned about the location, it was enough in city staff's mind to stop the process and we understand it would be ideal to keep everyone happy.

Another big stumbling block was the need for Traffic Control People which could cost us up to \$50,000.00. We simply do not have the budget for this amount. We would not be able continue holding the market if we lose money due to this expense.

We have considered Garry Point but feel it would be better situated on Moncton. We feel we could hold it partially on Moncton and partially on a cross street like 1st or 2nd Avenue.

Our focus is to give our community, our visitors, and the vendors a market that can expand and be situated in a more ideal location. The current location was only chosen because we needed to find a short term solution quickly after we were turned down for any other favourable locations.

Our farmers market is very popular and is something we should always be trying to improve. We are very proud to have a regular seasonal event like this that supports our local farmers. We are strong believers in buying local and by providing this market, our community is able to buy a variety of local items in their own backyard and bring them home to their families. The majority of the merchants want the market in the village to support this ideal as well and we feel those few not on board would soon realize the benefits.

We are asking that you consider helping to fund the cost of the Traffic Control People so we can safely move into the village. We would find the most favourable location where merchants and residents are on board.

Respectfully submitted,
Brenda Yttri
President, Steveston Community Society

**Steveston Salmon Festival Committee Report to
Parks and Recreation Committee
September 25, 2018**

The most important thing the Salmon Festival and Steveston Community Society would like to see going forward is that our 73 year history and traditions remain in place. We want to make sure our brand is not lost in another event that is running parallel to ours. The biggest hurdle we have seen with this is the confusion from the public with what is where, who is running what, and why two events!?

A very big part of our festival is our main stage. Having two main stages in the village for the past two years has caused much confusion, having people waiting at the wrong “main stage”, as well as competing acts on at the same time. We do not think there should be two that day. We would like to have one main stage, situated where we had ours last year, adjacent to our parking lot. We would like to collaborate with city staff on an evening line up that complements our own and work together to put this on. This will give people a central place to be until the fireworks begin.

We envision that the main stage would provide entertainment up until the fireworks. We would like to discuss partnering with city staff to work on what the event will look like after 5 p.m. when the main Salmon Festival Events end. We feel it is important to keep the public entertained and fed until the fireworks and would be happy to collaborate with what that could look like.

We also wish to continue our Kid’s Zone and our children’s stage situated on the other side of the street in the baseball diamond. We are working on further improvements to our children’s festival with more activities and placing flooring over the dusty baseball field. We would like to see one central kid’s area and make this an even bigger draw than last year, as the newer location and moving our children’s stage there was very well received.

We would like to see the street closure on Moncton go much later so we can have entertainment etc. bridging both parking lots, as well as to keep it safe for festival goers until the start of the fireworks.

We are working on attracting more floats and bands to our parade. We also will be changing what type of entries we will be accepting because we want to tighten up the parade. We are also looking at adding an elevated stage area at the corner of No.1 and Moncton where an announcer can describe each entry so the crowds know more about what they're seeing.

Our goal is to improve our event every year by listening to what our community wants. We are financially stretched to run this festival and come out ahead so we can put money back into the event and projects such as our playground. We would appreciate discussing some monetary assistance. This is the largest event in Richmond which attracts of between 80,000 to 100,000 people. This festival has grown and been so successful due to our hard working volunteers who put in countless hours to get this right. The Steveston Salmon Festival truly is one of the best examples of what volunteers provide for our community and Richmond as a whole.

We are not sure that running two separate events side by side may be the most efficient way to do this and may be somewhat redundant. We would be more than happy to partner with the city further than we are at present to continue making the Seveston Salmon Festival such a great event. We welcome the opportunity to discuss this further with you.

Respectfully submitted,
Kirstine Dickson and Brenda Yttri
Co-Chairs, Steveston Salmon Festival



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services Committee **Date:** September 7, 2018

From: Elizabeth Ayers, Director, Recreation Services **File:** 11-7000-01/2018-Vol 01

Re: **Community Services Summer Programs for Children and Youth 2018**

Staff Recommendation

That the staff report titled "Community Services Summer Programs for Children and Youth 2018" dated September 7, 2018, from the Director of Recreation Services, be received for information.

Elizabeth Ayers
 Director, Recreation Services
 (604-247-4669)

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

Staff Report

Origin

This report provides Council with a review of Community Services summer programs taking place in 2018. The report outlines the scope of services provided to children and youth including the number of programs, participation numbers, and the impact on individuals and the community.

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.*

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

Analysis

Community Services, in cooperation with community partners, offers a wide range of summer programs and events for children and youth throughout the community. The summer season offers unique opportunities for programming: children and youth are out of school, warmer days allow for a wide variety of activities, outdoor pools and school facilities are available, and longer hours of daylight allow for late afternoon and early evening programming. Young adults and youth are also available to work and volunteer in programs in the community.

Children and youth can take part in a variety of opportunities including registered programs such as daycamps or instructional programs, drop-in activities which do not require registration, free programs, and community events.

These programs and events not only provide interesting and fun experiences for participants, but provide children and youth connections in the community and reinforce a sense of belonging. The programs and activities not only reflect Council's Term Goals, but are part of the implementation of the Wellness Strategy and Youth Strategy. Programs increase the level of physical activity, and support healthy eating among participants. The registration numbers indicate the popularity of summer programs for children and youth in Richmond.

Registered Programs

Virtually all facilities and many parks are utilized for registered programs and are supervised by skilled leaders.

Through the various activities, participants gain new skills throughout the summer and increase their awareness of the recreation opportunities available in Richmond. Through program activities, children and youth practice active living skills that promote wellness such as:

- Physical literacy;
- Teamwork and problem solving;
- Learning new skills and hobbies;
- Nature and outdoor appreciation.

Through social engagement these opportunities help promote tolerance and understanding among children and youth from varying backgrounds. By developing new friendships and connections in the community participants develop a stronger sense of community and belonging.

Participants either register for daycamps, which generally occur on a daily basis throughout each week, or programs which usually occur once a week on a weekly basis.

The following table lists participation in 2017 and 2018 registered summer programs.

Year	Total Registrations	Daycamp Registrations	Other Program Registrations
2017	28,896	12,051	16,845
2018	29,709	12,303	17,406

Daycamps provide a variety of activities during the summer. Specialized daycamps serve a particular interest area such as a junior archeology camp, digital animation camp, or the skateboard and scooter camp. Other daycamps provide a variety of activities throughout the week, incorporating sports, games, crafts, and team building skills.

The following table lists participation in other registered program types. Swimming lessons, arts programs, and sports programs receive the most registrations.

Program Area	2017 registrations	2018 registrations
Aquatics- swimming lessons	6,395	6,450
Arenas – skating lessons	815	916
Arts – dance, music, visual arts (drawing, painting), performing (voice, theatre)	3,463	3,757
Computers, Technology and Social Media	151	130
Cooking	458	447
General Interest - including Heritage programs	654	787
Martial Arts	592	636

Program Area (continued)	2017 registrations	2018 registrations
Nature and Science	611	491
Outdoors (hiking, water sports)	167	88
Racquet Sports (tennis badminton)	829	809
Sports/Fitness/Health-physical literacy, sports instruction (e.g. basketball, soccer, baseball, golf), group exercise	2,710	2,895
Total	16,845	17,406

Drop-in Opportunities

In addition to structured programs, drop-in opportunities are available for children and youth. The Summer Swim and Skate Pass offers unlimited swimming at all pools and skating at the Richmond Ice Centre. Youth also take advantage of fitness centres and fitness activities at community centres.

The following table lists swim, skate and fitness attendance in 2018:

Year	Summer Swim and Skate Pass visits	Single admission and monthly pass use at Pools and Arenas	Youth visits to fitness centres
2017	19,726	28,067	9,146
2018	17,464	24,078	10,004

Cultural facilities including the Richmond Art Gallery, Richmond Museum, Steveston Museum, Britannia Shipyards and the Steveston Interurban Tram, offer opportunities for families to visit daily in the summer. Through these experiences and programs, children and youth become aware of the history and diversity of Richmond.

Free Programs

Weekly, 13 free drop-in programs are offered in neighbourhood parks throughout the City. In addition, programs are offered in selected housing complexes where the programs contribute to the asset development of children and youth residing there. These programs typically include games, an art activity and active play. Activities take advantage of playgrounds and fields in parks, and unique features such as water play features in Lang and King George parks. Especially in preschool programs, there is often information regarding health and parenting of young children.

The programs occur throughout the day and early evening, giving working parents an opportunity to participate with their children. Typically parents arrive with their children and depending on the age of their children, they often stay. This provides the opportunity for families to get to know each other, which leads to more resilient and stronger neighbourhoods.

The Art Truck's summer programs provide free drop-in classes through partners such as the Richmond Public Library, Richmond Centre for Disability and the Thompson Community Centre. The Art Truck provides high quality arts experiences in neighbourhoods as it comes with trained staff and a variety of arts supplies.

Throughout the summer, localized neighbourhood events are offered. Some events are designed specifically for children and youth while others are meant to serve families. Events include:

- Concerts in the Park – local musicians entertain families while activities are provided for children;
- Weekly Theme Days – such as Hula Hoop in the Park, and Art in the Park;
- Outdoor movies appealing to children and families; and
- Special events such as West Fest (Hugh Boyd Park), Block Party (South Arm Park), Community Picnic (Thompson Park), and Barbeque in the Park (Steveston Park).

These special events provide opportunities for residents to enjoy and participate in activities which reflect the character of their neighbourhoods.

At special events, the Youth Street Team and Physical Literacy Team provide a wide range of activities which are not only fun, but provide opportunities to learn new skills and make connections in the community. This summer the Physical Literacy team:

- Attended 28 community events and programs;
- Provided leadership, activities, and experiences for 3,600 children; and
- Interacted with 2,500 parents about the importance of physical literacy and wellness.

Free opportunities for youth included:

- Friday evening drop-in programs featuring theme nights, physical activities, games and food;
- Coding clubs which assist youth in developing websites; and
- Open gym times for youth to play basketball, badminton and other sports with friends.

Summer also provides the opportunity for children and youth to make use of Richmond's parks, playgrounds and trails for a variety of physical activities.

Inclusion

Providing meaningful recreation opportunities for children and youth with challenges and diverse needs is a focus of summer programs. Although the situations are complex and challenging, there are successes. One to one support for participants is provided by day camp staff, as well as with the assistance of external agencies, such as the Supported Child Development Program through Richmond Society for Community Living. This support provides opportunities for children to participate in day camp programs, in some cases for the first time.

As participants interact with others who may have unique needs, this reinforces the concept of shared responsibilities and caring for others in the community.

Staff and parents have provided positive feedback about the strides individual children have made in skating and swimming programs as staff work with families to improve their children's physical and social well-being.

The Recreation Fee Subsidy Program reduces barriers for children and youth, facilitating their participation in summer programs.

Work and Volunteer Opportunities

Richmond's Volunteer Strategy guides volunteer initiatives in Richmond. Summer programs provide meaningful work experience for more than 300 paid and volunteer staff. Each facility conducts training sessions and a group training workshop is held prior to the beginning of programs, so that all staff and volunteers have a common approach to delivering services. Volunteers are an essential part of programs, as they assist staff in a wide range of duties, while learning skills that have proven to be invaluable in future careers. Volunteers also interact directly with children and youth, encouraging participation in activities. This summer, 175 volunteers contributed 6,000 hours of volunteer time.

Volunteers gain new skills, while providing an example of service to participants and parents of how to contribute to strengthening neighbourhoods and community.

Impact of Summer Programs

The impact of programs on children and youth is demonstrated by some of the following responses from parents, and observations by staff:

- From an Aquatics staff person regarding a child with a physical disability who participates in an adapted swimming program:

"[He] lives for our adapted classes as it is a place where he can truly shine and push himself to his maximum potential."

- From a parent in a Community Centre day camp program speaking about how soundly her child sleeps:

"...because she's tired after all the fun at the camp!"

- From a summer leader at a neighbourhood park:

"Parents have told me how much they appreciate our staff coming to the park and engaging with the families and kids in the community – the kids really look forward to coming and playing with us."

- From the parent of a child who initially had challenges during the skating portion of a day camp:

“The instructors were attentive and caring with teaching her. They helped her stay on her feet and learned to skate rather quick! I was shocked at her progression as she is a [hesitant] at times...from then on we knew she fell in love with ice skating.”

- From a parent of a child in the museum explorers camp:

“Wonderful experience. My son loves this program very much. He will come back for sure. Thank you!”

- From a community member after an evening musical event organized by a community centre:

“I wanted to send you both a big thank you for planning such a great community event. It truly was a night I will never forget, [it] provided such a great community gathering where I connected with new and old friends.”

Financial Impact

None

Conclusion

Community Services summer programs, offered in partnership with community partners, provide meaningful recreation and cultural opportunities for children and youth and provide positive work experience for staff and volunteers.

The benefits of these opportunities impact both individuals and the community. For children and youth, the benefits include improved health outcomes, mastering new skills, and reducing loneliness. The friendly and caring attitude of staff and volunteers make programs welcoming, and give children and youth a sense of belonging and community. As a whole, Richmond benefits as these programs build community among neighbours, and build strong and healthy children and youth. This results in a healthier and more resilient community.



David Ince
Manager, Community Recreation Services
(604-247-4930)



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services
Committee

Date: September 7, 2018

From: Elizabeth Ayers
Director, Recreation Services

File: 11-7375-01/2018-Vol
01

Re: Volunteer Management Strategy 2018-2021

Staff Recommendation

1. That the staff report titled "Volunteer Management Strategy 2018-2021," dated September 7, 2018, from the Director, Recreation Services, be received for information.
2. That the Volunteer Management Strategy 2018-2021, be adopted by Richmond City Council.

BAyers

Elizabeth Ayers
Director, Recreation Services
(604-247-4669)

Att. 1

REPORT CONCURRENCE		
ROUTED TO:	CONCURRENCE	CONCURRENCE OF GENERAL MANAGER
Arts, Culture & Heritage	<input checked="" type="checkbox"/>	<i>[Signature]</i>
Community Social Development	<input checked="" type="checkbox"/>	
Parks Services	<input checked="" type="checkbox"/>	
Recreation Services	<input checked="" type="checkbox"/>	
Emergency Programs	<input checked="" type="checkbox"/>	
Environmental Programs	<input checked="" type="checkbox"/>	
REVIEWED BY STAFF REPORT / AGENDA REVIEW SUBCOMMITTEE	INITIALS: <i>CS</i>	APPROVED BY CAO <i>[Signature]</i>

Staff Report

Origin

The draft 2018-2021 Volunteer Management Strategy was presented to the Parks, Recreation and Cultural Services Committee at the Tuesday, March 27, 2018, meeting for endorsement from the Committee for the purpose of seeking stakeholder feedback on the strategy.

The purpose of this report is to present the final Volunteer Management Strategy 2018-2021 for Council's endorsement. This report will highlight the steps that were taken to solicit feedback from stakeholders on the strategy, and summarize the key feedback received.

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

- 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:

- 5.2. *Strengthened strategic partnerships that help advance City priorities.*

Analysis

Background

As detailed in the report to the Parks, Recreation and Cultural Services Committee dated March 13, 2018, staff have updated the original 2007-2012 Volunteer Management Strategy that has guided the City of Richmond's volunteer management processes and systems for the past decade. The strategy was originally intended to provide direction until 2012. The objectives and goals of the strategy and the nature of volunteerism have allowed the strategy to provide direction beyond the intended five year life span of the strategy.

With the continued success of the Volunteer Management program, staff felt it was time 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 Volunteer Management Strategy 2018-2021 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 (Attachment 1 –Volunteer Management Strategy 2018-2021).

The spirit of volunteerism can be found throughout Richmond including schools, not for profit social service providers, faith based groups, service clubs and others who each contribute to Richmond's vibrancy.

Stakeholder Feedback

With the Parks, Recreation and Cultural Service Committee's endorsement of the draft strategy, staff contacted over 30 partner agencies and organizations and provided them with copies of the strategy and a comment form to solicit their feedback on the updated strategy. Each of the organizations that were contacted by staff rely on volunteers to offer and implement their programs and services for Richmond residents.

Of the groups contacted, staff presented or met with approximately 18 partner Richmond organizations or committees which represent multiple organizations. The 18 partner organizations included: the Richmond School District No. 38 through the City of Richmond and Richmond School District Council Liaison Committee, Richmond Olympic Oval staff, Richmond Arenas Community Association, Richmond Communities along with Richmond Cares Richmond Gives, Richmond Sports Council, the Richmond Arts Coalition and London Heritage Farm.

As a result of the 18 presentations made by staff, a variety of feedback was received regarding the strategy. This included a combination of written feedback from 11 of the above organizations, along with verbal suggestions and feedback on how to improve the strategy by others.

The feedback received from various organizations and groups was positive and appreciative of the draft strategy and its five initiatives. A few individual organizations provided specific feedback related to the strategy around the role that the City of Richmond plays in the overall management of volunteers, compared to other organizations and groups that are not partners with the City of Richmond but nonetheless provide valuable volunteer opportunities for Richmond residents.

As a result of the feedback, staff have updated the content to reflect the scope and reach of the work the City does in relation to volunteer services, and how it supports both partner and non-partner Richmond based volunteer organizations. Additional information is included to recognize the work that other organizations beyond the City of Richmond and its partner agencies do in the area of volunteer management in Richmond.

Next Steps

With the endorsement of Richmond City Council, staff will begin integrating the strategy's actions into annual work plans. The strategy's five initiatives are:

1. eCoordinator Capacity Building;
2. Volunteer Capacity Building;
3. Volunteer Appreciation;
4. Promotion, Awareness and Communication; and
5. Software System Improvements.

The strategy details actions associated with each of the five strategic initiatives, and a logic model that contains an implementation and outcomes evaluation plan. Each of the initiatives is detailed using a matrix to evaluate the various priorities, key questions directing the work staff

does along with a time frame for evaluating the various outcomes of the initiatives. From the logic model's matrix staff will draw upon the initiatives details to ensure measureable progress is made on the strategy.

As part of the evaluation process, staff will present an update to Richmond City Council at the halfway point in the life of the strategy along with a summary of the successes of the strategy at the end of the implementation period.

Initial Implementation

As an outcome of the meeting with the Richmond Council School Board Liaison Committee, staff from both organizations will be meeting this fall to explore additional opportunities for students to become more active as volunteers in the community.

Staff have begun working with coordinators from various divisions and partner agencies to organize a training manual to help volunteers understand their role in volunteering with the City of Richmond and its various partners in delivering programs and services to the community.

This past spring staff worked in partnership with Richmond Cares, Richmond Gives to coordinate the promotion of National Volunteer Week, which is held each year in April. All of the promotional material that was developed for Volunteer Week this year had Richmond Cares, Richmond Gives and the City of Richmond's logos on them. This material will be used again next year by both organizations to promote the importance of volunteerism in Richmond. The City of Richmond also provided support to Richmond Cares, Richmond Gives for their *Volunteer are Stars* awards event.

Financial Impact

Many of the actions identified within the five initiatives can be accomplished with existing resources. Staff will work with community partners in the sharing of resources related to volunteer recognition and training where applicable.

Conclusion

Through reaching out to various community partners, staff strengthened the Volunteer Management Strategy 2018-2021 to ensure that the five strategic initiatives and action items detailed in the strategy will be impactful. The stakeholder consultation has allowed staff to hear from a diverse cross section of community groups and partners who rely on the services of volunteers to provide programs, services and events to the community. The consultation process has also helped to ensure that the strategy reflects the roles and responsibilities of various partner groups that the City of Richmond works with.

September 7, 2018

- 5 -

A handwritten signature in black ink, appearing to read "Gregg Wheeler". The signature is fluid and cursive, with the first letter "G" being particularly large and stylized.

Gregg Wheeler
Manager, Sport and Community Events
(604-244-1274)

Att. 1: 2018-2021 Volunteer Management Strategy: Engaging and Supporting Volunteers for a
Vibrant, Connected City

City of Richmond

Volunteer Management Strategy 2018–2021

Engaging and Supporting Volunteers for a Vibrant, Connected City



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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.

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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. The spirit of volunteerism can be found throughout Richmond as various community groups, faith communities, non-profits, educational institutions, charitable organizations along with Richmond Cares, Richmond Gives, all provide a wide variety of volunteer opportunities.

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 *Volunteer Management Strategy 2018–2021: 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 Volunteer Management Strategy 2018–2021 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 Volunteer Management Strategy 2018–2021 specifies these actions and incorporates a logic model, 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 community¹ 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 *Volunteer Management Strategy 2018–2021: Engaging and Supporting Volunteers for a Vibrant, Connected City* (VMS 2018–2021) 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 affiliate² staff who work closely with volunteers.



¹ CNIB. (2017). *Strengthening Communities Through Volunteer Program Development: Culture of Volunteerism – Manual*, 1–33.

² The City of Richmond’s Community Services supports a variety of different organizations and groups through its volunteer management systems and processes. 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



Richmond's population continues to grow with a high influx of new residents born outside of Canada. Richmond is known for its rich ethnic diversity. A majority of Richmond residents (70%) self-identify as a visible minority. This is the highest proportion of any municipality in BC and the second highest in Canada. Many languages are spoken in Richmond.

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 VMS 2018–2021 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.

