

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 Peel Region

Thursday, March 27, 2008

**The Canadian Coptic Centre
Mississauga, Ontario**

April 2008

Funded by the Government of Ontario



**Advancing Cultural Diversity in Volunteer Management
in the 519 & 905 Areas**

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Introduction	3
Highlights of Cultural Diversity in Peel Region	4
Applying Cultural Diversity to Volunteer Management	4
Issues and Challenges in Peel Region	5
▪ <i>Survey Findings</i>	5
▪ <i>Dialogue Participants' Issues and Challenges</i>	9
Building Capacity in Peel Region	11
• <i>Survey Findings</i>	11
• <i>Framework for Inventory of Resources</i>	13
• <i>Possible and Positive Actions for Peel Region</i>	13
Evaluation and Thanks	15
Websites	15
Appendix A: Peel Community Dialogue Participants List	16
Appendix B: Peel Community Dialogue Agenda	18
Appendix C: Overview of the Key Management Functions	19
Appendix D: Diversity Highlights & 2006 Population Profile of Peel Region	21
Appendix E: Overview of Survey Respondents from Peel Region	26
Appendix F: Participant Evaluation of Peel Community Dialogue	28

Introduction

On March 27, 2008 the final in a series of eight Community Dialogues was conducted in Peel 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.

Fifty (50) community participants attended the Community Dialogue on March 27 in Mississauga (see Appendix A). The local hosts for the event were the Regional Diversity Roundtable of Peel represented by Njeri Damali Campbell and the United Way of Peel Region represented by Sharon Douglas and Nicole Dupuis.

The external resource team for the Community Dialogue was made up of Paula DeCoito, Executive Director of the Social Planning Council of Peel, Louise Chatterton-Luchuk, Project Researcher-Writer, Peter Clutterbuck, Social Planning Network of Ontario (SPNO), Project Coordinator and Dialogue Facilitator, and Anna Przychodzki, SPNO Project Assistant and Dialogue Recorder.

The morning's agenda moved from providing an overview of the changing demographics of Peel Region and a description 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 Peel Region. Appendix B presents the agenda for the Community Dialogue.

Question: *What are the expected outcomes of this project in terms of capacity building?*

Answer: First, an attitude of compliance with public policies on cultural diversity issues, such as our multicultural policies, human rights policies, and the Charter of Rights and Freedoms. Second, knowledge on the issues and work involved – the barriers and challenges, what works, what doesn't; and knowledge on the resources available and needed. Third is the development of skills and partnerships and collaboration on common issues and tasks. In addition to these outcomes, there are also a set of concrete deliverables which are outlined in the Project Overview provided in the information packages.

Highlights of Cultural Diversity in Peel Region

Njeri Damali Campbell of the Diversity Roundtable of Peel Region presented an overview of the diversity in Peel Region. Her presentation used 2001 Census data prepared by Srimanta Mohanty, Ph.D. from the Social Planning Council of Peel. See Appendix D for the PowerPoint presentation.

