Advancing Cultural Diversity in Volunteer Management (519 and 905 Areas)

A Project of:
The Social Planning Council of Peel
in collaboration with the Social
Planning Network of Ontario

Proceedings of the Community Dialogue in Durham Region
Thursday, November 1, 2007
Westminster United Church
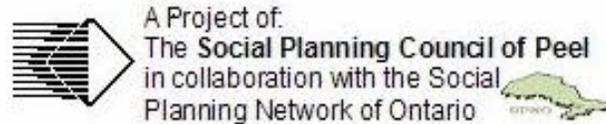### Whitby, Ontario

November 2007

**<u>Advancing Cultural Diversity in Volunteer Management
in the 519 & 905 Areas</u>**

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Introduction

On November 1, 2007 the first of a series of eight Community Dialogues was conducted in Durham Region as part of the *Advancing Cultural Diversity in Volunteer Management in the 519 & 905 Areas Project.* This Project is funded by the Ontario Ministry of Citizenship and Culture and under the lead sponsorship of the Social Planning Council of Peel.

Community Dialogues are the first outreach to community leaders for their input into the Project. The Project is designed to identify both needs and resources for improving the capacity of small and medium size nonprofit organizations to engage and support the participation of a more culturally and racially diverse population in volunteer roles and activities in communities of the 519 and 905 areas.

In addition to a review of the literature and consolidation of existing research and knowledge in this field, the Project is working with local partners in the 519 and 905 to plan and hold Community Dialogues with knowledgeable and experienced professional and volunteer community leaders in order to generate information and ideas for capacity-building on this issue. Discussion and discovery at the eight Community Dialogues will be consolidated for further development at two Intra-Regional (519 & 905) Dialogues in 2008 and a final knowledge development Inter-Regional Forum in 2009.

Twenty-five community participants from Durham Region attended the Community Dialogue on November 1 in Whitby. Resource people from the Social Planning Council of Peel and from the local sponsor and host, the Community Development Council of Durham (CDCD), also participated. The session was facilitated and documented by the Social Planning Network of Ontario (SPNO). An official from the Ontario Ministry of Citizenship and Immigration, Project funder, was also in attendance. (See Appendix A for participants' list).

The morning's agenda moved from providing an overview of the changing demographics of Durham Region and an overview of the Project to a review of the state of knowledge about the cultural diversity in volunteer management in general. The participants' were then guided through group and plenary discussion of the issue in Durham Region. (See Appendix B).

Growing Diversity in Durham Region

Ben Earle, Social Planner with CDCD, presented an overview of the changing demographics of Durham Region. (see Appendix C for Durham Population Profile).

Current population profiles of the Region must rely mostly on information from the 2001 Census data, so it is not a fully accurate picture of what's happened in Durham Region over the last five years. The 2006 Census data will be released over the course of 2008. It is likely to reflect trends indicated in the 2001 Census. The Community Development Council of Durham (CDCD) will be profiling and mapping all of the new data as it is released. Where possible, CDCD will provide 2006 Census data at a sub-metropolitan level.

Durham Region is growing rapidly and experiencing a shift in the makeup of its immigrant and overall population. Its total population expanded by about 10% between 2001 and 2006, with even higher growth rates in the municipalities of Ajax, Pickering, Oshawa, and Clarington.

In 2001, the majority of Durham Region's recent immigrants were arriving from the United Kingdom, Europe, and the Caribbean. Although these groups still dominate Durham's immigrant population, they are no longer the top incoming groups. To determine which ones are, CDCD examined client statistics from the Region's settlement service providers. It appears that higher proportions of Durham Region's recent immigrants are arriving from the Middle East, South Asia, and Latin America. This is corroborated by data from the Region's English Language Training service providers; their clients' top five mother tongues are Spanish, Mandarin, Urdu, Farsi, and Arabic.

Although Durham Region is largely affluent and middle class, a growing percentage of its population is of lower socio-economic status. Many within this group are recent immigrants who have moved to the Region with few resources. This is causing a change at the front line level of the Region's social, health, and employment service providers as they encounter an increase in high-needs clients looking for multiple services to assist settlement into the Region and connections in the community.

Durham Region's (non-immigrant) visible minority population is also growing; especially in Ajax, Pickering, and Whitby, which are the Region's traditional areas of population diversity. This pattern is associated with the flow of traffic from Toronto. Oshawa, Clarington, and the northern municipalities are less diverse.

Setting the Context for a Co-Creation Project

Following the demographic overview, Dialogue participants were asked to discuss in small groups what they wished to accomplish during the day. The following areas were reported out of the group discussions:

- Find the best avenues to recruit culturally diverse volunteers
- Connect with service providers supporting newcomers
- Partner with agencies that have no mandate to support newcomers
- Resources and information (demographics, etc.) on our diverse communities
- Best practices of training and working with culturally diverse volunteers
- Network with other agencies doing this work
- Assess newcomers' needs to ensure they are shown how to access services and volunteer roles
- Find money to help us do this work
- Access training and consulting services that support community organizations with volunteer intake and management
- Respect other cultures - learn from them rather than assuming a teaching role
- Assess our current volunteer base using demographic surveys and see if our volunteers reflect the diversity of our clients and our community
- Overcome negative or limiting attitudes through education
- Make Durham Region agencies supporting volunteers aware of the Durham Region Association of Volunteer Administration (DRAVA)
- Understand the needs and interests of potential volunteers
- Include anti-oppression training as part of all volunteer training
- Overcome the obstacle of screening recent immigrants who could be potential volunteers – many agencies require reference checks – a newcomer would be unable to provide a reference because they haven't been here long enough to build them up
- Incorporate other dimensions of diversity – LGBT, equal gender representation

Question: Will this project become a program?