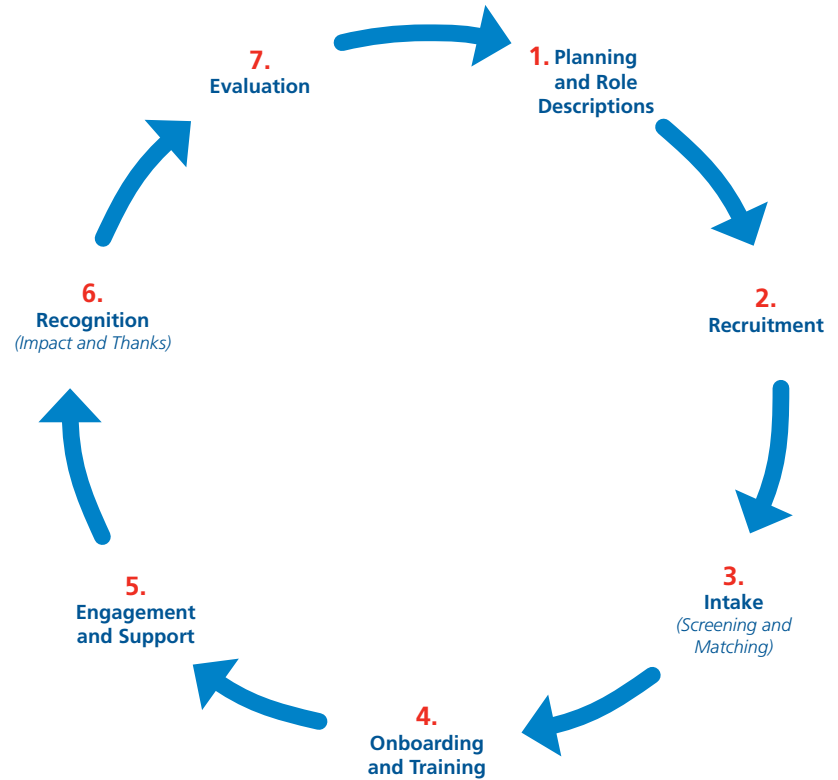
4.1 Trends and Shifts in Volunteer Practices

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.³

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 a 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.⁴

³ CNIB. (2017). Strengthening Communities Through Volunteer Program Development: Culture of Volunteerism – Manual, 1–33.

⁴ CNIB. (2017). Strengthening Communities Through Volunteer Program Development: Culture of Volunteerism – Manual, 1–33.

Today's Volunteers

Developing the Volunteer Management Strategy 2018–2021 (VMS 2018–2021) 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/thank 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 VMS 2018–2021 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 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 events-based. 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 percentage 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 Volunteer Management Strategy 2018–2021 and City Objectives

The Volunteer Management Strategies development has been led by the Community Services Division. 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 VMS 2018–2021 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 VMS 2018–2021 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, including 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 VMS 2018–2021 contributes to developing a vibrant City, as it supports volunteers' involvement in many avenues of community development and legacy building.

The VMS 2018–2021 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 VMS 2018–2021 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 VMS 2018–2021 complement each other as the SDS is committed to implementing and monitoring the VMS 2018–2021, collaborating and establishing partnerships and engaging and empowering the community, while the VMS 2018–2021 contributes to developing an inclusive, engaged, and caring community.

Other City strategies to which the VMS 2018–2021 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 VMS 2018–2021 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. 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 Volunteer Management Strategy 2018–2021 (VMS 2018–2021), 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 eCoordinators⁵).

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.



⁵ eCoordinators are trained City and partner staff who use their own facility/program staff portal of the City volunteer management system.

7. 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.

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.

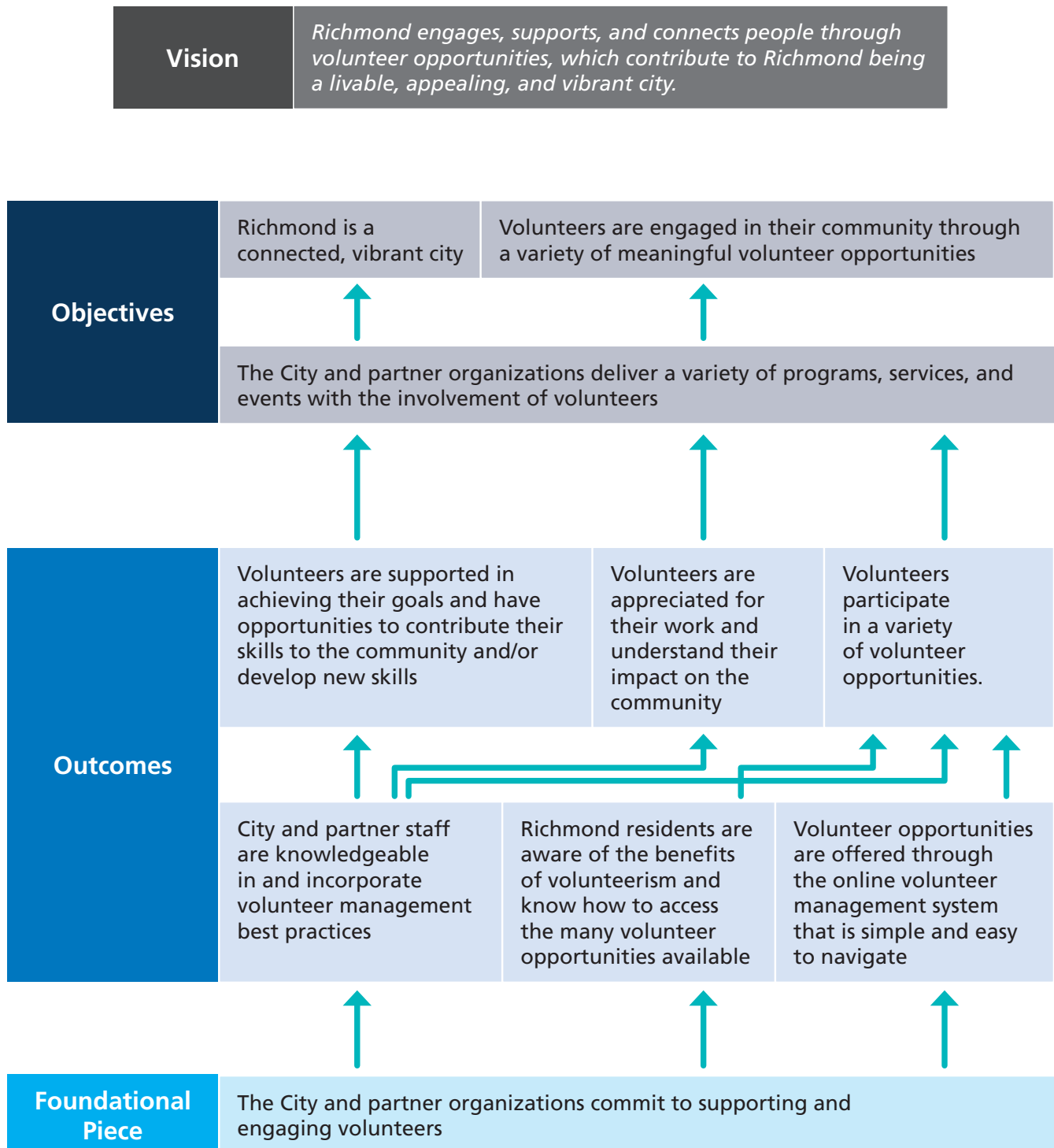
Objectives 1, 2, and 3 are interrelated and dependent upon each other. Figure 2 below, is a high level diagram that illustrates the relationships and the key components required to achieve the objectives. The diagram also depicts the foundational piece upon which the objectives rely, as well as anticipated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



Figure 2: Objectives and Key Components



9. Strategic Initiatives

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

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.

eCoordinator Capacity Building

Actions	Desired Outcomes	Objective(s)
<ol style="list-style-type: none"> 1. Develop a centralized online resource centre for eCoordinators. To include (but not limited to): <ul style="list-style-type: none"> • Policies; • Procedures; • Event toolkit/checklist; • Expectations; • Etiquette/customer service; • Software troubleshooting. 2. Implement bi-monthly eCoordinator workshops. <ul style="list-style-type: none"> • Meetings to provide updates and a forum to share knowledge, resources, discuss common issues, and mentor one-another. 3. Develop leadership opportunities for eCoordinators. 	<p>Resources are available to support eCoordinators' in their work with volunteers.</p> <p>eCoordinators share ideas and resources, and mentor each other.</p> <p>eCoordinators develop as leaders and become champions for volunteerism.</p>	<p>Volunteers are engaged in their community through a variety of meaningful volunteer opportunities.</p> <p>Richmond is a connected, vibrant city.</p>

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 quality 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 and their respective organizations 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 work with partners to 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 including training and mentoring that meet the needs of different groups of people in Richmond. This involves developing more opportunities for families with children, corporate or group volunteer opportunities, older adults, 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 style="list-style-type: none"> 1. Develop volunteer leadership opportunities and support volunteers in creating their own volunteer experiences. 2. Offer volunteer development opportunities for a wide range of ages, skill levels, and interest areas. 3. Create inclusive volunteer opportunities especially for students, families with children, corporations and groups, and people with special needs. 4. Connect individuals to appropriate opportunities in an area of interest. 	<p>eCoordinators have the support, capacity, and tools to initiate, develop, and offer a continuum of volunteer leadership development opportunities.</p> <p>Volunteers feel their needs are considered and met.</p> <p>Volunteer development workshops and training courses are offered.</p> <p>There are a variety of inclusive volunteer opportunities.</p> <p>Volunteers are able to provide their skills and leadership to the community through these opportunities.</p> <p>Volunteers have positive experiences.</p>	<p>Volunteers are engaged in their community through a variety of meaningful volunteer opportunities.</p> <p>Richmond is a connected, vibrant city.</p>



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.

Volunteer Appreciation

Actions	Desired Outcomes	Objective(s)
1. Develop recognition protocol with partners that identifies recognition activities and roles of the City and partner organizations.	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.
2. Plan and execute an annual volunteer recognition event(s) in conjunction with partner organizations.	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 volunteers.
3. Recognize volunteers throughout the year.	There is good volunteer retention/ volunteers continue to invest in their community.	
4. Develop and submit a budget request with funding rationale to support volunteer development and recognition events and activities.	Resources and capacity are available to provide recognition to volunteers.	

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 style="list-style-type: none"> Develop and implement a volunteer promotion, awareness, and communications plan for internal and external audiences. <ul style="list-style-type: none"> Actions to include in the plan: <ul style="list-style-type: none"> Promoting the <i>I Can Help</i> website and opportunities; Creating awareness of benefits of volunteering; Communicating the process of becoming a volunteer and services available. Work with RCRG to promote volunteerism and share volunteer resources as appropriate. Explore further synergies with other Richmond-based organizations to promote additional volunteer opportunities and resource sharing. 	<p>Greater awareness of volunteer opportunities in Richmond.</p> <p>Greater internal awareness of and support for volunteer programs and the volunteer management system.</p> <p>An array of volunteer opportunities are promoted and offered throughout Richmond.</p> <p>The number of volunteers registered in the database increases.</p> <p>There is an increased number of volunteers available and participating in various opportunities throughout Richmond.</p>	<p>Volunteers are engaged in their community through a variety of meaningful volunteer opportunities.</p> <p>The City and partner organizations deliver a variety of programs, services, and events with the involvement of volunteers.</p> <p>Richmond is a connected, vibrant city.</p>



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 the 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-on-one 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

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 style="list-style-type: none"> 1. Work with the software provider to re-develop the <i>I Can Help</i> website to make processes more intuitive and user friendly: <ul style="list-style-type: none"> • Increase ability of filtration and search options for volunteer opportunities; • Increase speed of software processing. 2. Re-organize the <i>I Can Help</i> website layout to make the user experience more intuitive: <ul style="list-style-type: none"> • Organize the site by opportunity type – e.g. short-term, long-term; • Re-develop how the opportunities are posted – e.g. by date vs. title. 3. 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. 4. Develop and implement expectations and standards for system users: <ul style="list-style-type: none"> • Define who is responsible for updating and removing opportunities; • Define protocol around updating volunteers’ schedule; • Define protocol for scheduling and hours tracking; • Provide clear explanations of recruitment processes for volunteers. 5. Develop 2-tiered training for eCoordinators on the software system: <ul style="list-style-type: none"> • First level training to include standard orientation, user expectations, and partner-specific training; • Second level training to include broader applications and capabilities of the system. 	<p>The volunteer management software interface is updated and modernized.</p> <p>eCoordinators are aware of and abide by the expectations of them when using the system.</p> <p>eCoordinators receive additional training on the system.</p> <p>The system is simpler and easier to navigate for volunteers.</p> <p>eCoordinators have increased capacity and ability to navigate and understand the system as a whole.</p> <p>eCoordinators are able to analyze their own data and use the information to expand their volunteer program.</p>	<p>The City and partner organizations deliver a variety of programs, services, and events with the involvement of volunteers.</p>

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 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.



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

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	
		The number of volunteers supported to create their own volunteer experiences.	The number of volunteers who propose and develop volunteer led opportunities.	

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 recognize volunteers in an appropriate and meaningful way?	The number of partner organizations formally recognizing volunteers.	VDC reporting	
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 contributions.	Survey volunteers	Evaluate after major events/ programs 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? To what degree are Richmond residents aware of the benefits of volunteering?	The number of volunteer outreach events held (e.g. volunteer fairs, outreach to specific organizations).	VDC reporting	Evaluate after event held Evaluate annually
		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
	<p>Do City and partner staff have enough and qualified volunteers to help deliver programs/services/events?</p>	<p>The degree to which eCoordinators report they have adequate numbers of and qualified volunteers to deliver programs and events.</p> <p>The degree to which eCoordinators report feeling supported in their work to expand their volunteer program.</p>	<p>Survey/interview eCoordinators</p> <p>Survey eCoordinators</p>	



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 processes?	The number of software changes made.	VDC reporting	Evaluate after initial changes made 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
		<p>The degree to which eCoordinators report the ability to maximize the software program capabilities and assess their data.</p> <p>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.</p>	<p>VDC reporting eCoordinator survey/ interviews</p> <p>Volunteer surveys</p>	



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 Volunteer Management Strategy 2018–2021 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.



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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.

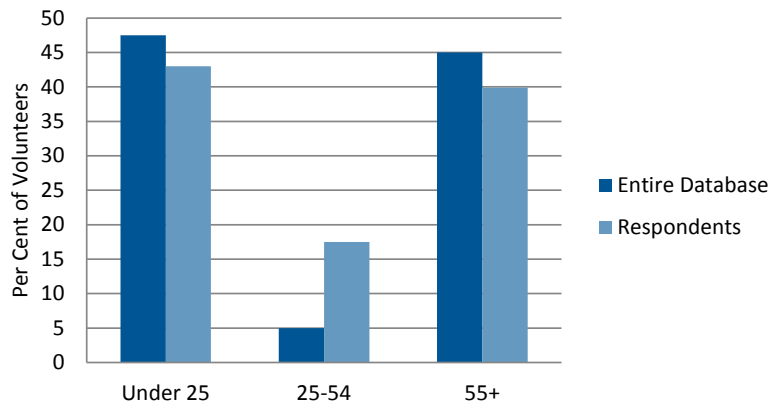
Eleven thousand seven hundred ninety volunteers received the email invitation to participate in the survey. Three hundred fifty-one volunteers responded to the survey with 78 per cent completing all the questions. Volunteers currently active in the system consist of approximately 2,200 to 2,300 individuals. 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.⁶ 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.⁷ 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.

⁶ 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.

⁷ 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.⁸

The City of Richmond offers a number of types of experiences in which people can volunteer. The City’s Community Services support a variety of groups through its volunteer management systems and processes. 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).⁹ 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.

⁸ 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.

⁹ 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.

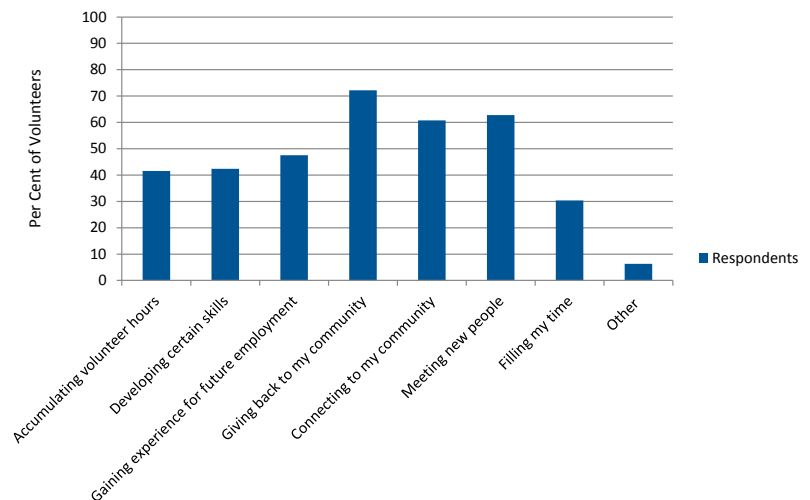
About a quarter of respondents volunteer a few times a year and another quarter volunteer about once a week. Seniors volunteer the most frequently; 28 per cent of seniors volunteer more than once a week. Youth also have a relatively high frequency of volunteering; 24 per cent volunteer about once a week. 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.

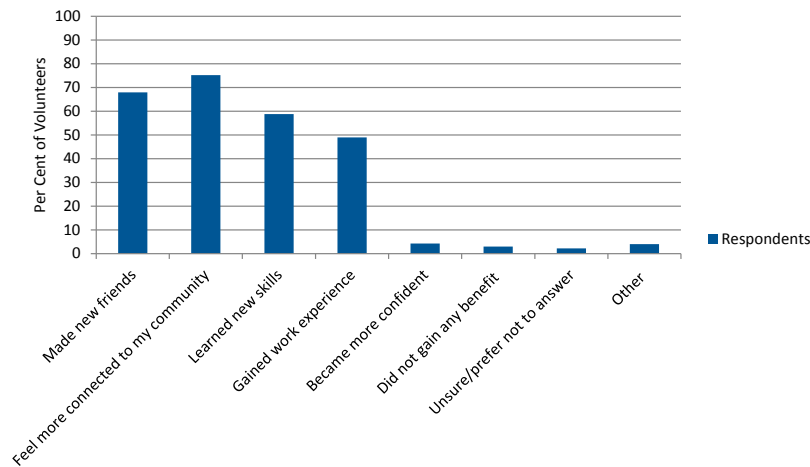
An Analysis of the Volunteer Experience

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.

Reasons for Volunteering



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.

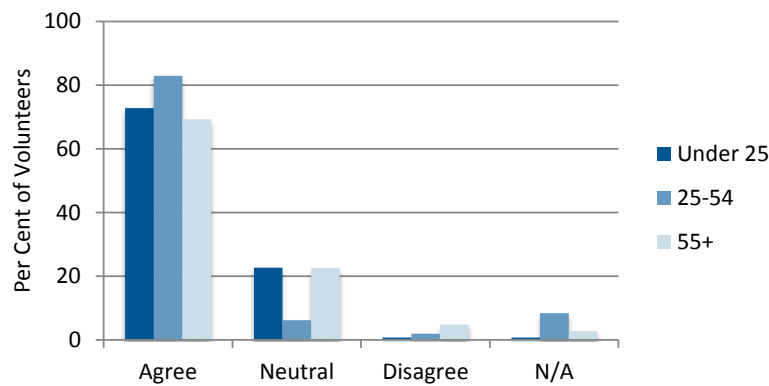
Comparison of Experiences by Age

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.

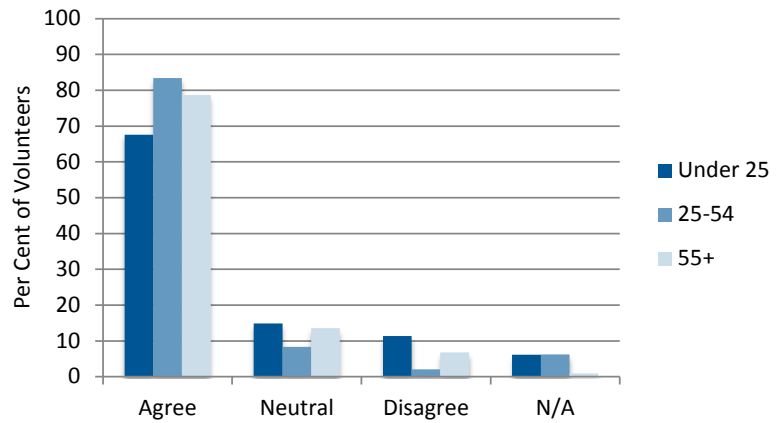
Overall, youth report having a lesser amount of support, training, and recognition for their volunteer activities compared to adults. Youth were least likely to report being recognized or thanked for their work; 74 per cent of youth report being thanked whereas over 83 per cent of adults report being 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.

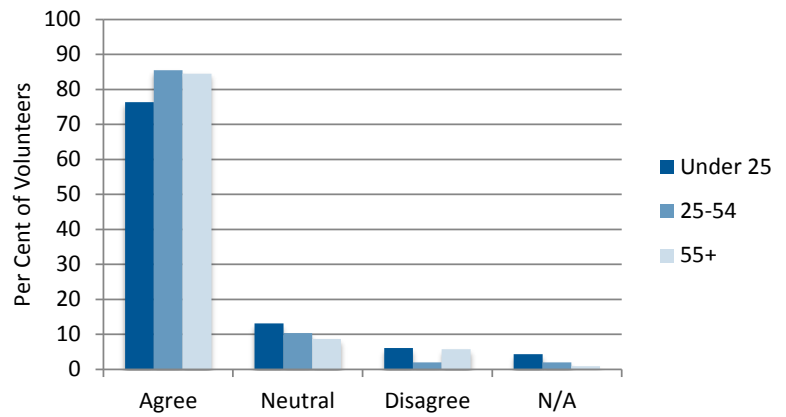
Ability to Achieve Personal Goals Through the Volunteer Opportunities Available



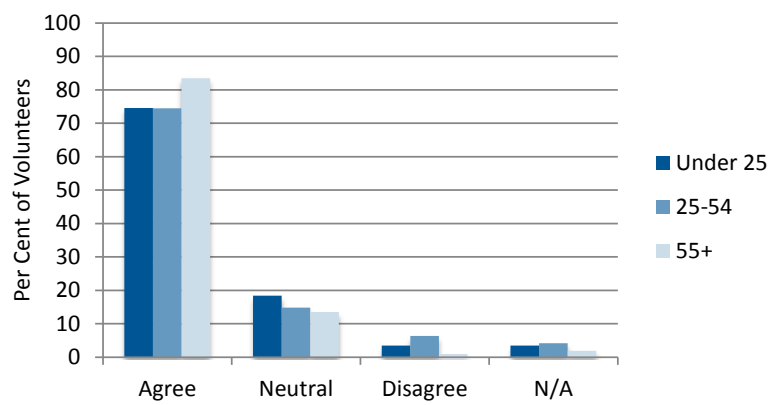
Staff Communicate the Impact Made as a Volunteer



Feel Like a Valued Partner to the Organization



Have Support and Training



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.