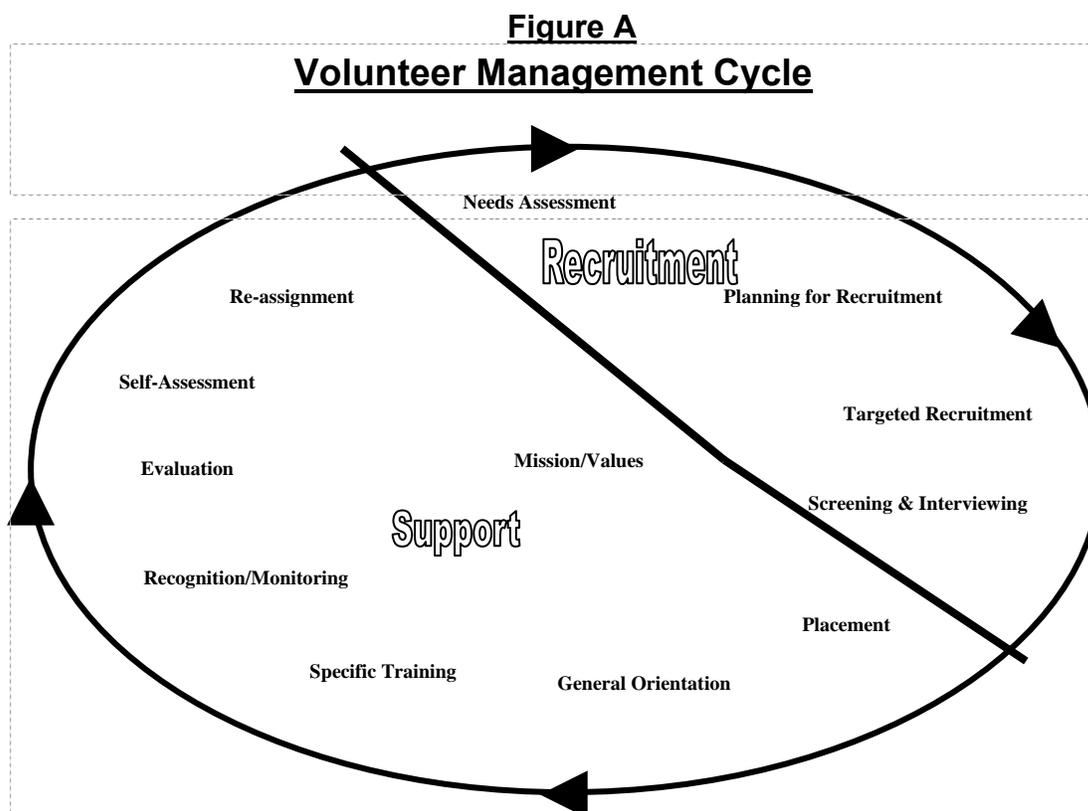
Comment: 2006 census statistics are now out and we are seeing a marked difference between 2001 and 2006 numbers. Within that period of time, the number of immigrants moving to this area grew; Caledon experienced a particularly high level of growth. (Some 2006 data was included in the information package).

Question: *Can you define the term “immigrant”?*

Answer: Immigrants are persons who have been granted the right to live in Canada permanently by immigration authorities. e.g., a Caucasian former resident of the United States would qualify as an immigrant but not as a visible minority.

Applying Cultural Diversity to Volunteer Management

Louise Chatterton-Luchuk, Project Researcher-Writer, introduced the various stages of the Volunteer Management/Development Cycle as conceptualized by Volunteer Canada in Figure A. An overview and description of the key management functions in the Volunteer Development Cycle is provided in Appendix C.



The various functions break out into two broad areas of focus: Recruitment and Support. These major areas apply to all volunteer management activity – the question is what are the particular needs and requirements for effective performance of these functions with respect to recruiting and supporting people from culturally diverse backgrounds to participate as volunteers in community life. Also, what good practices, resources, and strategies exist or need to be developed for us to do a better job in these areas.

Issues and Challenges in Peel Region

Survey Findings:

Peter Clutterbuck, SPNO facilitator for the Dialogue, presented some of the results of an advance survey administered to all invitees to the Peel Region Community Dialogue. As each Community Dialogue is done, the Project builds a baseline of information on cultural diversity in the 519 and 905 areas via the survey. The survey results reported for Peel Region are compared in the following to the combined survey response of Durham Region, Halton Region, Cambridge, Kitchener-Waterloo, York Region, London and Guelph and Wellington County (indicated in the following Tables as “Other Regions”). Appendix E offers an overview of the survey respondents from Peel Region.

As Appendix E indicates between 22 and 26 Peel Region survey respondents answered most of the open-ended questions. Although these results are not in anyway definitive, they do offer some impressions worth reporting and comparing to the response from the other participating communities in the 519 and 905 regions.