Answer: This is a pilot project – generally, insights and recommendations come at the end of such a project. If participants make specific requests, it is the project leader's duty to include them in a final report. From there, it is up to policy makers to finance them.
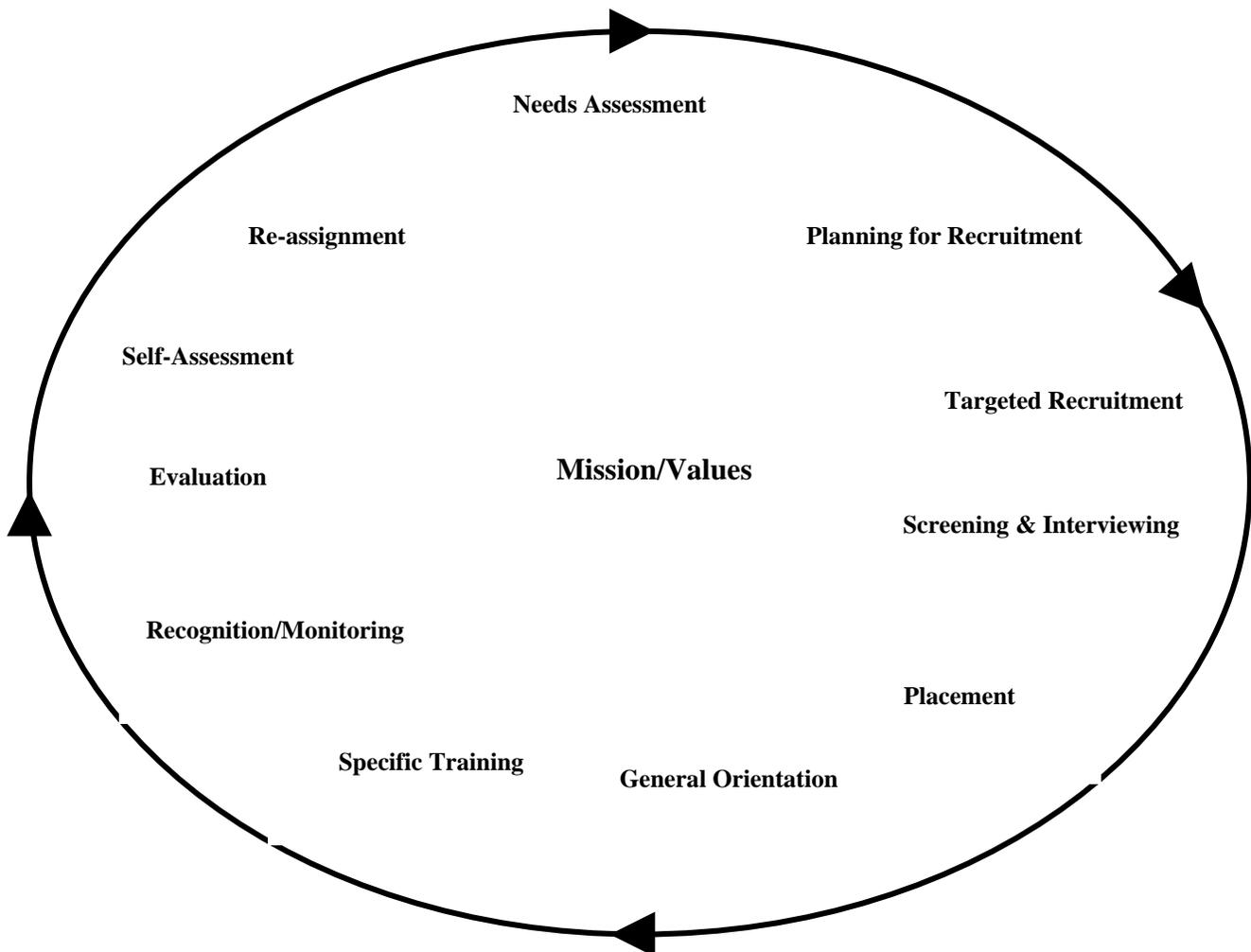
Also, over the course of the project we will build relationships and collaborations, so there is the possibility of some kind of ongoing capacity emerging beyond the life of the current project from among the project participants within the region and possibly across communites and regions in the 519 and 905 areas.

State of the Art in the Larger Field

Paula DeCoito, Executive Director of the Social Planning Council of Peel, provided some context on developments in the field of diversity competence among organizations in the non-profit, public and private sectors. The particular challenge of the non-profit sector is the issue of diversity with respect to volunteer participation: how to manage the various stages of the Volunteer Development Cycle as conceptualized by Volunteer Canada in Figure 1. An overview and description of the key management functions in the Volunteer Development Cycle is provided in Appendix D.

Figure 1

VOLUNTEER DEVELOPMENT CYCLE

Needs Assessment

Re-assignment

Planning for Recruitment

Self-Assessment

Targeted Recruitment

Evaluation

Mission/Values

Screening & Interviewing

Recognition/Monitoring

Placement

Specific Training

General Orientation

We have moved through an evolutionary period in the last thirty or so years from the first demands of cultural sensitivity arising from Canada's commitment to multiculturalism in the 1960s to anti-racism and anti-oppression and into diversity management in more recent years. Always with an emphasis on both equity and social justice, work on diversity has focused on specific groups (e.g. immigrants, people with disabilities) and on specific sectors (e.g. health, social services).

Much work in a variety of areas from policy development to toolkits has been done. Not a lot of material, however, has been prepared and widely distributed on supporting cultural diversity in volunteer participation in the non-profit sector. As well as identifying issues and needs on this issue, this Project is searching for any resources and practices developed and used in the 519 and 905 areas to promote and support.

The Project is starting with a framework for building an inventory of knowledge and resources on this issue, which includes collaborative arrangements at the community level and resources developed and used in the 519 and 905 areas. The Project intends to identify and catalogue this information for possible use or adaptation by other communities in the 519 and 905 areas and beyond.

Question: Groups that are new to anti-oppression, diversity and inclusion are often afraid of inadvertently being offensive or doing something illegal, and they become hesitant to act. I need resources that show people how to do targeted recruitment; how to say "I need black volunteers" without fear of committing a human rights violation or being discriminatory. How do we alleviate people's fears? What is considered a legitimate, fair, equitable approach? How can we comfortably admit we have preferences for specific ethno-cultural groups?