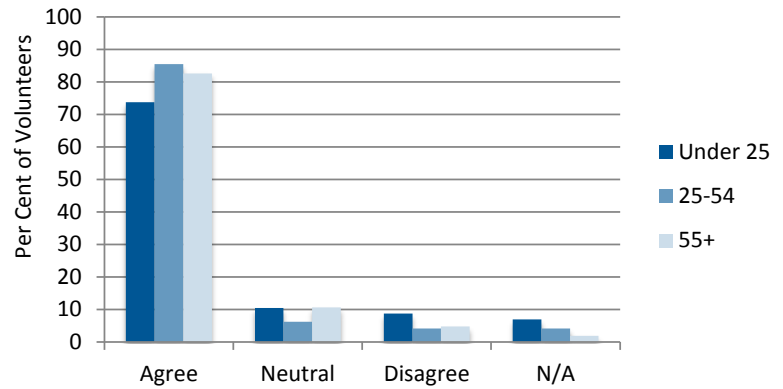
Recognizing Volunteers

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.¹⁰ 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.

¹⁰ 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/Seniors

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.¹¹ 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.¹² 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 masse 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.

¹¹ From here on, for simplicity of language, partner organization staff and affiliate organization staff will be referred to as partner organizations or partner staff.

¹² The RCMP and Block Watch volunteer program eCoordinators were not invited to participate in the focus groups because they only 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 quality 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– Brighthouse (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 City-operated 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 'auto-translate' 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

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PRCS - 101



City of Richmond

Report to Committee

To: Parks, Recreation and Cultural Services Committee

Date: September 17, 2018

From: Elizabeth Ayers
Director, Recreation Services

File: 01-0370-20-003/2018-Vol 01

Re: Draft Recreation and Sport Strategy 2018-2023

Staff Recommendation

1. That the Draft Recreation and Sport Strategy 2018-2023, included as Attachment 1 of the staff report titled "Draft Recreation and Sport Strategy 2018-2023," dated September 17, 2018, from the Director, Recreation Services, be adopted for the purpose of seeking stakeholder validation of the strategy.
2. That the Final Recreation and Sport Strategy 2018-2023, including the results of the stakeholder validation, as outlined in the staff report titled "Draft Recreation and Sport Strategy 2018-2023," dated September 17, 2018, from the Director, Recreation Services, be reported back to the Parks, Recreation and Cultural Services Committee.

Elizabeth Ayers
Director, Recreation Services
(604-247-4669)

Att. 1

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

PRCS - 102

Staff Report

Origin

A relationship-based and holistic approach has been taken in the development of the Draft Recreation and Sport Strategy 2018-2023, with the overall goal to enrich recreation and sport opportunities for Richmond residents. Recreation and sport play a vital role in providing services to the community that allow for physical, social, intellectual and creative activities. By encouraging physical activity and providing opportunities for creative, social and intellectual expression, recreation and sport contribute to building healthy, livable and vibrant communities.

In 2017, a Report to Committee was submitted describing the focus areas for the Draft Recreation and Sport Strategy 2018-2023. In addition, the extensive stakeholder engagement which took place as part of the project process was described in detail. The focus areas within that report were approved by Council on January 15, 2018. The adopted focus areas provided the foundation for the development of the Draft Recreation and Sport Strategy 2018-2023.

The purpose of this report is to present the Draft Recreation and Sport Strategy 2018-2023 (Attachment 1), as well as the next steps for the project. The report outlines the project development process, the stakeholder engagement results, and summarizes the recreation and sport action plan and evaluation framework. Pending Council's adoption, City staff will seek further feedback from stakeholders through a validation process and will 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.

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.*

This report supports Council's 2014-2018 Term Goal #9 A Well-Informed Citizenry:

Continue to develop and provide programs and services that ensure the Richmond community is well-informed and engaged on City business and decision making.

Analysis

Background

Following adoption of the focus areas for the Draft Recreation and Sport Strategy 2018-2023 (Draft Strategy) by Council on January 15, 2018, staff developed the action plan and evaluation framework, which were informed by an extensive stakeholder engagement and are being presented within this report. The action plan and evaluation framework, along with the vision and focus areas, are key sections of the Draft Strategy (Attachment 1).

The aim of this strategy is to build on the strong and successful foundation already present in the City of Richmond, as well as to address the new and diverse interests of stakeholders and to encourage all citizens of every age to enjoy the benefits of an active and involved lifestyle. Emphasis is placed on taking a holistic approach to recreation and sport; this includes planning for a variety of opportunities from connecting with Richmond’s beautiful natural environment, regular participation in formal and informal sports and recreation, as well as fostering an environment of sport excellence.

Development Process and Stakeholder Engagement Results

The diagram below provides a summary of the Recreation and Sport Strategy 2018-2023 development process. The project is currently in Phase 4, which includes development of the Draft Recreation and Sport Strategy 2018-2023.



An extensive stakeholder engagement process that consisted of Strategic Advisory Committee meetings, stakeholder workshops, interviews and an online survey provided input which was utilized to develop the vision and seven focus areas for the Draft Recreation and Sport Strategy 2018-2023. Among the many stakeholders who were engaged, the Richmond Sports Council, the Community Recreation Associations and Societies, and staff from the Richmond Olympic Oval provided input through the engagement process, particularly during key milestones of project development. In order to see a full list of the stakeholders engaged please refer to Appendix 2 in Attachment 1. The overall learnings from the stakeholder engagement were vital in informing the development of the action plan for the Draft Strategy.

The stakeholder engagement revealed that a focus on physical literacy and access to programs and services are important factors when it comes to recreation and sport for Richmond residents. In addition, the improvement of awareness and knowledge of recreation and sport opportunities is needed, and the necessity for healthy neighbourhood design to support recreation, as well as the need to capitalize on technology to motivate participation in recreation and sport are all factors that are important for Richmond residents.

The action plan outlined in the next section was developed by taking into account the insightful and meaningful feedback regarding recreation and sport that was received throughout the stakeholder engagement process.

Recreation and Sport Action Plan

The action plan outlines the actions under each focus area which will make a meaningful difference in enhancing recreation and sport in Richmond over the next five years. Furthermore, the actions provide a framework for ensuring that opportunities for Richmond residents are in place to improve recreation and sport, to increase physical activity levels across the lifespan, and to allow individuals, neighbourhoods and the community as a whole to thrive. The action plan for recreation and sport is closely aligned with the Community Wellness Strategy 2018-2023. The initiatives and actions listed in both strategies are designed to support one another and to ensure success over the next five years. The action plan will also be key to achieving the vision for the Draft Recreation and Sport Strategy 2018-2023:

Richmond is a leader in the planning and delivery of recreation and sport opportunities, inspiring individuals and communities to be active, connected and healthy for a lifetime.

The full action plan identifies 56 comprehensive actions for implementation over the next five years. The following are examples of the actions associated with each focus area, demonstrating what will be done over the next five years to improve recreation and sport opportunities for Richmond residents. To view the complete and detailed list of actions, please refer to Attachment 1.

Focus Area 1: Awareness and Understanding

Richmond residents understand the opportunities and benefits of participation in recreation and sport.

1. Develop and implement a communication plan to increase awareness of the benefits and opportunities of recreation and sport for community members, partners and City staff. The plan should link to and leverage national recreation, sport and active living campaigns and activate these campaigns at a local level.
2. Conduct annual scanning of trends, best practices and private recreation opportunities to understand residents' needs and inform program decisions.

Focus Area 2: Engaged Community

Recreation and sport opportunities are accessible, inclusive and support the needs of a growing and diverse population in Richmond.

1. Increase opportunities for Richmond residents of all ages to sample recreation and sport activities.
2. Conduct a study on barriers to sport and recreation participation in identified neighbourhoods or communities and take action to reduce barriers accordingly.
3. Work with sport organizations to ensure that individuals with financial hardships are directed to either the City of Richmond's fee subsidy program, Richmond KidSport or Jump Start for assistance.
4. Work with sport organizations, community services agencies and public partners to ensure that there is an awareness of low cost / no cost recreation and sport opportunities.
5. Celebrate excellence in sport by creating opportunities to meet sports idols; this could include meeting professional and elite teams and athletes in the community.
6. Develop a recognition program for athletic achievement for children and youth.

Focus Area 3: Physical Literacy and Sport for Life

Richmond residents have the fundamental movement skills, competence, confidence and motivation to move for a lifetime.

1. Continue to integrate fundamental movement skills into all community recreation programs, addressing all ages from early childhood to older adults/seniors.
2. Encourage and support sport groups to implement the Long Term Athlete Development (LTAD) model and the quality sport criteria.
3. Develop and implement initiatives targeting older adults/seniors participation in sport for life.
4. Work with Richmond School District No. 38 to imbed physical literacy mentors in elementary schools to support teachers and assist schools to develop a physical literacy curriculum appropriate for a range of ages and levels.
5. Build partnerships with senior levels of government to strengthen the Excellence Pathway for athletes and Active for Life participation.

Focus Area 4: Active People and Vibrant Places

Natural and built environments within neighbourhoods in Richmond encourage connectedness and participation in recreation and sport.

1. Implement the Active Communities Grant Project focusing on physical activity initiatives in the City Centre neighbourhood, an initiative of the Richmond Community Wellness Strategy 2018-2023.
2. Review and update the Field Allocation Policy to ensure effective and efficient use of City

resources.

3. Include infrastructure (i.e., power, water, covering) that promotes and supports grass roots activity in parks and open spaces.
4. Develop and implement a "roving leader" program to animate and engage the community in physical activity in parks and public spaces.
5. Expand the 'Live 5-2-1-0 Playbox' program to additional parks across the City.
6. Work with grassroots organizations and schools to increase the number of walk-to-school programs.
7. Investigate opportunities to host multi-sport games that increase community pride, economic development and provide legacy benefits for the community and contribute to the vibrancy of the City (e.g., Youth Olympic Games).

Focus Area 5: Connectedness to Nature

Richmond residents enjoy opportunities to connect with nature.

1. Develop a public awareness initiative to increase understanding of the importance of nature to recreation and wellness.
2. Increase the number of nature play elements in parks and playgrounds City-wide, in order to grow opportunities for children to play outdoors and interact with nature.
3. Provide an increased number of guided outdoor recreation programs within or outside of Richmond (e.g., hiking, biking and paddling trips).
4. Provide an increased number of guided nature and conservation science educational options.

Focus Area 6: Community Capacity-Building

Collaborations, partnerships and volunteerism are strengthened to expand the reach and impact of recreation and sport in Richmond.

1. Establish a strategic alliance leadership team that is united by a common vision and acts as an advisory body for recreation and sport.
2. Conduct an assessment of the supports required to ensure local sport organizations are healthy, vibrant and able to provide excellent opportunities for residents and address identified priorities.
3. Increase opportunities for young athletes with Richmond's local sports clubs to lead and teach sports programs at community centres.
4. Develop and implement a strategy to build capacity of early years providers to promote and integrate physical literacy into programming.

Focus Area 7: Technology and Innovation

Technology and innovative ideas connect and inspire Richmond residents to participate in recreation and sport.

1. Identify opportunities to adapt existing apps designed to increase participation in recreation and sport. Initiate adaptation and co-branding options for the City, as feasible.
2. Expand or enhance the Richmond App to allow for previewing of classes and programs and enable customization of schedules.
3. Introduce the use of traffic counters for trails, sidewalks and bike routes in order to measure the use of various active transportation routes.

Measuring Progress

The evaluation framework in the Draft Recreation and Sport Strategy 2018-2023 outlines a logic model and serves as a guide for monitoring progress and evaluating the overall strategy to ensure its success. The evaluation framework provides an outline for monitoring and assessing the effectiveness of actions, and ensuring that progress is made towards achieving desired outcomes and targets.

The following table identifies measures and targets to be used in the evaluation of the Recreation and Sport Strategy 2018-2023. A variety of both qualitative and quantitative data sources and collection methods will be used to assess the changes in the indicators/measures outlined. Overall, the purpose of the evaluation framework is to measure progress as actions are implemented and to measure achievement of the desired outcomes. Staff are committed to reporting back on the outcomes of the Recreation and Sport Strategy 2018-2023 at the mid-point and end of the implementation period.

Focus Area	Indicator/Measure	Target Trend
Awareness and Understanding	<ul style="list-style-type: none"> • Communications initiatives and resources for community members, partners and City staff • Understanding and awareness of physical literacy • Understanding and awareness of recreation and sport opportunities and benefits 	↑
Engaged Community	<ul style="list-style-type: none"> • Barriers to access and participation 	↓
	<ul style="list-style-type: none"> • Opportunities to sample programs • Recreation and sport program opportunities • Resident participation and engagement 	↑
Physical Literacy and Sport for Life	<ul style="list-style-type: none"> • Fundamental movement skills integrated into community services programs • Long Term Athlete Development (LTAD) model adopted by sport groups • Physical Literacy initiatives implemented in schools • Children, youth and adults involved in all stages of the LTAD pathway • Involvement of residents in sport excellence 	↑
Active People and Vibrant Places	<ul style="list-style-type: none"> • Welcoming, safe facilities and spaces • Infrastructure improvements • Active transportation • Unstructured recreation and sport opportunities in public parks and open spaces 	↑
Connectedness to Nature	<ul style="list-style-type: none"> • Awareness of benefits of being in nature • Nature play opportunities • Nature education options • Residents connected to nature 	↑
Community Capacity-Building Building	<ul style="list-style-type: none"> • Sport organization capacity to provide excellent opportunities • Young athletes lead and teach recreation and sport programs • Early years providers promote physical literacy • Champions for recreation and sport established and recognized by the Community 	↑

Focus Area	Indicator/Measure	Target Trend
Technology and Innovation	<ul style="list-style-type: none"> Technology and innovation supports recreation and sport Apps enhance recreation and sport participation Multi-lingual videos introduce residents to opportunities 	↑
Overall Outcomes	<p>Participation of all residents in recreation and sport.</p> <p>Richmond residents achieve physical activity targets.</p>	↑

Next Steps

The purpose of this five-year strategy is to take a collaborative and holistic approach to improve recreation and sport opportunities for Richmond residents and to increase opportunities for individuals and neighbourhoods to be active and engaged. Pending Council's adoption of the Draft Recreation and Sport Strategy 2018-2023 (Draft Strategy), staff will seek feedback on the Draft Strategy from stakeholders through a validation process. The validation process will entail a forum for stakeholders, where attendees will have the opportunity to review and provide feedback on the content of the Draft Strategy.

The following table outlines the validation process:

Date	Process
October 2018	Council adoption of the Draft Recreation and Sport Strategy 2018-2023 (Draft Strategy).
October 2018	Stakeholder validation of the Draft Strategy: <ul style="list-style-type: none"> Forum to share Draft Strategy content with stakeholders.
November 2018	Assess feedback and develop the Final Recreation and Sport Strategy 2018-2023.
December 2018	Present the Final Recreation and Sport Strategy 2018-2023 to Council.

The overall purpose of the stakeholder validation process is to gain feedback to ensure that the action plan reflects what needs to be done in order to improve recreation and sport opportunities and participation for Richmond residents.

Financial Impact

Many of the actions identified within the seven focus areas can be accomplished with existing resources. Staff will also work with community partners to apply for grants and other funding opportunities as they become available. Examples of grants include the Active Communities Project grant from the Province of British Columbia and the Before and After School Recreation Spaces grant from the BC Recreation and Parks Association, both of which staff have been successful in securing in 2018.

Conclusion

A relationship-based approach to improve recreation and sport opportunities for Richmond residents has resulted in the development of the Draft Recreation and Sport Strategy 2018-2023. The Draft Strategy provides an opportunity to address the new and diverse interests of stakeholders and to encourage all citizens of every age to enjoy the benefits of being active and connected to their community. This has been accomplished through a vision, action plan and evaluation framework that are outlined in detail in the Draft Strategy. Upon adoption of the Draft Strategy by Council, staff will seek further feedback from stakeholders through a validation process. Feedback received during the validation process will be assessed and used to prepare the final Recreation and Sport Strategy 2018-2023, which will be presented to Council at a later date.



Suzanna Kaptur
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Att. 1: Draft City of Richmond Recreation and Sport Strategy 2018-2023



DRAFT

City of Richmond
Recreation and Sport Strategy 2018-2023

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Executive Summary

The City of Richmond, in collaboration with its partners and key stakeholders, has developed a future-oriented Recreation and Sport Strategy (2018-2023) to guide the planning and delivery of recreation and sport opportunities in the City over the next five years. The aim of the Strategy is to build on the strong and successful foundation already present in the City to address the new and diverse interests of stakeholders and to encourage all citizens of every age to enjoy the benefits of an active and involved lifestyle. Emphasis is placed on taking a holistic approach to recreation, this includes planning for a variety of opportunities from connecting with Richmond's beautiful natural environment to regular participation in formal and informal sports and recreation.

The Community Services Division offers residents of all ages and abilities access to recreation and sport programs and services and special events through community facilities, arenas, aquatic facilities, fitness and sport facilities and in outdoor spaces, parks and schools. The Division works to eliminate barriers and provide opportunities for people with disabilities, individuals and families in financial need, and Richmond's diverse cultural groups. Both indoor and outdoor opportunities are available to increase physical activity and overall wellness. In addition, creating welcoming environments for those who are new to the community and offering an entry point to participate in recreation that includes arts, heritage, culture and sports are priorities.

The Sport for Life philosophy and actions and the Long-Term Athlete Development model permeate recreation and sports services and programs in Richmond facilitating the development of necessary competencies for sport excellence, physical literacy and positive life-long sport participation for all citizens.



Strategy Development Process

The Strategy was developed in consultation with City of Richmond staff, stakeholders, community associations and sport organizations and guided by a Recreation and Sport Advisory Committee and Staff Operational Team. To support this work and provide context, a Richmond Community Profile including recreation and sport utilization data was prepared along with a scan of recreation and sport trends and best practices nationally and provincially. An Evaluation Framework was developed to facilitate implementation, progress assessment and monitoring, measuring outcomes and ensuring overall accountability of results.

Phases of Strategy Development Process

CONTEXT	ENGAGEMENT	STRATEGY FRAMEWORK	ACTION PLAN & EVALUATION	FINAL STRATEGY
<ul style="list-style-type: none"> Richmond Community Profile Jurisdictional scan Review of background documents 	<ul style="list-style-type: none"> Strategic Advisory Committee Staff Operational Team Recreation and Sports Organizations Community Stakeholders 	<ul style="list-style-type: none"> Development of Vision, Principles and Focus Areas Validation by Partners and Richmond City Council 	<ul style="list-style-type: none"> Develop Action Plan and Evaluation Framework 	<ul style="list-style-type: none"> Draft Richmond Recreation and Sport Strategy Validation by stakeholders Endorsement by City Council

Stakeholder Engagement Process

Approximately 150 stakeholders were consulted through numerous workshops, focus groups, interviews, and on-line surveys including;

- ✓ Recreation and Sport Strategy Strategic Advisory Committee
- ✓ Recreation and Sport Strategy Staff Operational Team
- ✓ City of Richmond staff
- ✓ Richmond Community Associations and Societies
- ✓ Richmond Indoor and Outdoor Sport Organizations
- ✓ Richmond Community Organizations
- ✓ Regional and National Organization Sport Organizations
- ✓ School District No. 38 and Vancouver Coastal Health Richmond

Public consultation (Spring 2017) was undertaken as part of the Richmond Community Wellness Strategy 2018-2023, reaching 781 residents. Residents who participated in the consultation identified the importance of recreation and sport to community wellness and appreciated the many choices of programs, services and facilities Richmond offers. They identified the need for increased access to recreation and sport opportunities and to green space and nature, and recognized the benefits of these supports to encouraging physical activity, creating feelings of belonging and connectedness and to improving overall individual and community wellness.

Definition of Recreation and Sport - adopted by Richmond

Richmond stakeholders modified the national framework for recreation definition to reflect the specific interests and cultural needs of Richmond's residents as follows:

Recreation is the experience resulting from participation in physical, social, intellectual, creative, cultural and spiritual pursuits that enhance individual and community wellbeing.

Recreation includes, but is not limited to, physical activity, sport, arts, culture and heritage.

Vision for Recreation and Sport in Richmond

The vision for recreation and sport in Richmond was developed through a collaborative and holistic approach; the result is a future-oriented and aspirational vision:

Richmond is a leader in the planning and delivery of recreation and sport opportunities, inspiring individuals and communities to be active, connected and healthy for a lifetime.



Richmond Recreation and Sport Strategy Focus Areas and Actions

The Community Services Division and its partners are dedicated to both organized and grassroots recreation. The Division believes that recreation and sport is “about every child finding their activity ‘for life’, and every adult connecting to a recreational activity or sport as well as to each other”. Building community capacity through enhancing participation in recreation and sport and strengthening collaborative efforts and partnerships with schools, community facilities, community groups, multicultural groups and sport organizations is an overall priority. Well-maintained facilities that meet the needs of a growing and diverse population, as well as supportive built and natural environments are seen as critical to successful recreation and sport opportunities. There is a strong commitment to innovation and the use of technology to enhance recreation and sport participation.

These priorities, supported by data, best practice research, and the results of the broad consultation led to the identification of seven focus areas and the creation of an action plan. Collectively, the actions aim to inspire, motivate and support active participation in recreation and sport by all Richmond residents.

The focus areas and a snapshot of the actions are identified below. The complete set of 56 comprehensive actions is found in Section 4 of this Strategy document.