Before identifying issues and challenges in recruiting and supporting volunteers from diverse cultural backgrounds, the survey asked respondents to state what are the benefits of a more culturally diverse volunteer base to their organizations.

Table 1 shows that more than half of the Peel Region respondents (54%) see the value of culturally diverse volunteers in “better serving” a more multicultural community, higher than the response from the other communities (45%). Particular ways of expressing this benefit to the organization are:

“Provide services in their specific language are able to relate to issues faced by clients.”

“Interpret for families within programs, provide translation for programs and groups.”

“With the growing ethno diversity in the area that we serve – volunteers of similar background, race and culture would make communications much easier.”

“They represent the diverse groups of clients we serve and therefore can connect with these groups.”

Table 1
Organizational Benefits of Ethno-culturally Diverse Volunteers
Peel Region and Other Region Response*

Organizational Benefits	Peel Region (N= 26)		Other Regions (N=139)	
	No. Resp.	%	No. Resp.	%
Better serve a multicultural community	14	54%	63	45%
Improve organizational inclusiveness & understanding	5	19%	32	23%
Bring new ideas and perspectives to org'n	3	11%	17	12%
Other organizational benefits	3	11%	11	8%
Other benefits for the volunteer	1	4%	11	8%
Provide mentoring help to clients	0	0%	4	4%
None	0	0%	1	1%

* For the open-ended questions, respondents often gave several responses, which explains the No. Resp. figure being higher than the total number of respondents answering the open-ended questions.

“Improving organizational inclusiveness and understanding” is the second most frequent response among Peel respondents (19%), although still slightly lower than from respondents in other regions (23%). In the Peel survey several respondents express this as follows:

:

“They are our face and connection to the community.”

“Understand the community – ethno-cultural sensitivity.”

“Gain an understanding of their community, opportunity to link to people from similar backgrounds who are working on similar interests.”

Table 2
Issues and Challenges in Supporting More Culturally Diverse Volunteers
Peel Region and Other Regions Response

Challenges/Issues	Peel Region (N=27)		Other Regions (N=144)	
	No. Resp.	%	No. Resp.	%
Other	9	33%	19	13%
Language & communications	6	22%	67	47%
Lack of knowledge & understanding	5	18%	8	5%
Cultural Differences	4	15%	11	8%
Lack of resources (staff, expertise, funding)	2	7%	21	15%
None	1	4%	8	5%
Transportation	0	0%	7	4%
Lack meaningful roles for well-educated volunteers	0	0%	3	2%

The survey asked respondents to describe in their own words what issues and challenges they found in supporting volunteers from diverse cultural backgrounds, Table 2 shows that Peel Region respondents have a much broader range of responses to this question than respondents from other regions, including a set of responses that make the “other” response category the highest (33%). “Other” responses include concerns specific to the survey respondent but also some other more general issues not identified in the other regions, such as *“building trust”* with newcomer volunteers. One set of Peel responses within the “other” category speaks to the issue of the difficulty of engaging newcomers because of other pressures in their lives, as indicated in the following responses:

“These volunteers are available only for a limited time period. Once they settle they find it challenging to find time.”

“Many move through the volunteer life cycle quickly as they get more settled and find employment”

“They are also looking for paid employment at the same time, so commitment level is low.”

“Newcomers need to settle down first to meet their family needs and hence that leaves little time for volunteering commitments.”

“Lack of knowledge and understanding” and “cultural differences” combined make up another 33% of the Peel survey response, while constituting only 13% of the combined response in other regions. A sampling of these issues and challenges from Peel respondents follows:

“Racism at the structural level in Canada – racism in the community.”

“Potential volunteers do not have an understanding of the corporate culture of agencies; alternatively, agencies are not culturally sensitive to the nuances of new immigrants and misinterpret communication styles.”