Answer: The best practice is to have legal advice before designing and implementing an outreach strategy just as an appropriate safeguard. For example, in Peel, the Regional Diversity Roundtable may ask a lawyer to answer questions at a meeting. Another best practice is to back up your statement with a fact. For example: state that you need Farsi speakers because Farsi is one of the top five mother tongues of recent immigrants to Durham Region.

Comment: We should remember that even our non-targeted recruitment strategies can end up targeting a specific group. Let's say you put a promotional advertisement in the Pickering paper. You figure everybody receives it at home, so it's open to all. But in fact, you're excluding people who can't read, can't read English, or don't have time to read, such as single moms. When we do this, we're not really being open and reaching out to everybody, but only to middle class, white, English speaking people.

Question: Can you give us a job description for a diversity manager?

Answer: We have a module in the Peel SPC's *Diversity Competency* toolkit on hiring a diversity manager with sample job descriptions   Hiring a diversity manager, if you can afford it, is another best practice. That person becomes responsible for coordinating all diversity and equity issues within the organization. Don't lump it onto an existing staff manager. From a legal perspective, if something were to go wrong, you'll be asked what steps you have taken to be inclusive and egalitarian. Also, the diversity manager should be kept separate from human resources department because of potential for conflict.

State of the Art in Durham Region

Peter Clutterbuck, SPNO facilitator for the Dialogue, reported out the results of an advance survey administered to all invitees to the Durham Community Dialogue. As each Community Dialogue is done, the Project will build a baseline of information on cultural diversity in the 519 and 905 areas via the survey. The survey will begin a research process that will result in the development of an inventory of resources in the 519 and 905 areas.

Twenty-seven (27) organizations responded to the survey as of mid-day October 31, although between 18 and 22 replied to the open-ended survey questions. Eighteen of the respondents report serving the entire Durham Region, while two (2) say they serve a municipality and five (5) serve several municipalities in the region. Almost three-quarters (72%) of the respondents are registered charities with the remaining (28%) being non-profits without charitable status. Seventeen (63%) indicate that they are Social Service agencies, while six (22%) are Health Service agencies and the remaining respondents (15%) identify with other service areas.

Twenty-three (23) respondents provided information on their staff and volunteer numbers. There is 669 paid staff in total, ranging from one (1) to 113 paid staff, with a median number of staff of 11.[*] The reported breakdown is 61% full-time and 39% part-time paid staff among the responding agencies. Eighteen (62.5%) respondents have full-time staff dedicated to managing volunteers and three (12.5%) have part-time paid staff in those positions. Four (16.7%) report no paid staff or volunteers dedicated to volunteer management and one (4.2%) indicates a volunteer performing this function for the organization.

Figure 2

% Durham Respondents (N = 24)

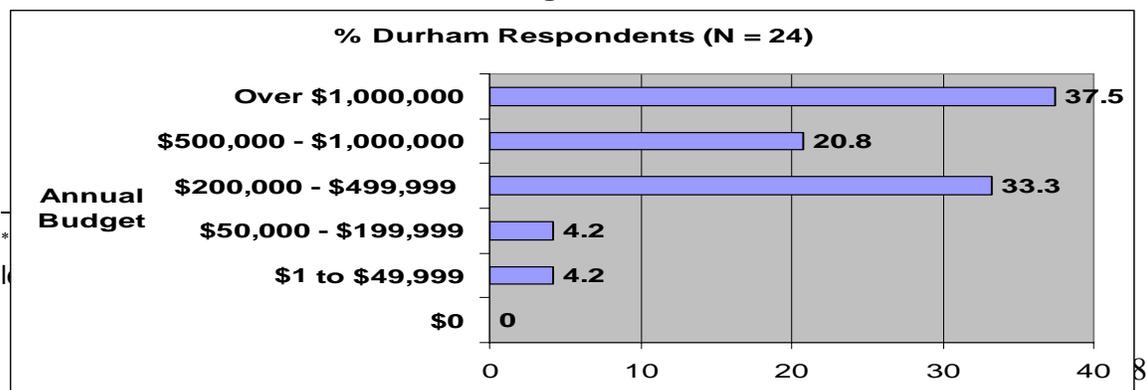| Annual Budget	%
Over $1,000,000	37.5
$500,000 – $1,000,000	20.8
$200,000 – $499,999	33.3
$50,000 – $199,999	4.2
$1 to $49,999	4.2
$0	0

Figure 2 shows that the responding organizations are mostly medium to large in size with more than 54% having annual budgets between $200,000 and $1,000,000 and another 37.5% having over $1,000,000 annual budgets. Less than 105 of respondents have annual budgets below $200,000.

Twenty (20) organizations report a total of 2,200 volunteers, with a median number of 93, ranging from a low of 15 to a high of 400 volunteers.[*] On average, 9.6% of the volunteers among responding agencies come from outside the United Kingdom or North America. This increases to 12.8% when one agency engaged in support to immigrants is included in the figures. Only 2.6% of all volunteers, averaging two (2) volunteers per agency, are reported to be new to Canada in the last five years.

Table 1
Organizational Benefits of Ethno-culturally Diverse Volunteers
(No. Responses – 22)
▪ **Better serve a multicultural client population --**   **8**
▪ **Improve org'l inclusiveness & understanding --**   **4**
▪ **Provide mentoring help to clients in org'n**   **--**   **2**
▪ **Other benefits for the volunteer**   **--**   **7**
▪ **None**   **--**   **1**

Table 1 shows the range of benefits that responding organizations see resulting from outreach and engagement of more culturally diverse volunteers. Facilitating the organization's ability to serve a more culturally diverse clientele is the most frequent response (8), followed by improving the organization's inclusiveness (4).

Table 2 indicates the resources that agencies use, including noting the volunteer resource centre that was recently closed for loss of funding. Four (4) agencies indicate that there are some relationships among organizations in the community that have been supportive in this area. Three (3) organizations indicate that the multicultural centre is a resource, while another three (3) have not used any community resources to support cultural diversity in their volunteer base.

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[*] This range excludes an outlier agency reporting 2,200 volunteers on its own.