1. Awareness and Understanding:

Richmond residents understand the opportunities and benefits of participation in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Develop and implement a communication plan to increase awareness of the benefits and opportunities of recreation and sport for community members, partners and City staff. The plan should link to and leverage national recreation, sport and active living campaigns and activate these campaigns at a local level.	Year 2: Develop / Initiate Year 3: Implement
2	Conduct annual scanning of trends, best practices and private recreation opportunities to understand residents’ needs and inform program decisions.	Annual



2. Engaged Community:

Recreation and sport opportunities are accessible, inclusive and support the needs of a growing and diverse population in Richmond.

Key Action/Program/Initiative		Start Implementation
1	Increase opportunities for Richmond residents of all ages to sample recreation and sport activities. Look at multiple outlets for providing sampling opportunities, (e.g., bring sampling to already existing groups – schools, churches, malls etc.)	Year 2: Identify opportunities Year 3-4: Implement
2	Conduct a study on barriers to sport and recreation participation in identified neighbourhoods or communities and take action to reduce barriers accordingly. (Build on learnings from the City Centre Active Communities Project)	Year 2: Conduct study Years 3-5: Reduce barriers
3	Work with sport organizations to ensure that individuals with financial hardships are directed to either the City of Richmond's fee subsidy program, Richmond KidSport or Jump Start for assistance.	Ongoing
4	Celebrate excellence in sport by creating opportunities to meet sports idols; this could include meeting professional and elite teams and athletes in the community.	Year 2: Identify opportunities Year 3: Implement
5	Develop a recognition program for athletic achievement for children and youth.	Year 2

3. Physical Literacy and Sport for Life:

Richmond residents have the fundamental movement skills, competence, confidence and motivation to move for a lifetime.

Key Action/Program/Initiative		Start Implementation
1	Continue to integrate fundamental movement skills into all community recreation programs, addressing all ages from early childhood to older adults.	Ongoing
2	Encourage and support sport groups to implement the Long Term Athlete Development (LTAD) model and the quality sports criteria.	Ongoing
3	Develop and implement initiatives targeting older adults/seniors participation in sport for life.	Year 2: Develop Year 3: Implement
4	Work with School District No. 38 to embed physical literacy mentors in elementary schools to support teachers and assist schools to develop a physical literacy curriculum appropriate for a range of ages and levels.	Year 3: Confirm methodology Year 4: Implement
5	Build partnerships with senior levels of government to strengthen the Excellence Pathway for athletes and Active for Life participation.	Year 3: Confirm methodology Year 4: Implement

4. Active People and Vibrant Places:

Natural and built environments within neighbourhoods in Richmond encourage connectedness and participation in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Implement the Active Communities Grant Project focusing on physical activity initiatives in the City Centre neighbourhood, an initiative of the Richmond Community Wellness Strategy 2018-2023.	Year 1
2	Review and update the Field Allocation Policy to ensure effective and efficient use of City resources.	Year 2
3	Include infrastructure, (i.e., power, water, covering) that promotes and supports grass roots activity in parks and open spaces.	Ongoing
4	Develop and implement a “roving leader” program to animate and engage the community in physical activity in parks and public spaces.	Year 2: Develop plan Year 3: Implement
5	Expand the ‘Live 5-2-1-0 Playbox’ program to additional parks across the City.	Ongoing
6	Work with grassroots organizations and schools to increase the number of walk-to-school programs.	Year 2: Develop plan Year 3: Implement
7	Investigate opportunities to host multi-sport games that increase community pride, economic development and provide legacy benefits for the community and contribute to the vibrancy of the City (e.g., Youth Olympic Games).	Year 3

5. Connectedness to Nature:

Richmond residents enjoy opportunities to connect with nature.

Key Action/Program/Initiative		Start Implementation
1	Develop a public awareness initiative to increase understanding of the importance of nature to recreation and wellness. Include a focus on the role of recreation in aiding people to connect to nature, and the importance of environmental sustainability in parks and recreation. <i>(Connected to Focus Area 1 Action 1)</i>	Year 2: Develop Year 3: Implement
2	Increase the number of nature play elements in parks and playgrounds City-wide, in order to grow opportunities for children to play outdoors and interact with nature.	Ongoing
3	Provide an increased number of guided outdoor recreation programs within or outside of Richmond. (e.g., hiking, biking and paddling trips)	Year 3: Develop Year 4: Implement
4	Provide an increased number of guided nature and conservation science educational options.	Year 3: Develop Year 4: Implement

6. Community Capacity-Building:

Collaborations, partnerships and volunteerism are strengthened to expand the reach and impact of recreation and sport in Richmond.

Key Action/Program/Initiative		Start Implementation
1	Establish a strategic alliance leadership team that is united by a common vision and acts as an advisory body for recreation and sport.	Year 1
2	Conduct an assessment of the supports required to ensure local sport organizations are healthy, vibrant and able to provide excellent opportunities for residents, and address identified priorities.	Year 2: Develop plan Year 3: Implement
3	Increase opportunities for young athletes with Richmond's local sports clubs to lead and teach sports programs at community centres.	Year 3: Establish methodology Year 4: Implement
4	Develop and implement a strategy to build capacity of early years providers to promote and integrate physical literacy into programming.	Year 3: Develop strategy Year 4: Implement

7. Technology and Innovation:

Technology and innovative ideas connect and inspire Richmond residents to participate in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Identify opportunities to adapt existing apps designed to increase participation in recreation and sport. Initiate adaptation and co-branding options for the City, as feasible.	Year 2: Research Year 3: Implement
2	Expand or enhance the Richmond App to allow for previewing of classes and programs and enable customization of schedules.	Year 3: Develop Year 4: Implement
3	Introduce the use of traffic counters for trails, sidewalks and bike routes in order to measure the use of various active transportation routes.	Year 2: Research Year 3-5: Implement

Evaluation Framework

An Evaluation Framework and logic model have been developed to guide the Community Services Division, and especially the Recreation Services Department, in evaluating the process for implementing the key initiatives of the Strategy and to measure the achievement of the desired outcomes both in the medium and long term.

Conclusion

The Recreation and Sport Strategy 2018-2023 is a commitment by the City of Richmond to work with its partners, stakeholders and citizens to enhance the quality, reach and scope of recreation and sport services, programs, facilities and amenities for the benefit of all Richmond residents – individuals, families, and the Richmond community. The Strategy provides an opportunity to help inspire, motivate and engage Richmond residents to participate in recreation and sport. It will take the involvement and commitment of the entire community for all of Richmond to benefit.

1.0 Introduction

The City of Richmond is rich with a remarkable diversity of recreation and sport opportunities, as well as amenities and facilities brought to life by skilled and innovative staff and citizen volunteers. The commitment and ongoing involvement of many community partners and stakeholders and a vibrant natural setting that offers parks, trails and dykes to explore all contribute to a city with a significant amount to offer in terms of recreation and sport.

The Community Services Division offers residents of all ages and abilities access to recreation and sport programs and services and special events through community facilities, arenas, aquatic facilities, fitness and sport facilities and in outdoor spaces, parks and schools. The Division works to eliminate barriers and provide opportunities for people with disabilities, individuals and families in financial need and for Richmond's diverse cultural groups. Both indoor and outdoor opportunities are available to increase physical activity and overall wellness. Creating welcoming environments for those who are new to the community and offering an entry point to participate in recreation that includes arts, heritage, culture and sports are priorities.



1.1 Purpose of the Strategy

The purpose of developing a Recreation and Sport Strategy is to guide the work of the Community Services Division, and especially the Recreation Services Department, over the next five years. The aim of the Strategy is to build on successes, enhance synergies with partners, and increase reach and impact of recreation and sport benefits to all residents in Richmond. The Strategy is intended to ensure leadership and support for recreation and sport through a vision, focus areas and a comprehensive list of actions.

Recreation and sport not only benefit individuals and families who are active and involved, but also enhance the well-being and vitality of their community. Recreation and sport activities have the potential to attract, mobilize and inspire individuals, groups and communities. Recreation and sport can also encourage citizenship and a sense of security and belonging.

The Strategy has an overarching goal of ensuring that exceptional recreation and sport opportunities are available, which inspire residents to be physically active and connected to their communities for a lifetime. In addition, the full spectrum of recreation and sport participation is seen as integral, from an active start, which is achieved through physical literacy, through to sport excellence for competitive athletes, all the way through to life-long physical activity and participation in sport.

Key benefits to participation in recreation and sport include¹:

- Enhancing mental and physical well-being
- Enhancing social well-being
- Helping to build strong families and communities
- Helping people connect with nature
- Promoting active transportation and walkability
- Providing economic benefits by investing in recreation
- Achieving sport excellence for individuals and communities
- Creating safe and supportive environments through social development, community cohesion, reduced crime and economic development

1.2 Creating the Strategy

The Richmond Recreation and Sport Strategy 2018-2023 was developed through an iterative and multi-phased engagement process involving a wide range of community stakeholders including recreation and sport organizations, the general public and City of Richmond staff. The process was led and guided by a strategic advisory committee and staff operational team.

¹ Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). *A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*. Ottawa: Canadian Recreation and Parks Association; Richmond Sport for Life Strategy 2010-2015

The following chart outlines the process undertaken to create the Strategy.

Phases of Strategy Development Process

CONTEXT	ENGAGEMENT	STRATEGY FRAMEWORK	ACTION PLAN & EVALUATION	FINAL STRATEGY
<ul style="list-style-type: none"> Richmond Community Profile Jurisdictional scan Review of background documents 	<ul style="list-style-type: none"> Strategic Advisory Committee Staff Operational Team Recreation and Sports Organizations Community Stakeholders 	<ul style="list-style-type: none"> Development of Vision, Principles and Focus Areas Validation by Partners and Richmond City Council 	<ul style="list-style-type: none"> Develop Action Plan and Evaluation Framework 	<ul style="list-style-type: none"> Draft Richmond Recreation and Sport Strategy Validation by stakeholders Endorsement by City Council

To support the development of the Strategy and provide context, a Richmond Community Profile² including recreation and sport utilization data was prepared along with a scan of recreation and sport trends and best practices nationally and provincially³. This supporting information combined with the results of the multi-phased consultation led to the identification of priority focus areas and the creation of an Action Plan. The Action Plan, created with broad input, outlines strategic actions that will make a measurable and meaningful difference to increasing participation in recreation and sport. An Evaluation Framework was prepared to guide the implementation of the actions and monitoring of progress for the Strategy. The final phase involved preparation of a draft Richmond Recreation and Sport Strategy Report, seeking endorsement from City Council and undertaking a stakeholder validation process.



² Richmond Recreation and Sport Strategy 2018-2023 Community Profile is available under separate cover

³ Richmond Recreation and Sport Strategy 2018-2023 Jurisdictional Scan is available under separate cover

The Recreation and Sport Strategy was undertaken in conjunction with the creation of the Richmond Community Wellness Strategy 2018-2023, which was developed in partnership by the City of Richmond with Vancouver Coastal Health – Richmond, and School District No. 38 Richmond. This was a strategic decision that recognized the significant contribution of a dynamic recreation and sport system to individual, family and community wellness. There is a major role for Recreation Services in helping to achieve the outcomes identified for the five focus areas of the Richmond Community Wellness Strategy 2018-2023:

1. Foster healthy, active and involved lifestyles for Richmond residents with an emphasis on physical activity, healthy eating and mental wellness
2. Enhance physical and social connectedness within and among neighbourhoods and communities
3. Enhance equitable access to amenities, services and programs within and among neighbourhoods
4. Facilitate supportive, safe and healthy natural and built environments
5. Promote wellness literacy for residents across all ages and stages of their lives

The Richmond Recreation and Sport Strategy builds on the Live, Connect and Grow - Parks Recreation and Cultural Services Master Plan 2005-2015⁴ and the Richmond Sport for Life Strategy 2010-2015⁵ which introduced the implementation of the Sport for Life-long Term Athlete Development (LTAD) model⁶ and the foundational cornerstones:

- *Physical Literacy* – giving children the tools they need to take part in physical activity and sport, both for life-long enjoyment and for sporting success
- *Active for Life* – facilitating life-long (adolescent to senior) participation in sport and physical activity for health, social and enjoyment benefits
- *Sport Excellence* – providing the training pathway for athlete success and transition back to being Active for Life

The Richmond Recreation and Sport Strategy 2018-2023 reflects Richmond's renewed commitment to improving health, wellness and sporting experiences of all its residents by advancing physical literacy, increasing life-long participation in physical activity and fostering sport excellence.

Richmond Strategies and Plans

The City of Richmond has developed and is implementing a number of major strategies and plans that influence, support and enhance the opportunities outlined in the Recreation and Sport Strategy. Examples of plans and strategies that provide relevant context and support the Richmond Recreation and Sport Strategy are identified in Appendix 5. In addition, a number of national and provincial frameworks and strategies that helped guide the development of the Richmond Recreation and Sport Strategy are identified in Appendix 6.

4 Live, Connect, Grow - Parks, Recreation and Cultural Services: A Master Plan for 2005-2015 City of Richmond

5 City of Richmond Parks and Recreation Department, Sport for Life Strategy 2010-2015 Endorsed by Richmond City Council November 2010.

6 <http://sportforlife.ca/qualitysport/long-term-athlete-development/>

1.3 Canadian Sport for Life-long Term Athlete Development Model

The Canadian Sport for Life - Long Term Athlete Development (LTAD) model provides a framework for a national system that focuses on the well-being of citizens and the achievement of sport excellence. Developed by Sport Canada and Canadian Sports Centres, the model embraces the participation of a whole population or community in a continuum of sport and physical activity from infants to seniors. The model is divided into three areas of focus:

Physical Literacy

Provides children (ages of 0-12) with the tools they need to take part in physical activity and sport, both for life-long enjoyment and for sporting success. The model emphasizes the need for all children to be physically literate by having the fundamental movement skills, competence, confidence and motivation to move for a lifetime. An example of how the City is dedicated to developing physical literacy is through the 'physical literacy street team', which provides opportunities to sample various sports and acquire physical activity skills at events across the City.

Active for Life

Facilitates life-long participation (from adolescents to seniors) in sport and physical activity for health, social and enjoyment purposes. This aspect of the model supports citizens in being physically active and participating in recreation opportunities and competitive sport.

Excellence

Provides a training pathway for athlete success both nationally and internationally. The pathway involves the 'playground to podium' concept and also addresses the transition of the athlete back to being Active for Life after pursuing podium performances. The steps involved in becoming competitive for life include training to train, training to compete and training to win.

The overall goal of the model is for all children to become physically literate, which lays the groundwork for future sport excellence or being active for life. Athletes that pursue excellence ultimately transition into active for life. Taking this model into consideration, it is evident that 'excellence' programming has a strong connection to the 'active for life' and 'physical literacy' components. This connection needs to be a focus when developing 'excellence' programming. The City has adopted the Canadian Sport for Life - Long Term Athlete Development (LTAD) model and continues to be committed to a strategic planning approach to ensure sport excellence.



1.4 Sport Excellence



Richmond is recognized for its dedication to sport excellence and for supporting high performance athletic development. The legacy of Richmond's role during the 2010 Winter Olympics has laid the foundation of the City being a leader in providing high performance training facilities and supporting athletes on the performance pathway. Richmond is home to several highly specialized recreation and sport facilities, amenities, programs and resources that help citizens reach their fullest potential as athletes. As a starting point, a range of community centres, pools, arenas and parks provide young residents with the building blocks to gain physical literacy skills.



Many residents continue to excel as athletes and begin to enter elite competition; this brings a plethora of benefits such as improved self-esteem, mental health and social skills, as well as the possibility of being a role model and leader. For athletes in Richmond that are on the performance pathway, a range of leading edge training facilities and resources (coaching and technology) are available to aid them in performing at their best. One such facility is the Minoru Centre for Active Living which is a 'Centre of Excellence' for active living and wellness. This innovative facility features an aquatic centre, dedicated seniors area and fitness centre. The aquatic centre includes two 25 meter pools, as well as a large leisure pool. The 'Centre of Excellence' also includes 8,500 square feet of fitness space offering state of the art equipment, there are also eight team rooms for sport field users and multipurpose spaces to support tournaments and events. The Minoru Centre for Active Living provides athletes on the performance pathway with an optimal space to train and excel.



As athletes continue to mature and develop they also have access to the Richmond Olympic Oval, which operates Centres of Excellence for volleyball, short track speed skating, hockey and table tennis. Also, the Canadian Sport Institute Pacific is located at the Oval, which aims to provide a world class, multi-sport daily training environment for athletes and coaches through leadership, services and programs. The Oval provides services for winter and summer sports from the community to Olympic level. In addition, Richmond has a Sports 'Wall of Fame' which recognizes the outstanding achievements of athletes, teams, coaches, officials, builders, pioneers and special achievements of sport in Richmond. It is prominently located at the Richmond Olympic Oval and is intended to inspire and educate residents and visitors.

The City is dedicated to supporting sport excellence and providing athletes the tools to reach their fullest potential. It is a priority for future generations to have opportunities to experience the full spectrum of athlete development. The benefits of this commitment are numerous as evidence suggests that experiencing the excellence stage of athlete development results in being active for life. Another concrete way in which the City is demonstrating its dedication to sport excellence is through being a pilot city for the Active Well-being Initiative, which is a global movement that helps cities and organizations to improve the lives of their citizens through the promotion of physical activity, sport and well-being for all. The City is a partner in this initiative and is in the process of being certified as a Global Active City.

Overall, planning and delivering opportunities for sport excellence are important as they are an integral component of ensuring that citizens remain active for life. It is vital that Richmond citizens have access to and benefit from the best quality leadership, coaching, officiating, administration and sport science in order to reach their fullest potential achievement as athletes.

2.0 Context



2.1 The Community Services Division Service Delivery Model

The Community Services Division is made up of four departments: Recreation Services; Parks; Arts, Cultural and Heritage Services; and Community Social Development. The Division's programs and services are delivered according to the Well-being Framework adopted in the Parks, Recreation and Cultural Services Master Plan 2005-2015, which also includes a focus on taking a relationship-based approach. The framework describes the essential needs of well-being, these include healthy lifestyles and a healthy environment, embracing diversity, ensuring a connected community and opportunities for individual growth. The Master Plan established a comprehensive service delivery model based on the following three approaches:

1. A Relationship-Based Approach describes how the City will work with others by valuing and encouraging community involvement and valuing effective partnerships
2. Being Accountable in the context of recreation services means providing the best services and programs possible within the resources available
3. A Service-Based approach focused on program and service priorities that:
 - Address community needs
 - Deliver a range of opportunities that will reach all segments of the community
 - Ensure City and community resources are effectively allocated

2.2 Community Relationships

The Recreation Services Department works with a range of community organizations, non-profit organizations, recreation and sport organizations, and individuals to provide programs and services. These relationships add value to people's experiences and provide a multitude of opportunities for people to become engaged in community recreation opportunities. Through embracing a relationship-based approach, the Recreation Services Department is able to successfully achieve its vision of being a leader in the planning and delivery of recreation and sport opportunities and inspiring residents to be active, connected and healthy for a lifetime.

Community Associations

The City's eight Community Associations assist with understanding the needs of individual neighbourhoods and provide direct connections to community members for various outreach and consultation processes. They participate directly in delivering programs and services to the public.

Sports Organizations

The Recreation Services Department works closely with both indoor and outdoor athletic organizations through the Richmond Sports Council on a wide range of initiatives and projects.



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2.3 Trends Affecting Recreation – Challenges and Opportunities⁷

Recreation has evolved over time, and has been influenced by trends that often reflect societal and environmental changes. Current trends pose both challenges in terms of how to address them and opportunities to do things differently. These include:

Shifting demographics – population growth in many urban areas, including Richmond; increased immigration and an aging population highlighted by a large number of baby boomer retirees

Increasing diversity – increase in newcomers brings multiple languages, diverse cultural identities and perspectives on how to engage in recreational activities

Physical inactivity – physical activity levels have decreased due to sedentary lifestyles combined with societal and environmental changes

Social connectedness – changes to the way we interact (social media vs. face to face), busy lives and changing neighbourhoods have affected social cohesion and connectedness and community involvement

Time segmentation – busy lifestyles have led to more condensed time available for recreation

Shift to informal and individual activities – activities that can be done at personally convenient times and locations

Growing leisure activities – activities such as walking, cycling, gardening and outdoor activities have grown in popularity

Technology – societal dependence on and acceptance of technology has grown exponentially over the last decade

Back to nature movement – encompasses environmental stewardship, reconnecting with nature, and experiential outdoor opportunities

In order to stay relevant and meet the needs of the community, these trends, challenges and opportunities will need to be considered as Richmond designs and develops recreation and sport programs and services. For example:

- There will be greater demand for drop-in opportunities and scheduling of programs throughout the day
- Recreational opportunities will need to meet the needs of a diverse population
- Technology will be utilized to a much greater extent
- There will be greater demand for open space systems including trails and pathways
- Active transport and walkable communities create opportunity to be physically active as part of everyday life even when leisure time is limited

⁷ Adapted from BC Parks, Recreation and Culture Trends: BCRPA Appendix B – BC Trends in Quality of Life; Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.cpra.ca/about-the-framework/

2.4 Overview of Current Situation - A Snapshot of Richmond Today

The Data

The following summary of Richmond's community profile identifies factors associated with the health and well-being of Richmond citizens and participation in Richmond's community recreation and sport programs that are relevant to the development of the Recreation and Sports Strategy and to providing opportunities for lifelong involvement in recreation and sport. A detailed Richmond Community Profile for the Recreation and Sport Strategy is provided under separate cover⁸. The profile is based on currently available demographic, economic, social, health and lifestyle data for Richmond's population. (See Appendix 4: Richmond Community Profile Data Sources)

The City⁹

The City of Richmond is endowed with a vibrant natural setting that includes 1950 acres of park land, an extensive system of 147 parks, 73 km of trails and 60 km of road cycling paths. It is a unique 17-island city situated at the mouth of the Fraser River, providing an estuary for fish and migrating birds along the shores lined with walking dykes. The City provides a diversity of exceptional recreation facilities, services and amenities that include the Richmond Nature Park, eight Community Centres, Minoru Centre for Active Living, Watermania, two outdoor pools, two arenas, the Garratt Wellness Centre and the Richmond Pitch and Putt Golf Course.