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                        Table 2
   Community Resources Used to Support Cultural Diversity
                  (No. Responses – 20)
   ▪   Diversity Training (staff, volunteer, board)   --   6
   ▪   Volunteer centre                               --   4
   ▪   Other agencies help (public, non-profit)       --   4
   ▪   Multicultural centre                           --   3
   ▪   None                                           --   3
```

Table 3 indicates that almost half of the responding agencies (7) have formal policies on diversity, inclusion, anti-racism, etc., but many respondents also say they have less success in practical application of these polices or their translation into practice. Comments include:

> *"Our mission and values support it, and our HR policies do also, but beyond that we do not have any formal practices that would specifically support this."*

> *"Unfortunately, we have not been particularly strong in the area of specific training. We do adhere to an anti-racism policy. There is definitely the interest in pursuing this in a more complete fashion."*

> *"We have just developed a diversity policy. We are looking at ways of having a more diverse Board of Directors."*

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                        Table 3
         Formal Practices Supporting Volunteers
            from Diverse Cultural Backgrounds
                  (No. Responses – 16)

   ▪   Formal policies in place (diversity, anti-racism)   --   7
   ▪   Diversity orientation & training                    --   5
   ▪   No specific policies or practices                   --   3
   ▪   Uncertain                                           --   1
```

When asked what methods are employed to recruit volunteers from diverse cultural backgrounds, four agencies indicate promotional material directed to faith-based groups, ethno-cultural newspapers, ESL classes and ethnic organizations. Fourteen (14) respondents, however, say that they have no specific promotion or recruitment measures for ethno-cultural groups, many suggesting that this kind of targeting would not be appropriate, as the following statements indicate:

> *"We do not target specific different cultural backgrounds at this time."*

"We recruit the best volunteers possible who can meet the needs of our clients. We do not discriminate."

"Recruitment is within the general population. There are no barriers for participation in our programs."

"We don't have any formal recruitment programs to specifically recruit volunteers from different cultural backgrounds, it is open to everyone."

Table 4
Barriers to Supporting Volunteers
from Diverse Cultural Backgrounds
(No. Responses – 19)

▪ **Language barriers**	--	8
▪ **Not adequately trained staff**	--	3
▪ **None**	--	3
▪ **Unfamiliarity with different cultures**	--	2
▪ **Other (financial, lack knowledge of immigrant communities in Durham, police & reference checks**	--	3

Table 4 shows the major barriers that respondents identify to supporting volunteers from culturally diverse backgrounds. Although language barriers are mentioned most frequently in responses (8), suggestions about how to overcome barriers do not emphasize strategies for dealing with language issues as shown in Table 5.

Table 5
Overcoming Barriers
(No. Responses – 12)

▪ **More connection & networking with diverse communities**	--	4
▪ **Partnering/mentoring**	--	3
▪ **Training**	--	2
▪ **More funding to promote diversity**	--	1
▪ **Dedicated staff for recruitment**	--	1
▪ **Translation of information**	--	1

Suggestions for better support seem to focus on more direct connection and networking with ethno-cultural communities as the following comments illustrate:

"Better networking with various organizations within the community."

"It would be helpful to have more dialogue with groups to help better understand an appropriate and respectful manner in which to recruit."

"Getting more opportunities to speak at diverse cultural and religious centres about the volunteer opportunities available to them."

"Meeting with people face to face in their own communities, school, church, etc. to explain services and reduce feelings of uncertainty."

Dialogue participants felt that the survey results were fairly consistent with their experience. There was some discussion about the issue of how agencies see targeted recruitment of volunteers versus general recruitment that includes outreach to all parts of the community including ethno-cultural groups.

Assessing Durham Region's State of Development:

Community Dialogue participants were asked to discuss in their groups, the state of development in the non-profit sector on the issue of cultural diversity in volunteer management. In this respect, is the Region "under-developed", "developed", or "well-developed"? Further, if there has been some level of capacity development in this area, has it occurred in an even way across the small, medium and large organizations in the sector?

After group discussions, participants generally concluded that the Region's state of development is somewhere between under-developed and developed. It's inconsistent because individual organizations are all over the spectrum.

Stage 1 - Planning:
Some organizations are still asking themselves why they would want to recruit diverse volunteers. A lot of groundwork remains to be laid. We have to sell leaders and organizations on why this work is necessary. We haven't done enough needs assessment.

Some organizations are better developed in terms of recognizing the need. They realize diverse volunteers are needed to help serve the Region's increasingly diverse client base. For example: a group of emergency food providers in Durham Region conducted a needs assessment and realized they had to learn how to respond to increased diversity in the region. They have scheduled a professional development day for late January 2008.

We have noticed the level of development depends on the nature of the organization's mandate. There is a higher sensitivity and consciousness in organizations specifically serving marginalized communities.

The United Way has a community forum coming up. Members of diverse communities have been asked to share their service and volunteering needs and the issue of cultural diversity would be a useful topic to explore.

Stage 2 – Recruitment
Some agencies have been trying unsuccessfully to recruit diverse communities. The recognition of need is developed, but the capacity to actually implement the mission – to reach out and recruit – is under-developed. We need a better understanding of the needs and interests of potential volunteers. We need a better understanding of what is keeping them from volunteering.

Some organizations are taking the important first step of changing their internal culture by establishing internal diversity policies; they just aren't doing the same for volunteer recruitment. One organization had problems serving its Muslim clients. It successfully changed its culture by hiring a consultant to help develop cultural diversity training, adapt a diversity policy and approaches to accommodation. This is a step in the right direction, but it needs to cross over to volunteer recruitment.

Others agencies have programs that are doing well, such as the HOST Program, housed within the Community Development Council of Durham. It attracts quite a few different ethno-cultural groups and volunteers.

One success story: in the Town of Ajax, a woman wanted to coordinate a swim program for Muslim women. She did outreach on her own, and set up a private swim time to meet the women's cultural needs. This required a lot of commitment and tenacity on her part but also a receptive response from the Town's recreation officials.

Another success story: A health organization in Ajax attracts young visible-minority university students because volunteerism looks good on their resumes. It's a win-win situation: "We don't reach out – they come to us." York University and the University of Toronto have very diverse student bodies, and some of their programs require volunteerism. This indicates how important it is to speak to the needs and motivations of prospective volunteers from more culturally diverse identities and backgrounds.

Challenges
We see an underdeveloped capacity to continually reach out and recruit. Recruiting and managing diverse volunteers takes time and special effort. Some wonder why they should bother if volunteer levels are adequate.

The main challenge is that we have to go through a paradigm shift. We have to let go of our traditional models and try to understand and accommodate the needs and interests of these potential volunteers. We have to "sell" volunteerism in a new way, because we need these volunteers.

For example: to us, success means retention – keeping people who have been volunteering for a while. But if we want to meet the needs of diverse populations, we may have to reconsider our notions of success. Case in point: one volunteer wanted to improve her English and job shadow. Once she was able to find employment, she moved on. Statistically, it looked like a failure, because we didn't retain her. From another perspective, we met her needs, so it was a success.

Many cultures don't understand volunteerism and not being paid for their work. Also, many newcomers to Canada only want to volunteer with others from their own cultural group. Service providers in Durham Region should be talking about how to bridge the gaps and how to collaborate. DRAVA is an ideal vehicle for this because it brings volunteer managers together on a monthly basis for networking.

It's important to assess whether an agency's service is actually needed by diverse communities. For example: do diverse communities need the mentoring services that Big Brothers and Sisters provide, or do they have internal mentoring networks? What about hospice services? These agencies should definitely continue to provide their general framework of service – but they should also find ways to tap into and support existing networks in diverse communities, rather than forcing an existing model on them.

We always reach out to ethno-cultural communities and recruit them when we need them - but do we support them in kind; attend their events? We want them to be part of our community, but we have to be part of their community as well. Recently, the United Way found only two volunteers out of a base of three-hundred who were willing to attend a local cultural event.

Today's Community Dialogue is a case in point. Smaller cultural groups were invited to attend today. But many are so small, they had no staff to send. How can we support them to be bale to participate?

A welcoming environment is important. An agency's staff should reflect the diversity of its clients; have posters in different languages in the waiting room; have a prayer room. This helps with word of mouth. When someone visits the agency and has a good experience, they'll spread the word.

Some organizations have said, "We invited a specific cultural group to an event. They came that one time and never returned. So they're obviously not interested." What the organization ought to do is reflect on whether it was a

welcoming environment. For example - who else came - were they the only member of that cultural group in the room? If they were, just imagine how that person must have felt. We should remember that Durham's immigrant population is predominantly middle class. Some need services to get by, but many are just like us – they live in the suburbs, are financially secure. There are loads of potential volunteers among them. We shouldn't think of them as being "other" than ourselves.

One of the main motivations for volunteering is to acquire job skills; this is especially true for newcomers. We shouldn't frame volunteer opportunities solely as altruistic, but also as something that can further a volunteer's career.

We need to develop stronger networks between agencies so they can share volunteer opportunities.

Possible and Positive Actions for Improvement in Durham Region

Dialogue participants worked in three groups to generate ideas on what "possible and positive" actions could be taken to build the capacity of Durham's non-profit sector for increasing the cultural diversity of its volunteer base over the next three years. After the three groups' ideas were reported out in plenary session, participants were asked to individually select their top three priorities from among this list of "possible and positive actions". The result is presented in Table 6.

Table 6
Community Dialogue Participants' Possible and Positive Actions to Build capacity on Cultural Diversity in Volunteer Management in Durham Region

Possible and Positive Actions	No. Votes
Funded volunteer resource centre with a diversity manager	5
Fund a volunteer centre	5
Increase knowledge in the community from diverse groups regarding volunteer opportunities	5
Establish local network to access and discuss best practices	4
A partnership between cultural services and DRAVA	4
Forums incl. representatives from diverse communities to identify not just needs, but capacities	4
Joint training initiatives for volunteers and staff. Cultural training - volunteer requirements and needs; understanding and respecting their values; best practices	3
Network and create database of agencies and their possible contributions	2
Funders and community leaders take a leadership role in training and advocacy	2
Cost-effective conference or workshop series – different topics such as recruitment strategies, anti-oppression	2
Partnerships for community outreach to culturally diverse groups	2
Explore available funding initiatives	2
Database of cultural resources to access volunteers, ideally through Inform Durham (this would strengthen the database and cultural organizations)	2

Re-evaluate motivations for volunteering and adjust recruitment strategies	1
Large need for evaluative system for volunteers and client base to learn current demographics, needs and wants of all populations	1
Ongoing forums to continue this discourse, ideally through DRAVA	1
Steering committee to facilitate networking and social partnerships (a getting-to-know-you)	1
Established agencies would take part in/show representation at ethnic community events	1
Organize learning opportunities on different cultural groups	1

Research other communities best practices
Policy Development
Public translation services would empower diverse communities to provide a needed service

Evaluation

Participants were thanked for the attendance and participation in the Community Dialogue. Before leaving, participants were asked to complete and submit an evaluation form. The results of the participant evaluation are included in Appendix E.

This Proceedings Report has been prepared by Peter Clutterbuck and Anna Przychodzki of the Social Planning Network of Ontario

Websites

Community Development Council of Durham: www.cdcd.org
Social Planning Network of Ontario: www.spno.ca
Social Planning Network of Peel: www.spcpeel.com
Developing the Diversity - Competent Organization: A Resource Manual for Non-Profit Human Service Agencies in Peel and Halton Regions:
http://www.spcpeel.com/diversity.htm
Regional Diversity Roundtable of Peel:
http://www.unitedwaypeel.org/WhatWeDo/OurProgramsandInitiatives/tabid/72/Default.aspx
Imagine Canada: www.imaginecanada.ca
Imagine Canada is providing a number of useful resources right now, such as workshops on risk management – visit:
http://www.imaginecanada.ca/?q=en/node/35