Richmond has rich and varied arts, cultural and heritage amenities. The Richmond Cultural Centre is home to the Richmond Museum, the City of Richmond Archives, Richmond Arts Centre, Richmond Art Gallery, the Richmond Media Lab and the Brighthouse branch of the Richmond Public Library. Richmond has its own professional theatre, the Gateway Theatre. Arts in the Community initiatives bring critically acclaimed events on site or throughout different neighbourhoods in the City. Heritage facilities include the Britannia Shipyards National Historic Site, London Heritage Farm, Minoru Chapel, Steveston Interurban Tram Building and Steveston Museum.

The stewardship of these amenities and the vast parks and open space system which include trails makes a significant contribution to the liveability and healthy lifestyle opportunities in the City.

Population Demographics

The City of Richmond is the fourth largest city in the Metro Vancouver area representing 8.3% of the population in this region. Richmond's population is growing and continues to grow with a high influx of new residents born outside of Canada (60%)¹⁰. The current estimated population (2016) for Richmond is 218,307. This represents a 4.1% increase from 2011. The growth rate from 1991 to 2011 was 50%. The population is projected to continue growing with an estimated population in 2041 of 280,000¹¹.

⁸ Richmond Recreation and Sport Strategy 2018-2023 – Community Profile

⁹ Richmond City Planning Hot Facts (the series, 2014-2017)

¹⁰ Statistics Canada (2015) 2011 Population Census/Household Survey

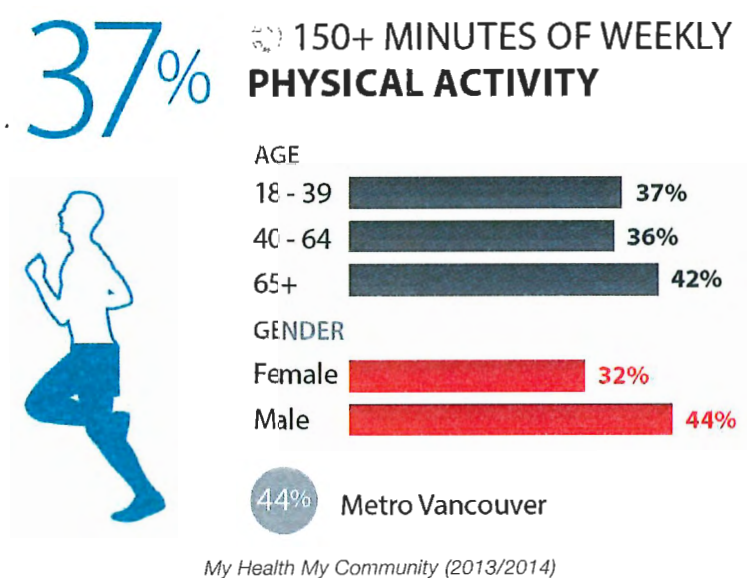
¹¹ BC Stats. (2015) Sub-Provincial Populations – P.E.O.P.L.E.

Richmond is known for its rich ethnic diversity. A majority of Richmond residents (70%) self-identify as a visible minority¹². This is the highest proportion of any municipality in BC and the second highest in Canada. Many languages are spoken in Richmond (45.7% speak English at home; 90% are able to converse in English). Chinese is identified as the first language in 41% of homes. In nine of the 16 planning area neighbourhoods, a majority of residents (> 50%) are immigrants. In the 2014/15 school year, 27.8% of Richmond School District students were English Language Learners¹³. Understanding the unique needs of people from different cultures who speak different languages is important for improving access to recreation and sport opportunities.

Currently, the over 65 age group is growing faster than the under 15 age group in all Richmond neighbourhoods. Adults between the age of 45 and 60 years represent the largest population group¹⁴.

Physical Activity and Active Transportation Measures¹⁵

Although Richmond adults are healthy by many indicators, according to the My Health My Community Survey¹⁶, Richmond residents rank lowest in BC for meeting physical activity targets (150 minutes/week, moderate to vigorous activity). Less than half of children and youth meet the physical activity targets and fewer females than males meet recommended physical activity guidelines.



¹² Statistics Canada (2015) 2011 Population Census/Household Survey

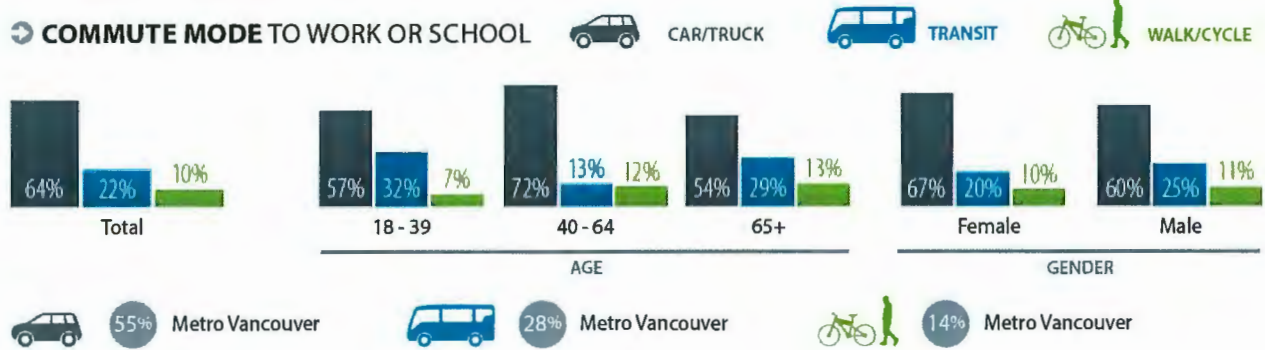
¹³ BC Ministry of Education

¹⁴ BC Stats (2015) Socioeconomic Profiles

¹⁵ My Health My Community (2013/14) Richmond

¹⁶ My Health My Community is based on a statistically valid survey (2013-2014) of residents from Metro Vancouver municipalities, including Richmond, who provided information about their health, lifestyles choices, community involvement and neighbourhood characteristics. See also Appendix 4 for further information.

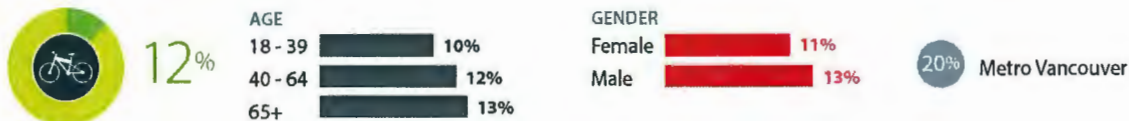
➔ **COMMUTE MODE TO WORK OR SCHOOL**



➔ **MEDIAN* COMMUTE TIME (ONE-WAY)** *Middle value



➔ **WALK OR CYCLE FOR ERRANDS**



My Health My Community (2013/2014)

The majority (64%) of residents commute to work by car compared to the regional average of 55%. Walking or cycling for commuting is reported by only 10% of the population and for errands by 12%.

Current Facilities Use/Participation in Recreation and Sport

Richmond recreation and sport facilities are well-used. The following provides information about who uses the facilities, types of visits and the extent of use of key Richmond facilities as well as summarizes available data on sport participation.

Interestingly, the types of Richmond facilities used most frequently by Richmond residents, no matter where they live in the City, are: the library, a city park, field or outdoor court, and the dyke or park trail.

Community Recreation Facilities

Based on 2017 participation data, there were 1,166,949 recorded visits to community recreation facilities¹⁷, which is an increase when compared to previous years. The community recreation facility that has had the most significant increase in visits in the past few years is City Centre Community Centre, which opened in 2016.

17 Cambie Community Centre, Hamilton Community Centre, Sea Island Community Centre, South Arm Community Centre, Thompson Community Centre, West Richmond Community Centre, Steveston Community Centre, City Centre Community Centre/Lang Centre

Visits by Type and Gender/Age

- Four types of visits are currently recorded by community recreation facilities: drop-in visits, event visits, membership visits and registered program visits.
- The majority of visits in 2017 were to attend a registered program (45.5%), or use a membership pass (45.8%). Drop in visits represents 8.7% of all visits and non-registered community events generated 2% of all visits. Note: event visits are estimates of attendance unless the event included ticket sales.
- There were over 500,000 registered program visits to community centres in 2017.
- Program registrants are on average 53.8% females, 43.7% males and 2.5% undisclosed gender. 34.1% of program registrants are children aged six to 12 years, 32.3% are preschoolers zero to five years, 11.2% are adults aged 18-54 years, 5.6% are seniors aged 55-64, 10.0% are seniors aged 65 plus and 6.7% youth aged 13-17 years.

Visits by Category

- Six categories of programs and services are offered through community recreation facilities: health and fitness, sports and open gyms, arts, general interest, child care, and events. Arts include dance, music, performing arts and visual arts programming. General interest includes computers, technology, social media, environmental sustainability, gardening, nature and science, cooking, outdoor trips and tours, languages, heritage and various other programs of interest to the community.
- 46.4% of program registration in 2017 were to childcare programs, 16.1% for general interest programs, 10.2% for sports, 9.9% for daycamps 8.6% for arts, 5.8% for health and fitness programs and 2.9% in registered events.

Minoru Place Activity Centre (MPAC)

Richmond offers a variety of recreational, wellness, cultural, educational programming and social opportunities for older adults and seniors at most community centres. The Minoru Place Activity Centre (MPAC) was specifically designed to offer older adults and seniors a welcoming environment to enjoy healthy and active lifestyles. The new Minoru Centre for Active Living will open for service in 2018. The facility will include aquatic and fitness services, seniors services and other recreation and sport amenities. It will replace the Minoru Aquatic Centre, the Minoru Place Activity Centre and the former Minoru Pavilion.

- Total visits to Minoru Place Activity Centre in 2017 were 78,733, which is an increase from previous years.

Visits by Type and Gender

- The most popular method of attendance is by membership pass at 70.1% of visits. Registered programs draw 24.0% of visits, drop-in visits 4.9%, and events 0.1% of visits.
- 68.9% of all registered program participants are female.

Visits by Category

- Registered programs were the most popular (34.0%) followed by general interest programs (33.1%), health and fitness (23.7%), and arts (9.2%).



Aquatics Facilities¹⁸

Aquatics facilities in Richmond had a total number of 1,052,424 visits in 2017.

Aquatics Visits by Type and Age

- The majority of aquatics visits in 2017 were membership pass visits (48.8%), followed by registered program visits (30%) and drop-in visits (21.2%).
- There were over 6,200 visits from school groups in 2017, which make up approximately 0.6% of visits with 63.9% of these visits taking place at Watermania.
- Program registrants (2017) are primarily children aged 6 to 12 years (50.2%) or preschoolers (0-5 years, 26.5%). 12.8% are youth aged 13-17 years, 8.8% are adults aged 18-54 years, and seniors aged 55 plus account for 1.7% of those registered for programs in 2017.
- School board lessons make up approximately 2.0% of the total swim lessons with 731 children participating in 2017.



Arena Facilities¹⁹

Arena facilities in Richmond had a total number of 574,654 visits in 2017.

Arena Visits by Type and Age

- The primary driver of 2017 arena visits were facility rentals by community groups (88.4% of visitors). Other visits entailed attendance at registered programs and memberships as well as open skate drop-ins, which account for (11.6%).
- School group visits make up approximately 2.2% of visits.
- Program registrants (2017) are primarily children aged 6 to 12 years (62.5%) or preschoolers (0-5 years, 31.0%). 3.0% are youth aged 13-18 years, 3.3% are adults aged 18-54 years, and seniors aged 55 plus account for less than 1% of those registered for programs in 2017.



¹⁸ Watermania, Minoru Aquatic Centre, Steveston and South Arm Outdoor Pools

¹⁹ Minoru Arena and Richmond Ice Centre

Richmond Arts Centre

The total recorded visits in 2017 were 79,764, which is an increase when compared to previous years.

Visits by Type and Gender/Age

- 73.9% of visits were for registered programs, 20.8% for events and 5.3% for rentals.
- Registered program participants were primarily children (51.6%) and preschoolers (30.0%) with more girls (62.3%) than boys (34.7%) attending for both these age groups. Youth represented 5.8%, adults represent 8.6%, seniors 55-64 represents 1.9% of program registrants, and seniors 65+ represents 1.7% of program registrants: 72.8% of participants were female.

Visits by Category

- In 2017, program registration in arts programs included 39.6% in visual arts, 20.2% in dance, 9.9% in music programs, 7.3% in general interest programs, 6.3% in performing arts, 3.0% in day camps, and the remainder in a variety of programs such as languages, computers and fitness classes.



Participation in Sport²⁰

A number of sports opportunities are offered for children, youth and adults across the seasons. In 2017, 7,521 children/youth played organized community sports including soccer, football, lacrosse, ice hockey, ringette, skating, swimming, softball and baseball.

Trends over time as they relate to field sport participation data would suggest that youth participation in the primary field sports (soccer and softball/baseball) has decreased and adult soccer participation has increased substantially.

Volunteers are the backbone of the sport organizations with over 193,000 volunteer hours to support the teams for field sports alone documented in 2017. This support includes coaching, team management and administration. Volunteers and volunteer hours make a significant contribution to ensuring the availability of diverse sport opportunities in Richmond.



2.5 Facilities and Facilities Strategic Plan Overview

Richmond is known locally, nationally, and internationally for its parks and open spaces and recreation, sport, cultural and heritage facilities. The provision of modern, well-maintained facilities that meet the current and future needs of residents is foundational to the success of this strategy.

The 2015 Facilities Strategic Plan (The Plan) provides direction to ensure that Community Services Facilities continue to be responsive to the current and future needs of Richmond. The Plan provides strategic direction, tactical guidance, and specific recommendations that outline a comprehensive strategy and implementation plan for informing facility investments and decommissions that support an appropriate level of service provision.

²⁰ Sport Participation Rates and Volunteer Hours (2017) – City of Richmond Recreation Services Data

The Plan provides a framework for the identification, evaluation, and scoring of projects within the Community Services Division. Projects are rated on nine criteria. Once rated, they are ranked and prioritized for consideration in the City's annual Capital Submission Request process. Minor capital improvements for facility maintenance and upkeep are also reviewed and evaluated annually, with significant funds being invested each year.

The City has a wide range of facilities which support the provision of creative, physical, social and educational activities, and add value to quality of life for residents throughout Richmond. Current facilities include:

- 9 Community Centres
- 2 Ice Arenas with 8 sheets of ice in total
- 2 Indoor Swimming Pools
- 2 Outdoor Swimming Pools
- The Richmond Olympic Oval (2 ice sheets, 8 gymnasiums, a 200m indoor running track, weight room, and other features including fitness studios, multipurpose spaces, and indoor rowing tank)
- Art Gallery, Cultural Centre, and Museum
- 18 City-owned heritage sites
- Minoru Centre for Active Living (opening 2018)

The City also maintains and allocates the use of a wide range of outdoor sport facilities, including:

- 46 full size, natural turf soccer/rugby/football fields
- 1 cricket pitch
- 7 full size lit artificial turf fields
- 2 artificial carpet lawn bowling greens
- 1 competition track and field facility
- 92 softball diamonds
- 25 asphalt ball hockey courts
- 23 baseball diamonds
- 1 par 3 golf course
- lacrosse boxes
- 2 skateboard parks
- 61 tennis courts
- 78 basketball courts
- outdoor fishing piers
- 1 bike terrain park

The City is committed to the continued provision of facilities, parks, and open spaces that are maintained, well-managed and sustainable, and that keep pace with community growth and needs.

3.0 Stakeholder Engagement

3.1 Stakeholder Engagement Process

The recreation and sport service delivery system in Richmond includes the City, provincial and national organizations, 50 private sector sports and fitness clubs, 70 community sport organizations, 10 Community Associations, the Aquatic Services Board, and numerous partners.

The Recreation and Sport Strategy was developed in collaboration with a Strategic Advisory Committee, a Staff Operational Team, and in consultation with core partners, stakeholders and the community. Approximately 150 stakeholders were consulted through numerous workshops, focus groups, interviews, and on-line surveys. See Appendix 1 for a detailed list of the Strategic Advisory Committee and Staff Operational Team, Appendix 2 for a detailed list of Stakeholders engaged and Appendix 3 for more details on the Richmond Recreation and Sport Strategy Engagement Process and Results.



Public Consultation (Spring 2017) was undertaken as part of the Richmond Community Wellness Strategy 2018-2023 and information gathered also informed the development of this strategy. This engagement, reached 781 respondents in the following ways:

- On-line survey of parents through Richmond School District 38 PAC
- Students from 10 classes in two elementary and two high schools
- Public Consultation – Family Day
- Public Open Houses in four branches of the Public Library (with Cantonese and Mandarin-speaking volunteers)
- Let's Talk Richmond – Online survey

Residents who participated in the consultation identified the importance of recreation and sport to community wellness and appreciated the many choices of programs, services and facilities Richmond offers. They identified the need for increased access to recreation and sport opportunities and to green space and nature, and recognized the benefits of these supports to encouraging physical activity, creating feelings of belonging and connectedness and to improving overall individual and community wellness.

What is Working Well in Richmond

Recreation and Sport in Richmond is highly regarded as an important contributor to healthy and active lifestyles. Stakeholders consistently praise the number of choices and quality of recreation and sport programs, services, and events in Richmond. More specifically they value the variety of recreation and sport activities for all ages and in many locations across the City as well as many sport organizations representing a wide range of sports and providing a variety of opportunities for adults and youth.

Stakeholders highlighted that Richmond has a strong volunteer base and recognized the good work of the volunteer boards of the Community Associations. Community groups expressed a willingness to continue to work together with the City to further enhance recreation and sport for all residents.

“Richmond has many recreation and sport facilities, parks and fields, walking and cycling paths.”

“There is still a “small town feel” in Richmond that can be built upon while addressing the urban density in certain parts of the City.”

“The City is responsive and provides many opportunities for community input.”

“There is a synergy and good working relationship between community-based organizations and the City.”



3.2 Key Themes Identified by Stakeholders

The themes outlined in this section were consistently identified by stakeholders in the workshops, focus groups, interviews, and on-line surveys when asked *“what are the key priority areas for the Richmond Recreation and Sport Strategy?”*

Awareness and Understanding

- Focus on opportunities and benefits of recreation and sport
- Use multiple ways of communicating



Outreach

- Take programs and services to where people are, e.g., into their neighbourhoods, apartment complexes, mobile services, churches, etc.
- Implement strategies that motivate and engage individuals and groups who otherwise do not participate in recreation and sport.

“We would like to see more buddy programs and people that can reach out and help others participate”

“People need to have opportunities to experience different programs and services to encourage them to participate”

“We like the library and would go to events and educational workshops at the Library”



Neighbourhoods

- Provide more recreation and sport amenities and opportunities at a neighbourhood level.
- “We need more recreation programs closer to home, more in our neighbourhoods”*
- “Important to feel safe for us to go out into the neighbourhood and on the streets”*
- “Recreation and sport activities will help bring people out in our neighbourhoods – will help make us feel more connected to others”*



Physical Literacy/ Sport for Life

- Support engagement in physical activity throughout one's life.
- “Support, encouragement and confidence to be active for life is needed”*





Access

- Recreation and sport opportunities need to be inclusive, welcoming and ensure everyone can participate regardless of age, ability, gender, income, language, and ethnicity
- Reduce barriers relating to affordability, availability, proximity, culture, language, child minding, mental and physical challenges

"We love the free events and events for the entire family – we would like to have them more regularly"

"Programs need to be affordable"

"Programs need to be offered at more flexible times"

"There should be more opportunities to bring different cultural groups together to talk and get to know each other"

"Adults need to have greater choices to encourage them to participate"

"We would like to see more therapeutic recreation and exercise, healthy aging and falls prevention"



Participation of all Children and Youth

- Focus on:
 - Early years
 - Youth during transition years
 - Before, during and particularly after school programs
 - Enhancing participation of girls (and women) in sport

"There is a need for after school programs for our children"



Built and Natural Environment

- Indoor and outdoor spaces that are safe, inclusive and inviting gathering places
- Efficiencies in use of facility space and playing fields and extending usage with covers, improved surfaces, lighting; working with others to secure space (schools, developers, condo managers/strata)
- Unstructured indoor and outdoor play opportunities
- Connection with nature and more green spaces

"We need more green spaces"

"More places and spaces for gathering that are inviting would be very helpful"

Collaborations and Partnerships

- Engage in more intentional, formal partnerships to expand reach and impact of the recreation and sport programs
“Need for partnering with other City Departments as well as external community groups”



Volunteers

- Support recruitment and retention of volunteers who are critical to the delivery of recreation and sport
“More training of opportunities for sport organization volunteers would be beneficial, e.g., coaches, volunteer executives and managers”



Joint Training and Planning

- Engage in joint planning, training and education opportunities for recreation and sport staff City-wide and with other City Departments as appropriate, and key partners and volunteers

Technology

- Maximize use of technology to enhance awareness, motivation and participation in recreation and sport



Evaluation

- Measure and report on progress and outcomes

4.0 Platform for Change

4.1 Definition and Vision for Recreation and Sport in Richmond

DEFINITION

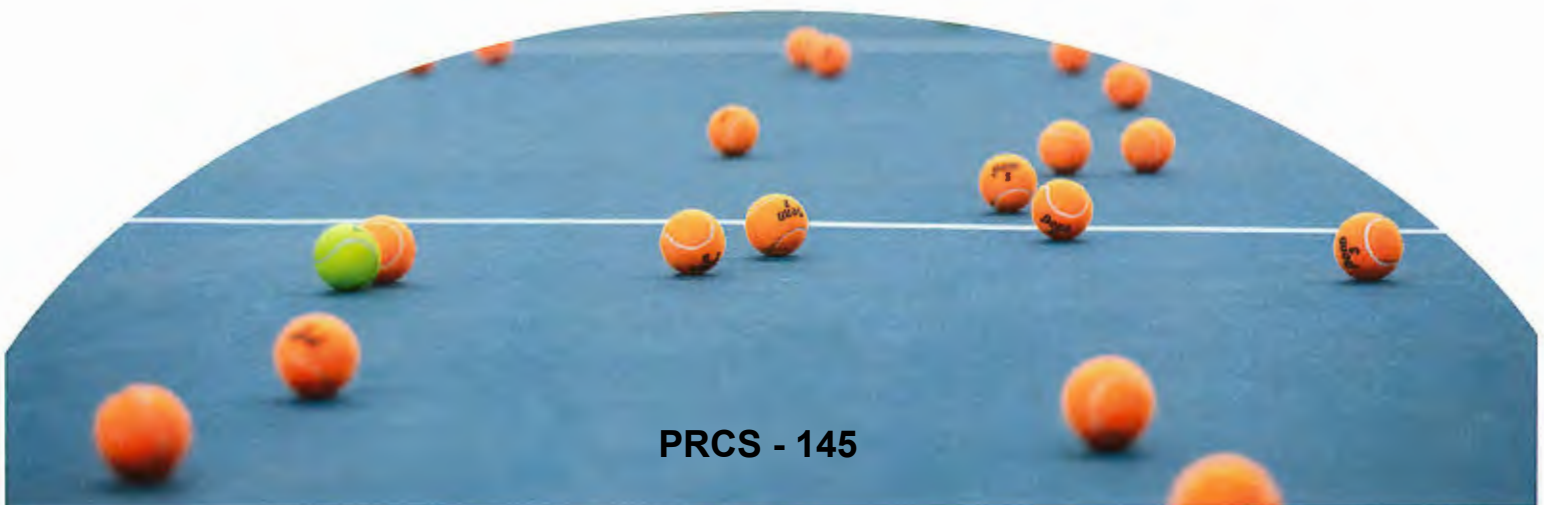
The Framework for Recreation in Canada 2015: Pathways to Well-being identifies common ways of thinking about the role of recreation in Canadian life and has been endorsed nation-wide by all levels of government and parks and recreation organizations. The following definition of recreation was developed for the national framework:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being.