Appendix A

Durham Community Dialogue, November 1, 2007: Participants List

Name	Title	Organization
Abha Govil	Coordinator of Volunteers	AIDS Committee of Durham Region
Ameera Hosein	Youth Advisor for Youth Action Alliance Oshawa	Oshawa Community Health Centre
Bonnie Harkness	Executive Director	Big Brothers & Sisters of Ajax and Pickering
Bozena Stobinska	Research Assistant	CDCD Host Program
Carol Ashton	Coordinator of Volunteer Resources & Student Placements	Community Living Oshawa/Clarington
Cathy Kelley	Volunteer Manager	Grandview Children's Centre
Debbie Kalogris	Administrator of Home Support Program	Community Care
Edna Klazek	CEO	United Way Ajax Pickering Uxbridge
Gail Haynes	Volunteer Coordinator	Kinark Child & Family Services
Heddi Gregor	Volunteer	CDCD Host Program
Helena Finn-Vickers	Volunteer Manager	Lakeridge Health
Jamie O'Brien	Student Intern	Girls Inc
Jennifer Tedford	Volunteer Coordinator	Distress Centre Durham
June Kinniburgh	Board Chair	Feed the Need Durham
Kirstin Schmitt-Chamberlain	Executive Director	Durham Hospice
Linda Curley	Mentoring and Volunteer Coordinator	Girls Inc
Lisa McNee-Baker	Executive Director	Eastview Boys & Girls Club
Mahmood Mustafa	Coordinator	CDCD Host Program
Monica McClure	Head of ESL Department	Durham School Board
Nancy Hughes	Manager	VON Durham
Neville White	Board President	Big Brothers & Sisters of Ajax and Pickering
Sally Christmas	Community Resource Coordinator	Bethesda House
Sharlene Melnike	Community Development Coordinator, Arts & Culture	Town of Ajax
Skip Crosby	Recreation Coordinator	Municipality of Clarington
Yvette Nechvatal-Drew	Executive Director	Girls, Inc. Durham
Peter Clutterbuck		Social Planning Network of Ontario
Paula DeCoito		Social Planning Council of Peel
Travis Smith		Community Development Council of Durham
Ben Earle		Community Development Council of Durham
Louise Chatterton Luchuk		Project Researcher/Writer
Georgia Kapelos		Ministry of Citizenship and Immigration
Anna Przychodzki		Social Planning Network of Ontario

Durham Region
Community Dialogue on Advancing Cultural Diversity in Volunteer Management
Thursday, November 1,
Westminster United Church, 1850 Rossland Road, Whitby

A G E N D A

9:00 AM   **Welcome and Introductions**

9:15   **Highlights of Growing Cultural Diversity in Durham Region**

9:30   **Setting the Context for a "Co-creation" Project**
- *Project Overview*
- *What can we do here today?*
- *How should we work together today?*

10:00   **State of the Art in the Larger Field**
- *What do we know about cultural diversity in volunteer management?*
- *How can we think about an inventory of cultural diversity resources in volunteer management?*

10:30   **Break**

10:45   **State of the Art in Durham Region**
- *What did survey respondents tell us?*
- *How do we assess our region's state of development?*
- *How could we assemble a more comprehensive inventory of existing resources in the region?*

11:45   **Building Capacity**
- *How could we move our region into the next level of development in cultural diversity capacity for volunteer management?*

12:15 PM   **Next Steps and Evaluation**

12:30   **Conclusion**

Ontario

Appendix C

Population Profile of Durham Region

CULTURAL DIVERSITY IN DURHAM REGION, 2001: FACT SHEET

Population

Total Population (2006):	561,258
Total Population (2001):	506,901
Population Growth 2001 & 2006(%):	10.7%

Immigrant Population

Total Immigrant Population	94,895
% of Total Population	18.9%

Immigrants by Place of Birth (Top 3)

1. United Kingdom	23,940	25.2%
2. Jamaica	6,850	7.2%
3. Guyana	5,470	5.8%

Period of Immigration

Total Immigrant Population	94,895	100.0%
Before 1961	20,380	21.5%
1961-1970	19,195	20.2%
1971-1980	22,100	23.3%
1981-1990	17,275	18.2%
1991-1995	9,420	9.9%
1996-2001	6,515	6.9%

Immigrants by Municipalities

Region	IMM(#)	% of Total Pop.
Canada	5,448,480	18.4%
Ontario	3,030,075	26.8%
Durham Region	94,895	18.9%
Pickering	25,115	29.0%
Ajax	18,500	25.2%
Whitby	16,455	19.0%
Oshawa	21,565	15.6%
Clarington	8,130	11.8%
Scugog	1,985	9.9%
Uxbridge	2,170	12.6%
Brock	970	8.2%

Age at Immigration

Total Immigrant Population	94,890	100.0%
0-4 years	11,145	11.7%
5-19 years	29,895	31.5%
20 years and over	53,850	56.7%

Total Population 15 years and over by Generation Status

Total Population (15+)	387,400	100.0%
1st Generation	93,225	24.1%
2nd Generation	86,865	22.4%
3rd Generation and over	207,305	53.5%

Visible Minority Population

Total Visible Minority Population	62,515
% of Total Population	12.4%

Visible Minority Groups (Top 5)

1. Black	22,550	4.5%
2. South Asian	14,830	2.9%
3. Chinese	5,780	1.1%
4. Filipino	4,320	0.9%
5. Latin American	2,090	0.4%

Visible Minorities by Municipalities

Region	VM(#)	% of Total Pop.
Canada	3,983,845	13.4%
Ontario	2,153,045	19.1%
Durham Region	62,515	12.4%
Pickering	22,905	26.4%
Ajax	17,875	24.3%
Whitby	9,765	11.3%
Oshawa	8,355	6.1%
Clarington	2,570	3.7%
Scugog	405	2.0%
Uxbridge	500	2.9%
Brock	145	1.2%

Language (Mother Tongue)

Total Population by Mother Tongue	502,900	100.0%
Multiple responses	4,150	0.8%
Single responses	498,755	99.2%
English	436,080	86.7%
French	8,940	1.8%
Non-official languages	53,740	10.7%