This definition was used as reference for the Richmond consultation. Richmond stakeholders modified the national framework for recreation definition to reflect the specific interests and cultural needs of Richmond's residents as follows:

Recreation is the experience resulting from participation in physical, social, intellectual, creative, cultural and spiritual pursuits that enhance individual and community well-being.

Recreation includes, but is not limited to, physical activity, sport, arts, culture and heritage.



THE VISION

The vision for recreation and sport in Richmond was developed through a collaborative and holistic approach; the result is a future-oriented and aspirational vision:

Vision for Recreation and Sport in Richmond

Richmond is a leader in the planning and delivery of recreation and sport opportunities, inspiring individuals and communities to be active, connected and healthy for a lifetime.

4.2 Recreation and Sport Action Plan

The Community Services Division and its partners are dedicated to both organized and grassroots recreation. The Division believes that recreation and sport is “*about every child finding their activity ‘for life’, and ‘every adult connecting to a recreational activity or sport as well as to each other’*”. Building community capacity through enhancing participation in recreation and sport and strengthening collaborative efforts and partnerships with schools, community facilities, community groups, multicultural groups and sport organizations is an overall priority. Well maintained facilities that meet the needs of a growing and diverse population, as well as supportive built and natural environments are seen as critical to successful recreation and sport opportunities. There is a strong commitment to use technology and innovation in the effort to enhance recreation and sport participation.

These priorities, supported by data, best practice research and the results of the broad consultation led to the identification of seven focus areas and the creation of an action plan. Outlined below are the strategic actions that will make a measurable and meaningful difference to realizing the intent of each focus area. Collectively, these actions aim to inspire, motivate and support active participation in recreation and sport by all Richmond residents.

1. Awareness and Understanding:

Richmond residents understand the opportunities and benefits of participation in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Develop and implement a communication plan to increase awareness of the benefits and opportunities of recreation and sport for community members, partners and City staff. The plan should link to and leverage national recreation, sport and active living campaigns and activate these campaigns at a local level.	Year 2: Develop, Initiate Year 3: Implement
2	Continue to develop and provide a variety of educational resources for parents to inform them of the value of recreation, physical literacy, physical activity and sport.	Annual
3	Conduct annual scanning of trends, best practices and private recreation opportunities to understand residents’ needs and inform program decisions.	Annual

2. Engaged Community

Recreation and sport opportunities are accessible, inclusive and support the needs of a growing and diverse population in Richmond.

Key Action/Program/Initiative		Start Implementation
1	Increase opportunities for Richmond residents of all ages to sample recreation and sport activities. Look at multiple outlets for providing sampling opportunities, e.g., bring sampling to already existing groups – schools, churches, malls etc.	Year 2: Identify opportunities Year 3: Implement
2	Conduct a study on barriers to sport and recreation participation in identified neighbourhoods or communities and take action to reduce barriers accordingly. (Build on learnings from the City Centre Active Communities Project)	Year 2: Conduct study Years 3-5: Reduce barriers
3	Work with sport organizations to ensure that individuals with financial hardships are directed to the City of Richmond's fee subsidy program, Richmond KidSport or Jump Start for assistance.	Ongoing
4	Develop and implement a strategy for increasing women and girls' participation in recreation and sport, e.g. an outcome from this strategy would be an increase in the number of female coaches in Richmond Sport Organizations	Year 3: Develop strategy Year 4-5: Implement
5	Work with local intercultural and immigration organizations to introduce residents to local recreation and sport organizations and opportunities.	Year 2: Confirm methodology Year 2: Implement
6	Collaborate with community partners to ensure children and youth have the opportunity to participate in school sport teams, community sport organizations and recreational leagues.	Year 2: Confirm methodology Year 3: Implement
7	Provide additional supports for children with special needs so that they are integrated into and supported in participating in programs and services.	Year 1: Identify supports Year 2-3: Implement
8	Celebrate excellence in sport by creating opportunities to meet sport idols; this could include meeting professional and elite teams and athletes in the community.	Year 2: Identify opportunities Year 3: Implement
9	Apply Richmond Age-Friendly Assessment and Action Plan 2015 guidelines in planning all recreation and sport programs, services and amenities.	Ongoing
10	Develop, implement and promote a "play" lens to appropriate recreation programs across the Community Services Division. Ensure this takes into account the child's right to play and partake freely and entirely in "age-appropriate recreational experiences, cultural life, and artistic and leisure activities", as outlined in the United Nations Convention on the Rights of the Child.	Year 1: Develop Ongoing
11	Expand the City-wide intergenerational "mentoring program" where seniors and youth exchange skills and experiences, and support each other in participating in recreation and sport opportunities.	Year 3
12	Work with Arts, Culture and Heritage to incorporate activity/movement opportunities, where feasible, within programs.	Year 2
13	Provide opportunities for Provincial Sport Organizations and National Sport Organizations to be involved in local events.	Ongoing
14	Develop a recognition program for athletic achievement for children and youth.	Year 2

3. Physical Literacy and Sport for Life:

Richmond residents have the fundamental movement skills, competence, confidence and motivation to move for a lifetime.

Key Action/Program/Initiative		Start Implementation
1	Continue to integrate fundamental movement skills into all community recreation programs, addressing all ages from early childhood to older adults.	Ongoing
2	Establish a task force or working committee to align the Long Term Athlete Development (LTAD) pathways by coordinating recreation, school, community and Oval programming.	Year 2
3	Enhance pathways from recreation to sport and sport to recreation.	Year 3: Confirm methodology Year 4: Implement
4	Increase opportunities for Richmond children, youth and adults to participate in all stages of the long-term athlete development model.	Year 2: Identify opportunities Year 3: Implement
5	Encourage and support sport groups to implement the Long Term Athlete Development (LTAD) model and the quality sport criteria.	Year 2: Determine support Year 3: Implement
6	Develop and implement initiatives targeting older adults/seniors participation in sport for life.	Year 2: Develop Year 3: Implement
7	Work with School District No. 38 to embed physical literacy mentors in elementary schools to support teachers and assist schools to develop a physical literacy curriculum appropriate for a range of ages and levels.	Year 3: Confirm methodology Year 4: Implement
8	Work with School District No. 38 to offer workshops on Physical Literacy at elementary school professional days.	Year 3: Plan Year 4: Implement
9	Assess, benchmark, identify and implement improvements to enhance Richmond's Fundamental Movement Skills program using the Physical Literacy Environment Assessment.	Year 3: Assess & Benchmark Year 4: Implement
10	Build partnerships with senior levels of government to strengthen the Excellence Pathway for athletes and Active for Life participation.	Year 3: Confirm methodology Year 4: Implement
11	Investigate the expansion of the 'Richmond Virtual School' Secondary Program for Grade 10-12 athletics in partnership with the Oval and Richmond School District No. 38.	Year 2
12	Continue to support the Gym Works™ program for registered athletes with the Canadian Sport Institute and expand it as new facilities come on-line.	Year 1



4. Active People and Vibrant Places:

Natural and built environments within neighbourhoods in Richmond encourage connectedness and participation in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1	Implement the Active Communities Grant Project focusing on physical activity initiatives in the City Centre neighbourhood, an initiative of the Richmond Community Wellness Strategy 2018-2023.	Year 1
2	Review and update the Field Allocation Policy to ensure effective and efficient use of City resources.	Year 2
3	Provide inclusive, safe and welcoming facilities and spaces for recreation and sport programs and services.	Ongoing
4	Include infrastructure (i.e., power, water, covering) that promotes and supports grass roots activity in parks and open spaces.	Ongoing
5	Incorporate unstructured recreation and sport opportunities in public parks and open spaces, i.e., urban design features that can be used for free play, training, and parkour.	Ongoing
6	Develop and implement a "roving leader" program to animate and engage the community in physical activity in parks and public spaces.	Year 2 Develop plan Year 3 Implement
7	Expand the "Live 5-2-1-0 Playbox" program to additional parks across the City.	Ongoing
8	Work with grassroots organizations and schools to increase the number of walk-to-school programs.	Year 2 Develop plan Year 3 Implement
9	Develop and implement bike education initiatives or programs for children and youth in each neighbourhood.	Year 3 Develop plan Year 4 Implement
10	Investigate opportunities to host multi-sport games that increase community pride, economic development and provide legacy benefits for the community and contribute to the vibrancy of the City (e.g. Youth Olympic Games).	Year 3

5. Connectedness to Nature:

Richmond residents enjoy opportunities to connect with nature.

Key Action/Program/Initiative		Start Implementation
1	Develop a public awareness initiative to increase understanding of the importance of nature to recreation and wellness. Include a focus on the role of recreation in aiding people to connect to nature, and the importance of environmental sustainability in parks and recreation. (Connected to Focus Area 1 Action 1)	Year 2: Develop Year 3: Implement
2	Increase the number of nature play elements in parks and playgrounds city-wide, in order to grow opportunities for children to play outdoors and interact with nature.	Ongoing
3	Provide an increased number of guided outdoor recreation programs within or outside of Richmond. (e.g., hiking, biking and paddling trips).	Year 3: Develop Year 4: Implement
4	Provide an increased number of guided nature and conservation science educational options.	Year 3: Develop Year 4: Implement

6. Community Capacity-Building:

Collaborations, partnerships and volunteerism are strengthened to expand the reach and impact of recreation and sport in Richmond.

Key Action/Program/Initiative		Start Implementation
1	Establish a strategic alliance leadership team that is united by a common vision and acts as an advisory body for recreation and sport.	Year 1
2	Work with Richmond Sports Council to develop and implement club quality standards for clubs, groups, programs and services.	Year 2 Develop Year 3 Implement
3	Conduct an assessment of the supports required to ensure local sport organizations are healthy, vibrant and able to provide excellent opportunities for residents, and address identified priorities.	Year 2: Develop plan Year 3: Implement
4	Increase opportunities for young athletes with Richmond's local sports clubs to lead and teach sports programs at community centres.	Year 3: Establish methodology Year 4: Implement
5	Develop and implement a strategy to build capacity of early years providers to promote and integrate physical literacy into programming.	Year 3: Develop strategy Year 4: Implement
6	Develop and implement career awareness, preparation and development strategies to attract and educate new leaders.	Ongoing
7	Find and involve champions for recreation and sport. A champion could be an individual, community group or City staff member.	Ongoing

7. Technology and Innovation:

Technology and innovative ideas connect and inspire Richmond residents to participate in recreation and sport.

Key Action/Program/Initiative		Start Implementation
1.	Promote new technologies and innovations associated with Recreation at the City of Richmond.	Ongoing
2.	Identify opportunities to adapt existing apps designed to increase participation in recreation and sport. Initiate adaptation and co-branding options for the City, as feasible.	Year 2: Research Year 3: Implement
3.	Develop and implement an 'App' for Richmond's walking, running and cycling routes with built-in incentives to measure progress and reward participation.	Year 2: Develop Year 3: Implement
4.	Expand or enhance the Richmond App to allow for previewing of classes and programs and enable customization of schedules.	Year 3: Develop Year 4: Implement
5.	Develop and implement a library of multi-lingual videos to introduce people to recreation programs and services.	Year 4: Develop Year 5: Implement
6.	Introduce the use of traffic counters for trails, sidewalks and bike routes in order to measure the use of various active transportation routes.	Year 2: Research Year 3-5: Implement

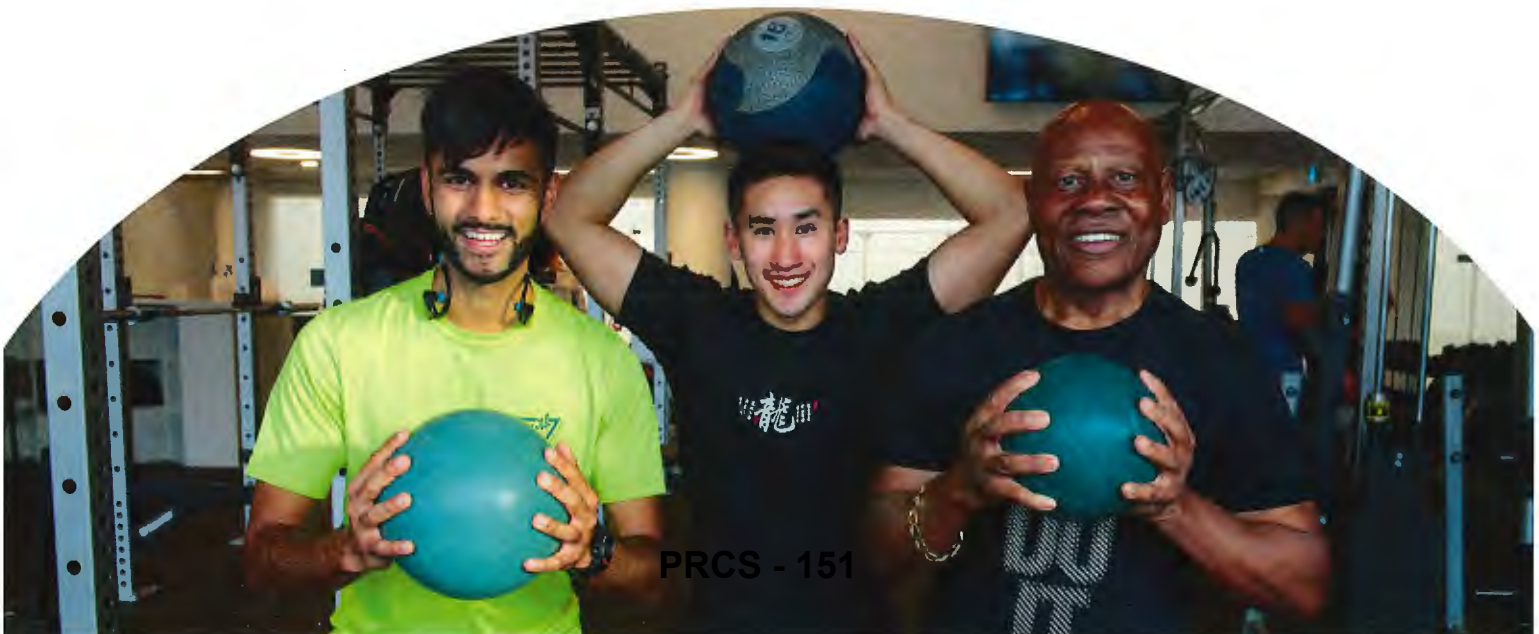
5.0 Measuring our Progress

5.1 Evaluation Framework and Logic Model

The Richmond Recreation and Sport Strategy 2018–2023 Evaluation Framework has been developed and is available under separate cover. An Evaluation Logic Model and an Implementation and Outcomes Evaluation plan are key components of the Evaluation Framework that will help guide the Community Services Division and especially the Recreation Services Department, in evaluating the process of implementing the key initiatives of the Strategy and to measure the achievement of desired outcomes both in the medium and long term. The overall aim of the evaluation is to ensure progress toward the essential outcome - increased participation of all Richmond residents in recreation and sport to enhance individual, family and community wellness.

Evaluation Logic Model

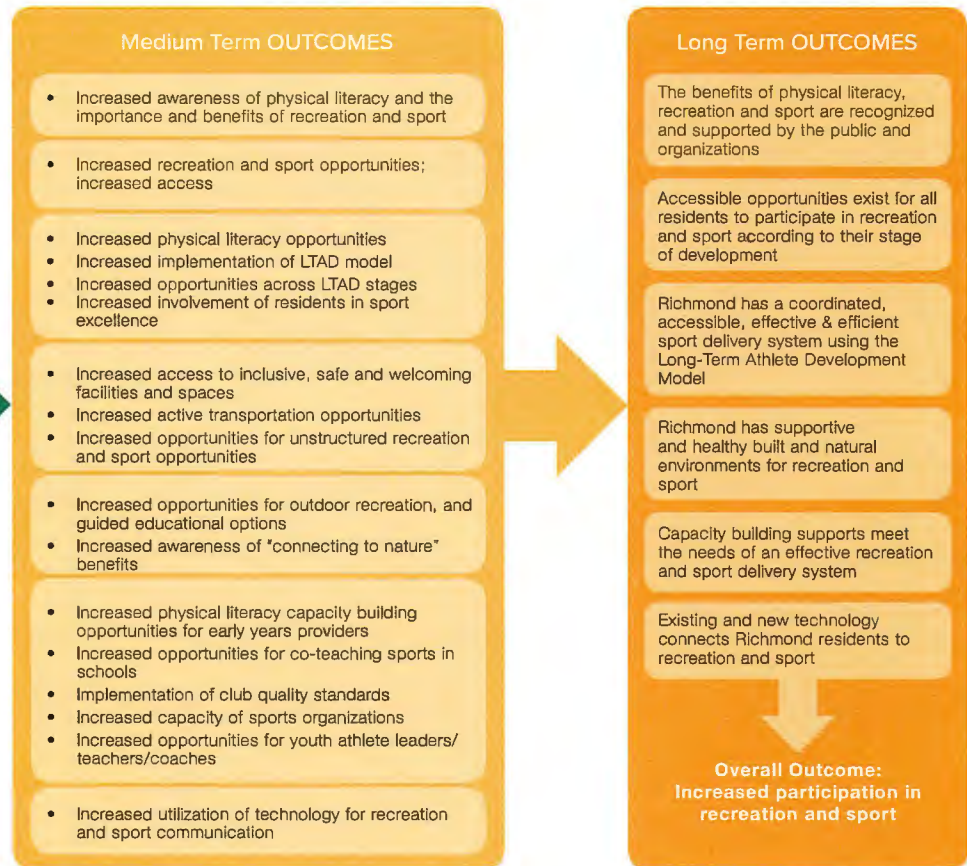
The Recreation and Sport logic model provides a high level visual representation of the relationship between the activities identified for each of the focus areas and the medium and long terms outcomes.





City of Richmond Recreation and Sport Strategy Logic Model

FOCUS AREAS	Key ACTIVITIES & OUTPUTS
Awareness and Understanding	<ul style="list-style-type: none"> Develop benefits of physical literacy, recreation & sport communication plan Develop educational materials for parents Identify opportunities to link to National and Provincial sport and active living campaigns Inform program decisions and understand residents' needs through identification of trends, best practices and provide recreation opportunities
Engaged Community	<ul style="list-style-type: none"> Increase opportunities to sample recreation and sport Study barriers and take actions to reduce barriers Provide supports for children with special needs Develop and communicate a coordinated strategy for affordable sports and subsidy access Develop women and girls participation strategy Ensure children and youth have the opportunity to participate in school sport teams, community sport organizations and recreational leagues Develop an intergenerational mentoring program Develop partnerships with intercultural and immigration organizations to introduce residents to recreation and sports Apply a play lane Celebrate excellence in sport by creating opportunities to meet sport idols Apply Richmond Age-Friendly Assessment and Action Plan 2016 guidelines Work with Arts, Culture and Heritage to incorporate activity/movement into their programs Provide opportunities for PSOs and NSOs to be involved in local events Develop a recognition program for athletic achievement for children and youth
Physical Literacy and Sport for Life	<ul style="list-style-type: none"> Integrate fundamental movement skills into City programs Develop a LTAD taskforce Collaborate with sport organizations to enhance pathways between recreation and sport Support LTAD model and quality sport criteria implementation Develop older adults sport for life initiative(s) Support physical literacy mentors in elementary schools Create opportunities for physical literacy pro D workshops for SD38 Assess, benchmark, identify and implement improvements to enhance the Fundamental Movement Skills program using the Physical Literacy Environment Assessment Build partnerships with senior levels of government Investigate the expansion of the 'Richmond Virtual School' Program Continue to support the Canadian Sport Institute Program
Active People and Vibrant Places	<ul style="list-style-type: none"> Implement the Active Communities Grant Project Update the field allocation policy Provide inclusive, safe and welcoming facilities and spaces Include infrastructure (power, water, covering) in parks and open spaces Incorporate unstructured recreation & sport opportunities in parks & open spaces Expand 5210 Play Box program Develop rowing leader program Increase Walk to School programs Implement bike education initiatives for children and youth in each neighbourhood Investigate opportunities to host multi-sport games
Connectedness to Nature	<ul style="list-style-type: none"> Develop public awareness initiative Provide guided outdoor recreation opportunities Provide guided nature and conservation science educational options Increase nature play elements in parks and playgrounds
Community Capacity Building	<ul style="list-style-type: none"> Develop recreation and sport strategic alliance leadership team Develop club quality standards in partnership with Richmond Sport Council Conduct assessment of supports required to ensure local sport organizations can provide excellent opportunities Increase opportunities for young athletes to lead and teach at community centres Develop physical literacy capacity building strategy for early years providers Develop recreation & sport career awareness, preparation and development strategies to attract and educate new leaders Find and involve champions for recreation and sport
Technology and Innovation	<ul style="list-style-type: none"> Promote new technologies and innovations for recreation and sport Identify opportunities to adapt existing apps Develop an enhanced Richmond App to preview programs and for scheduling Develop and implement an App for walking, running and cycling routes Create multi-lingual videos to introduce recreation programs & services Develop/implement traffic counters for active transportation routes



Situation: Improve participation in recreation and sport; Improve access to recreation and sport programs and services; Improve physical literacy; Enhance supportive built and natural environments; Improve connection to nature; enhance community capacity; Utilize technology

Inputs:
Organizational level: Partnership, Funding, Coordination & Oversight, Monitoring and Communication.
Program and Project level: Resources, Staff, Volunteers, Facilities

5.2 Measuring Results - Implementation and Outcomes Evaluation Plan

Implementation or process evaluation and an outcomes evaluation (both in the medium term and in long term) will be undertaken.