Top 5 Non-Official Languages

1. Italian	6,385	1.3%
2. Polish	5,140	1.0%
3. German	5,090	1.0%
4. Dutch	3,375	0.7%
5. Chinese	3,210	0.6%

Source: The Social Planning Council of Peel (based on Statistics Canada, Census of Canada, 2001; 2006)

THE VISIBLE MINORITY POPULATION* IN DURHAM , 2001: FACT SHEET

VM Population

Male	30,105	48.3%
Female	32,170	51.7%
Total VM Pop. in Private Households	62,275	100.0%

Age Groups

0-4 years	5,565	8.9%
5-9 years	6,300	10.1%
10-14 years	5,760	9.3%
15-24 years	9,440	15.2%
25-44 years	19,810	31.8%
45-64 years	12,500	20.1%
65+ Years	2,895	4.6%

Place of Birth

Total VM Population	62,275	100.0%
Born in Canada	24,900	40.0%
Born outside Canada	37,380	60.0%

Period of Immigration

Total Immigrant VM Population	36,840	100.0%
Before 1961	365	1.0%
1961-1970	4,135	11.2%
1971-1980	11,220	30.5%
1981-1990	10,195	27.7%
1991-2001	10,930	29.7%

Language (Mother Tongue) [single/multiple responses]

Total VM Population	62,275	100.0%
English	44,410	71.3%
French	395	0.6%
Non-official languages	17,475	28.1%

Marital Status

Total VM Population Aged 15+	44,655	100.0%
Never married (single)	14,555	32.6%
Legally married (and not separated)	25,410	56.9%
Separated, but still legally married	1,355	3.0%
Divorced	1,895	4.2%
Widowed	1,440	3.2%

Home Ownership

Total VM Population	62,275	100.0%
Owners	53,675	86.2%
Renters	8,600	13.8%

Census Family Status

Total VM Population	62,275	100.0%
Census family persons	58,250	93.5%
Spouse	25,015	40.2%
Common-law partners	1,925	3.1%
Lone parents	2,935	4.7%
Children in census families	28,375	45.6%
Non-family persons	4,025	6.5%

Household Living Arrangements

Total VM Population	62,275	100.0%
Total persons in family households	60,545	97.2%
Total persons in non-family households	1,730	2.8%
Living with relatives	220	0.4%
Living with non-relatives only	385	0.6%
Living alone	1,120	1.8%

Education

Total VM Population Aged 15+	44,645	100.0%
Less than Grade 9	1,595	3.6%
Grades 9 to 13	13,495	30.2%
Without Certificate	7,680	17.2%
With Certificate	5,815	13.0%
Trades Certificate or Diploma	4,255	9.5%
College	12,525	28.1%
Without Certificate or Diploma	3,305	7.4%
With Certificate or Diploma	9,210	20.6%
University	12,755	28.6%
Without Degree	4,275	9.6%
With Bachelor's Degree or higher	8,500	19.0%

Employment

Participation rate(15+)	75%
Employment rate (15+)	70%
Unemployment rate (15+)	7%

Income (2000) [Individual]

Average employment income	$33,362
Median employment income	$30,012

Source of Income

Employment income	89%
Government transfer payments	7%
Other	4%

Low Income Persons

Total VM Population in Private Households Reporting Income Status	62,185
Low income persons	7,555
Incidence of low income in 2000	12%

* All Visible Minority Population figures are for residents in private households.
Note: Totals may not exactly equal the sum of their components due to rounding.
Source: The Social Planning Council of Peel (based on Statistics Canada, Census 2001, Special Custom Cross-Tabulation).

<u>**Appendix D**</u>

Overview of the Key Management Functions

in the Volunteer Development Cycle

The Volunteer Canada website provides the following overview of volunteer management theory. Their overview provides the context for what we mean by "volunteer management" in the "Advancing Cultural Diversity in Volunteer Management" project.

Source: Volunteer Canada
http://new.volunteer.ca/en/resources/management/theory

Volunteer Management Theory
The central idea of volunteer management theory is the volunteer management cycle.
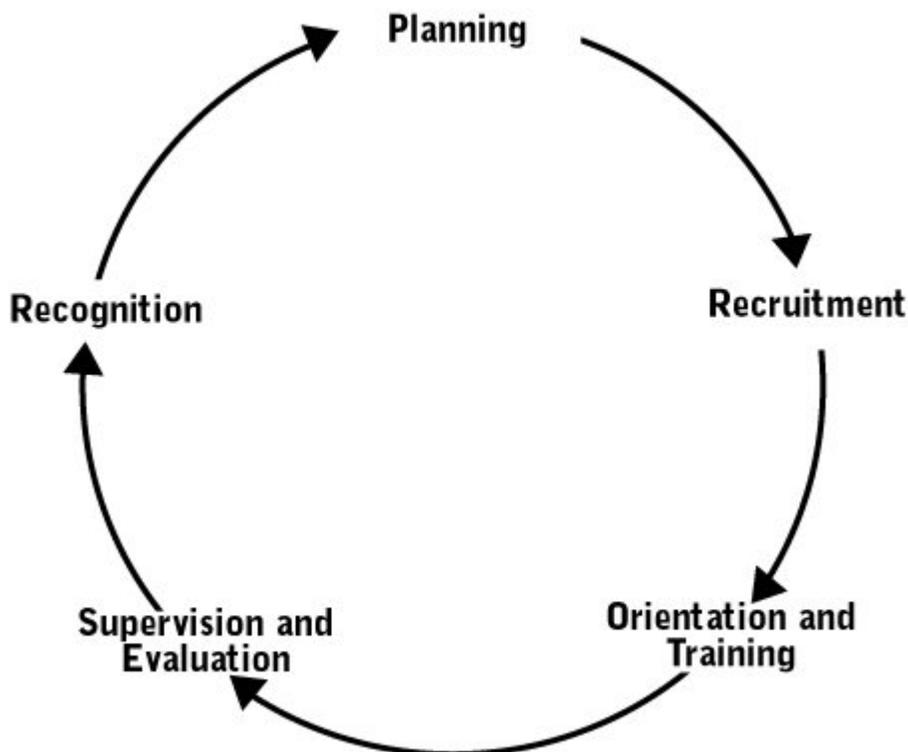
Planning is essential for the success of any volunteer program and involves

- designing volunteer positions
- creating application forms
- developing applicable policies and procedures
- educating others in the organization about involving volunteers

When you have taken care of these planning items, you have a solid foundation to support your volunteer program.

You are now ready for the **Recruitment** stage. Be creative as you brainstorm the who, why, where, when and how. Who would be the ideal volunteer? Why would they be interested in your volunteer opportunity? Where and when can you reach these people? How can you create a recruitment message that encourages potential volunteers to volunteer for your organization?

When you have recruited your volunteers, you will need to provide them with **Orientation and Training** to give the general information about your organization and the specific information about the volunteer position. Orientation and training help your volunteers feel confident and prepared. You also decrease the chances of problems occurring by helping volunteers know what is to be expected.

The **Supervision and Evaluation** stages are for your benefit and the volunteers. You need to know that the volunteer is fulfilling their role effectively and the volunteer needs affirmation too. Regular evaluation provides you and the volunteer time to assess how the volunteer placement is going and if changes could be made to improve the volunteer's satisfaction or performance.

Recognition is the next stage in the Cycle and it happens in an informal way every time a "thank you" is said. Formally, volunteers are thanked through celebrations and recognition events planned in their honour. It is important that the thank you fits the volunteer; you need to know your volunteers so that they can be thanked in a way that leaves them feeling truly recognized.

With good planning and management you will retain your current volunteers and be ready to involve new volunteers as the cycle begins again.

ADDENDUM:
Screening is an ongoing process to create and maintain a safe environment *and* to ensure the right match between the work to be done and the person who will do it. Therefore, screening considerations are integrated into the planning, recruitment, orientation/training and supervision/evaluation of volunteers.

Ⓥ Ontario

Participant Evaluation of Durham Community Dialogue

(No. Respondents = 17 out of 25 Participants)

Please indicate by circling the appropriate number the degree to which you DISAGREE or AGREE with each of the following statements about the Durham Region Community Dialoguee.

1. The invitation to the Dialogue and information sent in advance provided a clear sense of what the Advancing Cultural Diversity Project was about.

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE

          0   **2**   **1**   **7**   **6**   **No Answer=1**

Comments:

- **Not really clear – came to find out what it was about**
- **I was excited to receive it**
- **I was invited by word-of-mouth**
- **Had a good idea of what I was coming to**
- **I knew other agencies would be here but did not know what is expected of me**

2. The advance survey helped me to give some thought to needs, issues and existing resources on cultural diversity in volunteer management in Durham.

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE

          0   **1**   **4**   **6**   **3**   **NA=3**

Comments:

- **Had a few issues with completion and did send an email to the address in the introductory page but did not get a response – so my second attempt to fill it out was not perfect**
- **Did not participate**
- **However, it gave me the opportunity to really profile my volunteer population**
- **NA – wasn't aware of survey**
- **Yes, the survey provided was important to give me thought about the volunteer program that's in place**
- **Made me think ahead to plan my thoughts**
- **Did not receive the survey**
- **Did not have time to complete the entire survey**

3. The agenda was set up in a way that served well the objectives of the Community Dialogue.

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE

          0   **1**   **2**   **8**   **6**

Comments:

- **Lots there**

> - **Community Dialogue flowed excellently and was well kept on track**
> - **Need to invite "culturally diverse" populations to these forums**
> -

4. The Project Overview was clearly presented in the Community Dialogue.

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
        0   **1**   **1**   **9**   **6**

Comments:

> - **Still not clear re outcomes**
> - **Need handout of demographics presented, etc. for clarity**

5. The presentation on the state of research and knowledge about cultural diversity in the larger voluntary sector was helpful and informative.

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
        0   **0**   **7**   **6**   **3**   **NA=1**

Comments:

> - **Resources to access information (web)**
> - **Needed more – most people here had no idea who the communities are**
> - **Yes the presenters were knowledge and informative**
> - **I was really keen to hear about this and appreciated the hand-out and resources from Louise**

6. The discussions of the issue in small groups and plenary session were stimulating.

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
        0   **0**   **3**   **9**   **5**

Comments:

> - **Hoping to have more people at our table to share**
> - **Could have rotated members of group**
> - **Nice to hear from other agencies – the networking factor**
> - **Yes, it was good to hear the challenges of other agencies**
> - **Lots of great ideas discussed and contacts made**
> - **Fine but the development exercise a tad confusing . . . perhaps assign each table an area of the volunteer management cycle to discuss then debrief with all for more feedback and more focused discussion**
> - **These sessions were good as we often covered other areas related**

7. The facilitator guided us through the day's program smoothly.

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
        0   **0**   **1**   **11**   **5**

Comments:

> - **Challenging agenda and small room for so many people**
> - **Well organized – timely**

- **Things moved along well & each individual was listened to and understood**
- **Way to go Peter!**

8. As a result of today's Dialogue, I am very interested in the future learning and sharing on this issue with the other regions participating in this project.

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE

0   **0**   **3**   **4**   **10**

Comments:

- **Would be quite interesting to see how other regions work**
- **Absolutely**

9. Overall, on a scale of 1 to 10, how would you rate your experience in today's Community Dialogue.

1--------2---------3---------4---------5---------6---------7---------8---------9----------10

0   **0**   **0**   **0**   **1**   **2**   **2**   **3**   **6**   **3**

Final Comments:

- **Interesting to hear what other agenceis are doing – sad that the volunteer centre in Durham folded due to lack of funding. Many organizations are at capacity and do not have dedicated staff addressing this issue in our community.**
- **Very beneficial project . . . looking forward to follow-up**
- **Room – not the greatest venue in terms of discussion**
- **Thanks for the handouts – helpful**
- **Thank you for bringing this forward**
- **Great morning – could have spent much more time on these issues**
- **Very weel-planned & very informative**
- **The meeting was very late starting which required a rush at the end of the day to complete the work**
- **Very positive, good networking, helped to bring issues & needs & planning**
- **Will attend other sessions offered**

Evaluations entered to November 5, 2007