Implementation (process) Evaluation: provides a guide for assessing whether the initiatives and actions under each focus area are implemented as intended and what further work needs to be done. The intent is to identify what is working well and what is not, to determine what adjustments need to be made, implement the necessary adjustments, and, in a specified time, assess again. (PDSA Cycle for Continuous Quality Improvement: Plan, Do, Study, Act ²²)

Medium-term Outcome Evaluation: provides a guide to measure what progress has been made toward achieving the desired results once the actions have been implemented. This usually occurs half way through the Strategy timeline. It also provides an opportunity to review and then assess what changes may be needed.

Long-term Outcome Evaluation: is intended to measure progress made in the longer time frame to achieve the desired results identified for each focus areas and the overall aim of the strategy to increased participation in recreation and sport.

Examples of key evaluation questions to guide the evaluation include:

- Is there a greater awareness and understanding of the benefits of recreation and sport and physical literacy?
- Have barriers to access (e.g., geographic, financial, language) been addressed?
- Are programs, services and amenities inclusive (e.g., welcoming for all ages, genders, cultures and abilities)?
- Has the Long Term Athlete Development (LTAD) model been adopted and implemented by the sport organizations?
- Are the Sport for Life principles, including physical literacy, integrated into the recreation and sport programs?
- Have changes to the built and natural environment helped to support increased recreation and sport participation. Are Richmond neighbourhoods more walkable?
- Has the addition of nature play elements to parks and playgrounds increased recreation and sport participation? Do residents feel more connected to their neighbourhoods?
- Has the capacity of key organizations and stakeholders been strengthened to meet the needs of the recreation and sport system?

²² <http://www.ihl.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx>

Data Collection Methods and Sources

Where possible, data collection methods and sources for the evaluation will use and build upon available reliable data and established data collection/analysis systems. These include, for example, data on:

Adults

- Richmond recreation and sport services participation rates, and recreation and sport facility and program utilization from the *City of Richmond Community Facilities Profiles* (annual report, 5 year trend over time, adult users/registrants)
- Recreation and sport facility and public spaces use, program participation measures and value perceptions from the *Community Needs Assessment* (2015 baseline, planned follow-up surveys every 5 years, a multi-language telephone survey of a representative sample of Richmond residents, adult users/non-users.)
- Physical activity levels, other lifestyle and health indicators and social connectedness measures from *My Health My Community* (baseline 2013/2014, planned follow-up survey every 5 years, multi-language survey of a representative sample of Richmond residents, adults.) Metro-Vancouver comparisons and enhanced analysis of priority topics are available.

Children and Youth

Reliable repeated measures reports providing trend over time data for Richmond children and youth relating to physical activity levels, other lifestyle factors and health, social and emotional development/connectedness and sense of belonging are available from: the BC Ministry of Education (*BC School Satisfaction Survey* for grades 4, 7, 10 and 12); the McCreary Centre Society (*BC Adolescent Health Survey*); the *Human Early Learning Partnership* (EDI - Early Years Development Instrument); and MDI (Middle Years Development Instrument).

However, new or enhanced data collection methods and tools will be needed to evaluate many of the actions identified in the strategy, e.g., records, surveys, stakeholder interviews and focus groups, photographic records, special reports, program-specific evaluations and use of technology. This will require collaboration with community associations and other partners, sport organizations and community groups to determine appropriate data collection processes and to establish templates for data to be collected as well as timelines for collection.

The following table identifies examples of indicators/measures and targets to be used in the evaluation of the Recreation and Sport Strategy. As indicated above, a variety of data sources and qualitative and quantitative data collection methods will be used to measure outcomes. The full complement of outcomes, indicators, data sources and timelines are outlined in the Richmond Recreation and Sport Strategy Evaluation Framework -- Technical Document is available under separate cover.

Focus Area	Indicator/Measure	Target Trend
Awareness and Understanding	<ul style="list-style-type: none"> • Communications initiatives and resources for community members, partners and City staff • Understanding and awareness of physical literacy • Understanding and awareness of recreation and sport opportunities and benefits 	↑
Engaged Community	<ul style="list-style-type: none"> • Barriers to access and participation 	↓
	<ul style="list-style-type: none"> • Opportunities to sample programs • Recreation and sport program opportunities • Resident participation and engagement 	↑
Physical Literacy and Sport for Life	<ul style="list-style-type: none"> • Fundamental movement skills integrated into community services programs • Long Term Athlete Development (LTAD) Model adopted by sport groups • Physical Literacy initiatives implemented in schools • Children, youth and adults involved in all stages of the LTAD pathway • Involvement of residents in sport excellence 	↑
Active People and Vibrant Places	<ul style="list-style-type: none"> • Welcoming, safe facilities and spaces • Infrastructure improvements • Active transportation • Unstructured recreation and sport opportunities in public parks and open spaces 	↑
Connectedness to Nature	<ul style="list-style-type: none"> • Awareness of benefits of being in nature • Nature play opportunities • Nature education options • Residents connected to nature 	↑
Community Capacity-building	<ul style="list-style-type: none"> • Sport organization capacity to provide excellent opportunities • Young athletes lead and teach recreation and sport programs • Early years providers promote physical literacy • Champions for recreation and sport established and recognized by the community 	↑
Technology and Innovation	<ul style="list-style-type: none"> • Technology and innovation supports recreation and sport • Apps enhance recreation and sport participation • Multi-lingual videos introduce residents to opportunities 	↑
OVERALL OUTCOMES	<ul style="list-style-type: none"> • Participation of all residents in recreation and sport • Richmond residents achieve physical activity targets 	↑

Evaluation Implementation Considerations

An Evaluation Committee will also be established to facilitate data collection and analysis for reporting on progress and results.

Reporting: The Recreation Services Department will provide a report on the process evaluation measures and outcome evaluation measures of the Recreation and Sport Strategy at 2.5 years and 5 years.



6.0 Strategy Implementation

There are many individuals who must be involved in the implementation of the Strategy if the actions outlined are to be implemented and the outcomes realized. Implementation of the Strategy will be the responsibility of the Community Services Division, and especially the Recreation Services Department, in partnership with Richmond's Community Associations, Richmond Sports Council, the Richmond Olympic Oval as well as a range of other community organizations and partners.

It is only through engaging with and harnessing the expertise and leadership of all partners that serve the community's recreation and sport needs that the vision of the Strategy will be realized. A leadership team with representation from the Recreation Department, the Richmond Olympic Oval, Richmond Sports Council and the Richmond Council of Communities will meet at least quarterly to provide advice and guidance to action teams who are responsible for moving specific actions forward.

Staff across the Recreation Services Department will develop annual work plans which include key priorities for moving the Strategy forward.

6.1 Communication

Continuous communication and information sharing is also key to the successful implementation of the Strategy. A variety of tools and techniques are anticipated to be used, including:

- Regular sharing of information through both staff and board meetings
- Annual reporting on work plans
- Recognition and celebration of successes as actions are implemented and achievements realized
- Review and reporting of annual participation statistics

Ongoing communications both internally and externally will help to ensure the strategy is top of mind for staff and that the actions and outcomes are realized.



7.0 Conclusion

The Recreation and Sport Strategy 2018-2023 is a commitment by the City of Richmond to work with its partners, stakeholders and citizens to enhance the quality and benefits of recreation and sport services and programs for all Richmond residents – individuals, families and the entire community. The overall purpose of the Strategy is to identify what needs to be accomplished over the next five years to make a difference in recreation and sport services in Richmond, to build on current strengths and to increase the reach, scope and impact of recreation and sport in the community. This Strategy also acts as a tool to ensure that the Recreation Services Department is able to successfully achieve its vision of being a leader in the planning and delivery of recreation and sport opportunities and inspiring residents to be active connected and healthy for a lifetime.

The vision, focus areas and actions which have been developed through an extensive engagement process will guide the work of the Community Services Division, and particularly the Recreation Services Department, along with continued evaluation and monitoring of impact and results. Understanding community needs and keeping abreast of current trends and best practices in other jurisdictions will help ensure a continued forward looking process to enhancing recreation and sport opportunities in Richmond.

Richmond has taken a leadership role in the Global Active Cities movement, recognizing that cities need to invest in multiple ways that promote individual and collective well-being of their residents. Cities around the world have come to the understanding that improving the quality of life of its citizens requires everyone to be involved. The City engages its citizens, establishes advisory groups and works together with public sector, corporate and not-for-profit partners to achieve its stated goals. Through a relationship-based approach, the City is able to continue to be a leader in the provision of community recreation and sport services, facilities and amenities, especially by partnering with service agencies, School District No. 38, Vancouver Coastal Health, sports organizations and many volunteer sports clubs throughout the City.

Many stakeholders participated in the development of the 2018-2023 Recreation and Sport Strategy, which has a strong vision for the future of recreation and sport in Richmond. The Recreation and Sport Strategy and the updated Community Wellness Strategy provide an opportunity to ensure the actions within both Strategies improve the quality of life of Richmond residents.



Appendix 1:

City Of Richmond
Recreation and Sport
Strategic Advisory
Committee

and Operational Team

CITY OF RICHMOND RECREATION AND SPORT STRATEGY STRATEGIC ADVISORY COMMITTEE

Name	Area of Responsibility
CITY OF RICHMOND	
Gregg Wheeler	Manager, Sport and Community Events
Grant Nishi	Coordinator, Aquatic Services
Kirsten Close	Coordinator, Major Projects Community Services Division
COMMUNITY PARTNERS	
Sherry Sutherland	Board member, East Richmond Community Association
Jose Gonzalez	Past President, South Arm Community Association
Ian MacLeod	Chair, Aquatic Services Board
Ilario Galano	Co-Chair, Richmond Fitness and Wellness Association (RFA)
Frank Claassen	Chair, Richmond Arenas Community Association (RACA)
Jim Lamond	Chair, Richmond Sports Council
Susie Burbidge	President, South Arm Community Association
PROJECT LEADERSHIP TEAM	
Elizabeth Ayers	Director, Recreation and Sport Services
Serena Lusk	General Manager, Community Services
Suzanna Kaptur	Research Planner 2, Community Services
Lisa Fedoruk	Accessibility Coordinator, Community Services
PROJECT CONSULTANT	
Zena Simoes	Consultant Team
Sue Ross	Consultant Team
Karen Strange	Consultant Team

CITY OF RICHMOND RECREATION AND SPORT STRATEGY OPERATIONAL TEAM

Name	Area of Responsibility
CITY OF RICHMOND	
Andrew Chornohus	Youth Coordinator, Steveston Community Centre
Andrew Clark	Manager, Fitness and High Performance (Oval)
Dave Black	Marketing Assistant
Debi Jones	Aquatic Supervisor
Emily Ooi	Educational Programs Coordinator
Emily Toda	Coordinator, Parks Programs
Jordan Mottl	Program Manager, Community Sport (Oval)
Kirsten Frankish	Arts Programmer
Melanie Burner	Community Facilities Coordinator
Paul (Sammy) Morizawa	Coordinator, Parks Programs – Sports
Renata Turick	Community Facilities Coordinator
Will Kump	Community Facilities Coordinator
Wing Ho	Volunteer Development Coordinator
Winnie Wong	Arts Programmer, Richmond Arts Centre
Angela Straker	Program Manager, Community Sport (Oval)
Katie Varney	Manager, Community Cultural Development
Beayue Louie	Park Planner

Appendix 2:

Richmond Recreation
and Sport Strategy
Stakeholders Engaged

CITY OF RICHMOND STAFF STAKEHOLDER ENGAGEMENT

Richmond Community Services	Area of Responsibility
Planning and Projects	Manager, Community Services Planning and Projects Coordinator, Special Projects Research Planner
Recreation and Sport Services - Aquatics and Arenas	Manager, Aquatic and Arena Services Aquatics Supervisor Community Facilities Coordinator - Arenas Coordinator, Arena Services Arena Maintenance, Supervisor Instructor Recreation Facility Clerk
Sport	Manager, Sport and Community Events Community Facilities Coordinator
Fitness	Coordinator, Fitness and Wellness Services
Volunteers	Volunteer Development Coordinator
Recreation and Sport Services - Community Recreation	Manager, Community Recreation Services Area Coordinator Recreation Leader Community Facilities Coordinators Fitness Coordinator - South Arm Youth Coordinator - Steveston Seniors Coordinator - City Centre Community Development Coordinator - West Richmond School aged Child Care Coordinator Preschool Program Coordinator Attendant
Arts, Culture and Heritage Services	Manager, Community Cultural Development Arts Coordinator Arts Programmer Manager, Major Events and Film Supervisor, Museum and Heritage Services Media Arts Specialist Public Art Planner Manager, Art Services Director, Richmond Art Gallery
Community Social Development	Coordinator - Accessibility
Administration	Manager, Administration Functional Analyst Department Associate 5
Richmond Olympic Oval	Program Manager, High Performance Sport

Richmond Recreation AND Sport Strategy Stakeholder Engagement	
COMMUNITY ORGANIZATIONS WORKSHOP	
City Centre Community Association	East Richmond Community Association
Steveston Community Society	Thompson Community Association
West Richmond Community Association	Sea Island Community Association
Hamilton Community Association	South Arm Community Association
<i>Associations also participated by survey</i>	
INDOOR AND OUTDOOR SPORTS ORGANIZATIONS WORKSHOPS	
Richmond Ravens	Richmond Lawn Bowling Club
Richmond Fitness AND Wellness Association	Air Attack Volleyball Club
Richmond Minor Hockey	Richmond Arenas Community Association
Richmond Badminton – WEEqual Foundation	Richmond City Baseball
Pacific Wave Synchronized Swim	Richmond Sports Council
Richmond Cricket Club	Dugout Club (Baseball)
Richmond Kigoos Summer Swim Club	Richmond Rapids Winter Swim Club
Ultra Rhythmics	Sea Island Community Association
<i>Organizations also participated by survey</i>	
COMMUNITY SERVICE ORGANIZATIONS - Interviews	
Richmond Children First	Richmond Centre for Disability
SUCCESS – Immigrant Settlement and Integration	Immigrant Services Society
Richmond Multicultural Community Services	
REGIONAL AND NATIONAL ORGANIZATIONS - Interviews	
CAAWS - Canadian Association for Women and Girls and Sport and Physical Activity	BCRPA - BC Recreation and Parks Association
ProMOTION Plus	Sport for Life
Pacific Sport	
COMMUNITY WELLNESS PARTNERS - Interviews	
Vancouver Coastal Health – Richmond	School District No. 38

Appendix 3:

Summary of Richmond
Recreation and Sport
Strategy Engagement
Process and Results

I. Stakeholders Consulted

Consultations took place with the following stakeholders:

- ✓ Recreation and Sport Strategy Strategic Advisory Committee – included representatives from the Recreation Services Department and community organizations.
- ✓ Recreation and Sport Strategy Staff Operational Team – included staff from the Recreation Services Department and the Community Services Division.
- ✓ City of Richmond staff – workshop held with representatives from Planning and Projects, Recreation Services, Arts, Culture and Heritage Services, Community Social Development and Richmond Olympic Oval.
- ✓ Richmond Local Area Community Associations – workshop held with board and staff representatives. On-line survey also provided.
- ✓ Richmond Indoor and Outdoor Sport Organizations – several workshops held with board members and other volunteers. Online survey also provided.
- ✓ Richmond Community Organizations - Individual meetings held with staff and/or board members from SUCCESS - Richmond, Richmond LINC and Settlement - Immigrant Services Society of BC, Richmond Centre for Disability, Richmond Multicultural Community Services (RMCS) and Richmond Children First.
- ✓ Interviews held with Regional and National Organizations, e.g., Pacific Sport, Richmond Children First, Canadian Association for Advancement of Women and Sport and Physical Activity (CAAWS), BC Recreation and Parks Association (BCRPA), and Rick Hansen Foundation
- ✓ Interview with School District No. 38 and VCH Richmond.

The sequencing of the consultations process was as follows:

*Advisory Committee
April 2017*

*Staff Operational Team
June 2017*

*City Staff Workshop
July 2017*

Vision and Future Strategic Directions

Vision: Five years from now how will Richmond be different as a result of the Recreation and Sport Strategy?

Strategic Directions: What broad City-wide strategic directions would most likely enable this vision to be realized?

Values: What values are unique to Richmond that will be key in the formation of this strategy and its initiatives?

Challenges/Opportunities: What do you see as the biggest challenges or opportunities to achieving the Richmond you described 5 years hence?

*Community Organizations
Workshop
September 2017*

*Sports Organizations
Workshop
September 2017*

Strengths: What do you see at the best features/key strengths of recreation and sport programs and services in Richmond?

Gaps/Issues: What are the major gaps/issues that need to be addressed in Recreation and Sport in Richmond?

Strategic Directions: What strategic directions are important to implement over the next 5 years to address gaps and build on strengths?

Partnerships: What partnerships or ways of working together would you like to see with the City's Recreation and Sport Services Department?

Top Priorities: If you could do two things to improve recreation and sport in Richmond that would have the greatest impact – what would you do?

*Interviews with
National and Regional
Organizations
August/September 2017*

1. How does your organization support recreation and/or sport programs and services in Richmond?
2. What is your relationship with the City's Recreation and Sport program and services?
3. What do you see as the best features/key strengths of recreation and sport programs and services in Richmond?
4. What do you see as the major gaps or opportunities in recreation and sport services in Richmond (e.g., in terms of social, cultural, arts, heritage, sports, other physical activities?)
5. If you could do two things to improve recreation services in Richmond - what would you do? What impact would you expect this to have, for whom?
6. If you could do two things to improve sport services in Richmond - what would you do? What impact would you expect this to have, for whom?
7. What relationship/partnership would you like to have with the City of Richmond's Recreation and Sport program and services?

October/November 2017

- Stakeholder feedback consolidated under emerging themes
- Identification of 7 focus areas

*Staff Operational Team,
Recreation and Sport Leadership
and Advisory Committee
October 2017 – March 2018*

Priority setting and refinement of vision, focus areas and major actions

The Vision for the Recreation and Sport Strategy was developed through an iterative process, with the Advisory Committee, Staff Operational Team and City Staff being asked to take a future-oriented and aspirational approach and envision... **“five years from now how will Richmond be different as a result of the Recreation and Sport Strategy?”**. Recreation and Sport staff and leadership were given further opportunities to review the results and refine the vision statement for final review by the Recreation and Sport Advisory Committee.

II. Stakeholder Feedback

The following summarizes the feedback received from all stakeholders. The feedback is grouped under common themes that emerged. This led to the development of the recreation and sport focus areas identified in the strategy and to many of the actions outlined in the Action Plan.

AWARENESS AND UNDERSTANDING

Stakeholders exposed a need to increase awareness of what recreation and sport opportunities are available in Richmond. They indicated that there is a lack of understanding of the benefits of recreation and sport, in particular, the importance of being active every day and understanding the value of recreation and sport for personal development and its role in contributing to a sense of belonging to the community. They indicated that they would like to see:

- Multiple strategies that will enhance the awareness of existing opportunities and how to participate. Specifically, they identified the value of being able to obtain hands-on experience of different recreation and sport options in the schools, community centres and neighbourhoods.
- An enhanced understanding of a broader definition of what recreation is for all ages.
- Enhanced availability of non-traditional recreation and sport opportunities, e.g., those of interest to diverse cultural groups, unstructured play, nature play, inter-generational program opportunities.



ACTIVE PEOPLE

Stakeholders emphasized the need to:

- Increase access to recreation and sport opportunities
- Aim for participation of by all children, including enhancing participation of girls and women
- Enhance outreach to hard-to-reach groups
- Strengthen physical literacy and long term athlete development

Increase access to recreation and sport opportunities

Stakeholders highlighted the importance of addressing the following barriers to access:

- *Proximity* – enabling closer to home, easy transportation and better transit
- *Language* – providing opportunities in different languages and/or translator and translated information
- *Culture* – facilitating sensitivity to cultural practices and traditions to enhance participation of new immigrants and members of different cultural groups
- *Affordability* – ensuring a comprehensive approach that includes increasing awareness and availability of subsidies and providing more affordable options
- *Child minding* – complementing adult/parent programs with child care programs
- *Hands on orientation* – providing the chance for citizens of any age to “try-out” and gain experience with different recreation and sport activities of interest to them.
- *Physical accessibility* – ensuring access and social inclusion standards enable participation by people with disabilities
- *Availability of opportunities* – providing services in different areas of the city; a range of different times; drop-in possibilities, being responsive to high demand and wait lists



Aim for participation in recreation and sport by all children

Stakeholders identified the need for more partnerships between the City and School District that enable joint program planning to meet the identified needs of children and youth during schools hours, after school programs, and opportunities to experience (“try-out”) different recreation and sport activities.

Recruit and retain girls and women in the recreation and sport system

Stakeholders identified the importance of providing a gender lens when developing programs and services and enhancing community recreation and sport programs for girls.

Outreach to hard-to-reach groups

Stakeholders emphasized the importance of:

- Offering recreation and sport programs and services where people are, e.g., in their neighbourhoods, schools, apartment/condo complexes, shopping centres, etc.
- Reaching out to identified hard-to-reach groups in partnership with community organizations working with the target populations to find ways to enhance participation. For example:
 - Immigrant serving and multicultural organizations
 - Seniors organizations and facilities supporting older adults
 - Organizations assisting youth with special support needs
 - Organizations serving people with disabilities
 - Mental health and addictions support agencies

Community organizations, consulted as part of this strategy process, indicated a willingness to assist in reaching out to their clients, sharing information, exchanging skills, and engaging in joint programming.

Strengthen physical literacy and Long Term Athlete Development

Stakeholders indicated the importance of strengthening fundamental movement skills for all ages, in early years settings, in schools and through recreational programming. Stakeholders also expressed interest in sports organizations adopting the Long Term Athlete Development (LTAD) model and structuring their development based on the levels within the LTAD.

ACTIVE PLACES

Identify and address built and natural environment supports

The main focus of the feedback from stakeholders included enhancing the availability and use of indoor and outdoor space and enhancing connectedness to nature.

For example, stakeholders indicated a need to:

- Find more open space to enable gatherings – indoor and outdoor. *“We need more space outdoors to be able to sit, chat and exchange stories.”* *“We need more Community Living Rooms within our centre.”* *“We need space to have a picnic.”* *“ We need covered space to do Tai Chi.”*
- Address lighting, safety issues and perceived safety concerns of parks, playground and fields
- Make greater and more effective use of indoor and outdoor space for unstructured play and sports
- Make greater and more effective use of playing fields for organized sport;
- Enhance nature play opportunities
- Facilitate an environment supportive of active transportation - walking and biking

Focus on a Neighbourhood Strategy

The neighbourhood is seen as an important focal point for stakeholders. They expressed the desire to see more recreation and sport activities at a neighbourhood level and advocated for building neighbourhood capacity to engage residents in recreation and sport activities.

Stakeholders identified the new emerging role of recreation centres as community service hubs that include health and social services opportunities.



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COMMUNITY CAPACITY-BUILDING

A major theme that emerged from the consultation is the need to strengthen collaborations and partnerships to help broaden expertise and expand the reach and impact of recreation and sport in Richmond. Suggested partners included:

- Community Associations for neighbourhood strategies
- School District No. 38 for joint programming
- Educational Institutions for workshops and training
- VCH Richmond for joint programming
- Library – the library is seen as a key resource and partner to provide space for gathering, information and education workshops; and reaching out into the community
- Community groups for outreach and engagement of hard-to-reach groups – immigrant serving organizations, cultural groups, seniors' organizations, churches, organizations serving people with disabilities and other special needs groups
- Business Sector – e.g., malls, hotels, local farmers and growers, retail stores
- Federal/provincial governments – provincial strategies and PARTICIPATION
- Wider range of groups such as biking programs, gymnastics programs, privately operated sport facilities – to enhance coordination/cooperation

Volunteers were identified as an integral part of recreation and sport. Many recreational activities and sports depend almost solely on volunteers. Several ideas were put forward including:

- Volunteer ambassador program
- Supporting sports organizations with volunteer recruitment and training for coaches, board members and managers. This training would address non-sport specific training such as board training (how to run a non-profit), financial management, ethical decisions, conflict resolution, team building, safety, etc.
- Enhancing opportunities for young athletes of the local sport organizations to share their skills with others

III. Implementation Considerations Identified by Stakeholders

Stakeholders identified some aspects to consider when implementing a Richmond Recreation and Sport Strategy, for example:

Maximize use of Technology and Innovation, e.g., making use of social media - particularly for youth and young parents- to provide information, educate and motivate (e.g., "We Chat", Apps, contests, incentives, etc.)

Communications, e.g., establishing and maintaining communication to internal and external groups on the status and progress of the work of the Recreation and Sport Department's Strategy and other City plans

Training and Education, e.g., identifying and supporting joint training opportunities for recreation and sport staff City-wide, partners and volunteers

Leadership and Champions, e.g., developing strategies to attract and train new leaders and finding and supporting recreation and sport champions

Joint Planning, e.g., engaging in joint planning with other City Departments, community partners and other stakeholder organizations to enhance recreation and sport in Richmond.

Implement Evaluation and Measurement, e.g., agreeing to measuring and reporting on progress.



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Appendix 4:

Richmond Community Profile Data Sources

1. Richmond City Planning Hot Facts (the series, 2014-2017)
2. City of Richmond Community Services Facility Profiles 2010-2014
3. Statistics Canada (2015) 2011 Population Census/Household Survey
4. Statistics Canada (2015) 2006 Population Census/Household Survey
5. BC Vital Statistics (2011) Annual Report
6. BC Stats. (2015) Sub-Provincial Populations – P.E.O.P.L.E.
7. BC Stats (2015) Socioeconomic Profiles
8. Statistics Canada (2015) CCHS Canadian Community Health Survey
9. BC Community Health Profiles (2013, 2017) PHSA – Richmond
10. My Health My Community, Vancouver Coastal Health – Richmond (2013/14)*
11. BC Ministry of Education and BC Stats (2015) School Satisfaction Survey – SD 68 Richmond.
12. Participation Rates and Volunteer Hours (2017) – personal conversation, Gregg Wheeler.
13. Vancouver Foundation's Vital Signs 2016 – Richmond.

*Data from My Health My Community is based on a statistically valid survey (2013/14) of residents from Metro Vancouver municipalities, including Richmond, who provided information about their health, lifestyle choices, community involvement and neighbourhood characteristics. The plan is to conduct the survey every five years to assist in the planning and development of programs, services and policies. This ongoing survey provides an important tool to measure change against strategic goals for the community at a neighbourhood level. My Health My Community is the result of a non-profit partnership between Vancouver Coastal Health, Fraser Health and the University of British Columbia.

Appendix 5:

Richmond Plans and Strategies

Global Active Cities

The City of Richmond was invited to participate in the development of a pilot “Global Active Cities” program, in recognition of Richmond’s implementation of a legacy of community benefit related to its role in the 2010 Olympic Winter Games and its strong policies, plans and programs related to sport and recreation. This initiative has now officially launched and Richmond became a partner city of the renamed Active Well-being Initiative (<http://activewellbeing.org/>) in late 2017. Richmond and nine other cities around the world are leading a movement to improve the lives of their citizens through the promotion of physical activity, sport, healthy lifestyles, social connections, supportive built and natural environments and well-being for all.

PRCS Facilities Strategic Plan

The 2015 Facilities Strategic Plan (The Plan) includes an array of tools, frameworks, findings, and guidance intended to ensure Community Services Division facilities continue to be responsive to the current and future needs of Richmond. The Plan provides strategic direction, tactical guidance, and specific recommendations that outline a comprehensive strategy and implementation plan for informing facility investments and decommissions that support an appropriate level of service provision. The Plan has two overarching goals:

1. Ensure the Community Services Division facilities continue to be responsive to the current and future needs of the community; and
2. Provide a comprehensive strategy and implementation plan for informing facility investments, and decommissioning, that support an appropriate level of service provision across the Division.

The Plan outlines the Community Services Facility Evaluation Framework, presented below in Figure 1. The framework provides a structured and replicable approach to systematically score and prioritize Community Services projects.

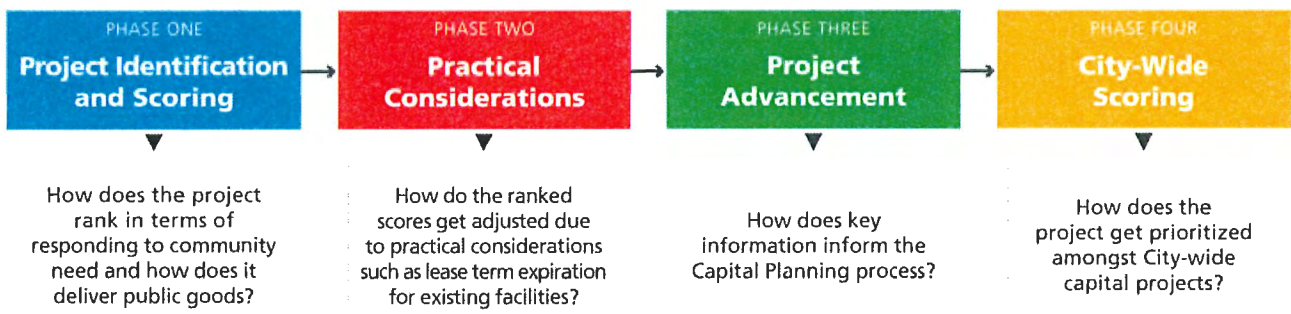


Figure 1: Revised Community Services Facility Evaluation Framework

In Phase 1, each project to be considered for inclusion should address community need or deliver public goods. Projects are rated on nine criteria, and, once rated, the projects are then ranked.

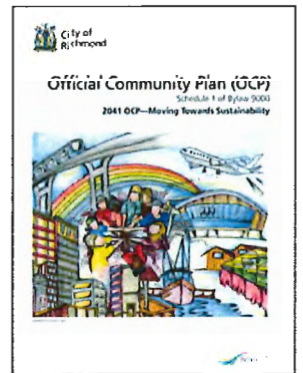
Phase 2 considers factors that impact the implementation of projects. Using the ranked list generated from Phase 1, adjustments and refinements are made to reflect current realities, such as timing of lease agreements and current partnership or development opportunities.

Phase 3 considers the information required to support the capital asset prioritization. For every project to be considered, feasibility studies should be completed to support informed decision making.

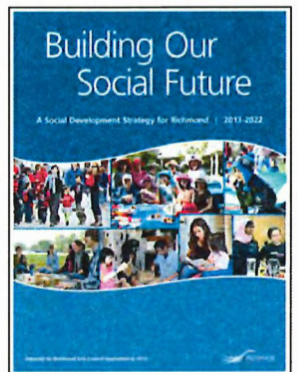
Phase 4 aligns with the City's annual municipal capital asset prioritizations process. Community Service projects will be compared against other projects from other Divisions and prioritized for council consideration.

This framework provides a structured and replicable approach to systematically score and prioritize Community Services projects.

City of Richmond's Official Community Plan 2012-2041 (OCP) guides the long-term planning within the City and enables City Council to plan, coordinate and manage the City's sustainability, social, economic and land use interests over the long term. OCP has adopted a vision of a sustainable Richmond: *"A sustainable and healthy island city that meets the needs of the present without compromising the ability of future generations to meet their own needs. It is a place where people live, work, and prosper in a welcoming, connected, accessible and vibrant community. In Richmond, the health of the people and the health of the eco-system are sustained through community participation and long-term economic, social and environmental well-being."* This plan provides an overall context for the provision of recreation and sport programs and services and the built environment that supports the health and well-being of Richmond residents.



City of Richmond Social Development Strategy (2013-2022) guides the City's decisions and resource allocations on social development matters. The Strategy *"envisions the City of Richmond of 2022 as an inclusive, engaged and caring community – one that considers the needs of the present and future generations, values and builds on its diversity, nurtures social capital, and treats its citizens with fairness and respect. The Strategy recognizes that, for this vision to become a reality, the City must not only be ready to address existing community social issues but also develop the capacity to be responsive to the emerging needs of its diverse populations"*.



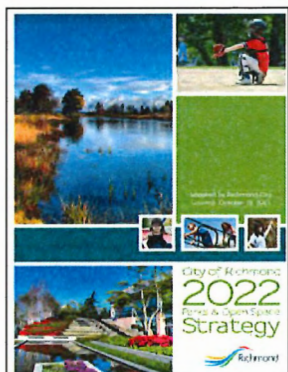
The Social Development Strategy identifies nine strategic directions:

- 1) *Expand Housing Choices*; 2) *Enhance Community Accessibility*; 3) *Address the Needs of an Aging Population*; 4) *Help Richmond's Children, Youth and Families to Thrive*; 5) *Build Richmond's Cultural Diversity*; 6) *Support Community Engagement and Volunteerism*; 7) *Strengthen Richmond's Social Infrastructure*; 8) *Provide High Quality Recreation, Arts, Cultural and Wellness Opportunities*; 9) *Facilitate Strong and Safe Neighbourhoods*.

The Recreation Services Department has significant responsibilities in supporting the achievement of these directions, with strategic direction #8 specifically speaking to the role of recreation and wellness.



Richmond’s Intercultural Strategic Plan (2017-2022) prepared by the Richmond Intercultural Advisory Committee highlights the importance of enhancing intercultural harmony and strengthening inter-cultural cooperation in Richmond. Richmond’s intercultural vision is: *“for Richmond to be the most welcoming, inclusive and harmonious community in Canada.”* Four strategic directions have been identified: 1) *Address language, information and cultural barriers that interfere with building a welcoming community;* 2) *Address the perception and reality of racism and discrimination in the community;* 3) *Work to explore potential areas of alignment between the intercultural vision... and other government and stakeholder systems, policies and planning processes;* 4) *support the development and integration of Richmond’s immigrants.* These strategic directions inform and strengthen the actions identified for the Recreation and Sport Strategy.



City of Richmond 2022 Parks and Open Space Strategy helps to frame and guide the objectives and actions of the Recreation and Sport Strategy relating to the built and natural environment. It consists of seven focus areas that are aimed at providing high quality parks and open space into the future: 1) *Health and Wellness, e.g., Residents of every neighbourhood have equal access to safe, appealing outdoor places to engage in healthy active lifestyle;* 2) *Great Spaces and Experiences, e.g., The rich variety of great places, features and activities in parks and open space system contribute to the city’s vibrancy and identity;* 3) *Connectivity, e.g., They system is inviting, accessible and safe, enabling residents and visitors to feel comfortable and connected to the community;* 4) *Green Network e.g., The parks and open space system include a range of green spaces that support recreation, social interaction, and psychological and spiritual renewal;* 5) *Blue Network, e.g., Richmond’s waterfront provides a variety of activities and multiple destinations;* 6) *Diversity and Multi-func-tionality, e.g., The system provide a variety of diverse open spaces that are flexible and able to respond to changes and community needs;* 7) *Resource Management, e.g., The system inspires shared stewardship between multiple stakeholders to foster pride, purpose and a sense of community.*

Other Richmond Plans that relate to the Recreation and Sport Strategy include:

- Seniors Service Plan: Active and Healthy Living 2015-2020
- Age-Friendly Assessment and Action Plan (Approved by Richmond City Council, March 2015)
- Community Services Youth Service Plan: Where Youth Thrive 2015-2020
- Richmond Arts Strategy (2012-2017)
- Museum and Heritage Strategy (2007)
- Richmond Affordable Housing Strategy, 2007 (2016 Housing Report Card)

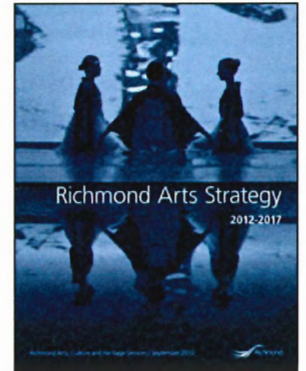
City of Richmond Arts Strategy: the City of Richmond is currently updating its 2012-2017 Arts Strategy to reflect current needs, challenges and opportunities for the arts in Richmond. The Richmond Arts Strategy 2012-2017 was created on the heels of the 2010 Olympic Games and following a period of new investment in the arts. It set the following five strategic goals:

1. Strengthen and support the arts community;
2. Increase the number of art spaces and more effectively use existing ones;
3. Broaden the diversity of arts experiences and opportunities;
4. Expand public awareness and understanding of the arts; and
5. Broaden the economic potential and contribution of the arts

Due to the population of Richmond increasing in recent years and the City placing more importance and emphasis on the role of the arts, it has become a priority that the Richmond Arts Strategy be updated to reflect current needs, identify trends and opportunities, and set a course for future arts programming, infrastructure and policy-making.

Richmond Sport Hosting Strategy 2016-2020 guides the City in hosting world class sporting events. Sport hosting is conducted via the Richmond Sport Hosting office and is a direct response to the City of Richmond's role as a venue City for the 2010 Winter Olympic Games. The Strategy aids Richmond Sport Hosting to continue to provide exceptional service to sport organizations from around the globe. This is aided by the fact that the City of Richmond provides a world class event atmosphere and is well established as a premier destination for all levels of sport events. The following is a selection of the guiding principles that are listed within the Strategy for the City of Richmond Sport Hosting program:

- Assist Richmond in reaching the Council term goals, increase the City's image, community pride, economic development and continue to build a legacy of sport for the City
- Collaborate with City departments, event organizers and facility operations to ensure events are engaging in sustainable event practices
- Recognize the role of sport and sport volunteers as valuable partners in the process of sport event hosting and continually build community capacity to host high quality sporting events



Richmond Olympic Oval High Performance Profile provides an overview of the Richmond Olympic Oval High Performance Program. The Richmond Oval is a dynamic, state-of-the-art, multisport facility and is known for its role in the 2010 Olympic Games; its current goal is to develop exceptional athletes for generations to come. The Richmond Oval has supported the training of over 50 athletes that have competed in subsequent Olympic and Paralympic Games. The Richmond Oval's High Performance Program is Canada's elite provider of integrated athlete training, coaching and performance services, delivered in an Olympic environment by educated and experienced coaches. The High Performance Program takes a collaborative approach and delivers services structured to support the vision and goals of its clients. The Oval High Performance program follows the following key pillars:

- World Class Facilities
- Integrated Services
- High Performance Team
- High Performance Sport Partnerships



Appendix 6:

Provincial and National Plans and Strategies

A Framework for Recreation in Canada 2015: Pathways to Wellbeing²³

presents a renewed definition for recreation and outlines a framework for recreation in Canada that addresses current challenges and opportunities. The framework describes 5 goals:

1. Active Living – foster active living through physical recreation
2. Inclusion and Access – increase inclusion and access to recreation for populations that face constraints to participation
3. Connecting People and Nature – help people connect to nature through recreation
4. Supportive Environments – ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities
5. Recreation Capacity – ensure the continued growth and sustainability of the recreation field

Active Canada 20/20: A Physical Activity Strategy and Change Agenda for Canada (2012)²⁴ describes steps that will increase physical activity and reduce sedentary behaviour, resulting in reduced health risks and achieving the many benefits of a society that is active and healthy. Recreation is identified as an important partner in pursuing this agenda.

The Canadian Sport Policy (CSP, 2012)²⁵ sets a direction over a 10 year period (2012-2022) for all governments, institutions and organizations to ensure sports has a positive impact on individuals, communities and society. The policy aims to increase the number and diversity of Canadians participating in sports through 5 broad objectives:

- Introduction to sport: Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport
- Recreational sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation
- Competitive sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner
- High performance sport: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means
- Sport for development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad

²³ Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015). *A Framework for Recreation in Canada - 2015 - Pathways to Wellbeing*. Ottawa: Canadian Recreation and Parks Association. 40 pages. www.lin.ca

²⁴ Active Canada 20/20. www.activecanada2020.ca/active-canada-20-20

²⁵ <http://sirc.ca/csp2012>

Canadian Sport for Life Long Term Athlete Development Framework²⁶

focuses on both development of sport excellence through a training pathway accounting for various ages and stages and a commitment to lifelong activity. The LTAD model incorporates:

- Awareness and First Involvement stages that introduce individuals to positive sport and physical activity opportunities
- Active, Start, Fundamental and Learn to Train stages focus on developing physical literacy in children providing the basic skills to be active for life and providing the foundation for those that pursue elite training in sports
- Train to Train, Train to Compete and Train to Win stages provide elite training for those specializing in one sport and competing at elite levels
- Active for Life stage addresses lifelong participation in competitive or recreational sport or physical activity

Active People, Active Places BC Physical Activity Strategy 2015²⁷ lays the foundation for coordinated policies, practices and programs in physical activity to improve the health and wellbeing of British Columbians and the communities in which they live, learn, work and play. The 10 year framework identifies four key elements: Active across the Life Course, Equity, Supportive Environments and Partnerships. Recreation and Sport are identified as key partners in making progress towards increasing the physical activity levels of British Columbia.

²⁶ <http://sportforlife.ca/qualitysport/long-term-athlete-development/>

²⁷ <https://www.health.gov.bc.ca/library/publications/year/2015/active-people-active-places-web-2015.pdf>

Acknowledgments

Creating a vital future-oriented Recreation and Sport Strategy for the City of Richmond has depended upon the thoughtful contributions of many stakeholders: staff, representatives of organizations and agencies, volunteers and members of the community who participated in workshops, interviews, surveys and ongoing discussions. We would like to acknowledge the special contribution of the Recreation and Sport Strategy Advisory Committee in enhancing and advancing the opportunities for excellence in Recreation and Sport in Richmond – building on the strong and successful foundation already present in the City to address the new and diverse interests of stakeholders.

City of Richmond

Gregg WheelerManager, Sport and Community Events
Grant NishiCoordinator, Aquatic Services
Kirsten CloseCoordinator, Major Projects Community Services Division

Community Partners

Sherry Sutherland Board member – East Richmond Community Association
Jose Gonzalez Past President – South Arm Community Association
Ian MacLeodChair – Aquatic Services Board
Ilario Galano Co-Chair – Richmond Fitness and Wellness Association (RFWA)
Frank ClaassenChair – Richmond Arenas Community Association (RACA)
Jim LamondChair – Richmond Sports Council
Susie Burbidge President – South Arm Community Association

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