“Staff attitudes or preconceived opinions on the abilities of individuals who are new to Canada. Need to build appreciation for the abilities of newcomers and education of foreign trained professionals. Need to balance the importance of volunteers new to Canada gaining an understanding of standards of practice in Canada.”

In terms of addressing these issues and challenges, Table 3 shows that Peel Region respondents see “training and understanding” (30%) and “more resources” in terms of funding and staff (25%) as the main remedies, both more frequently than respondents in the other regions (22% and 18% respectively). The Peel Region response identifies “interpretation, translation, ESL training” (15%) less frequently than the respondents from other regions (22%).

The “training and understanding” response in Peel refers to the broadest level of orientation for both newcomers and for staff and leaders in non-profit organizations as indicated by the following examples:

“What would be helpful is that we stop looking at newcomers and the ethnically diverse as being defined by their newness or ethnicity and start looking at them as individuals. They are no more “homogenized” than the ‘white born in Canada’ variety.”

“Agencies should have ethno cultural competency training to support the culturally diverse volunteers. Organizations should offer specific Canadian cultural sessions for those volunteers willing

to learn about corporate cultural differences in various volunteer and employment sectors.”

“Training and education opportunities for newcomers to understand social service organizations in their communities. Opportunities to explore volunteer positions that will meet their needs and interests. Training for professionals in the field to help them understand the needs of newcomers and to grow their appreciation of the skills that these potential volunteers can offer their organization.”

Table 3
Addressing Issues/Challenges to Support Culturally Diverse Volunteers
Peel Region and Other Regions Response

Ways to Overcome Barriers	Peel Region (N=20)		Other Regions (N=95)	
	No. Resp.	%	No. Resp.	%
Training & understanding	6	30%	21	22%
More resources (funding & staff)	5	25%	17	18%
Interpretation, translation, ESL training	3	15%	21	22%
Other	3	15%	14	15%
Don't know	3	15%	17	18%
More connections & networking with diverse communities	0	0%	9	9%
Partnering/mentoring	0	0%	7	7%

Dialogue Participants’ Issues and Challenges:

Dialogue participants were asked to discuss in small groups what they see as the issues in recruiting, engaging, and supporting culturally diverse volunteers in Peel Region.

The following issues and challenges in Peel Region were reported out of the group discussions:

- *Creating support strategies for non-English speaking volunteers doing direct service work in the community. Volunteers are recruited in their mother tongue but all day-to-day supports are in English, challenging volunteers, mentors and supervisors alike. Organizations primarily dependent upon front-line volunteers are challenged to find placements for newcomers working towards the required basic level of skill in English.*
- *Appropriate volunteer placements. Placing highly skilled immigrants in respectful, challenging positions. Creating positions that advance employment readiness. Currently, newcomer volunteers are being*

assigned the kind of menial tasks that employees wish to avoid, such as sweeping floors and stuffing envelopes.

- *The nature of an organization's mission can deter potential newcomer volunteers. Faith-based organizations or those operating out of places of worship are assumed to be intended for the particular faith group only. There's an apprehension to work with clients involved in the criminal justice system.*
- *Diversity policies contradict volunteer management practices. e.g., Some newcomers may be unable to meet requirements of strict screening practices, such as completing a police check and providing immunization records.*
- *Poor communication between senior-level staff and volunteer managers. Decision-makers don't share front-line staffs' pulse on the community and resulting understanding of the issues. Need to build priority for a culturally diverse volunteer base by demonstrating the link between culturally diverse volunteers and the vision, mission and objectives of the organization.*
- *Small-and-medium sized organizations have limited financial resources and time to put into recruitment.*
- *Non-diverse staff. No diverse representation at senior management level.*
- *Current model of volunteer management failing to reach a number of diverse communities – different cultures, youth, and men.*
- *Referral system – make it relevant for 2008.*
- *Catering to the motivations and needs of newcomers seeking Canadian work experience, references and documentation (e.g., number of volunteer hours logged). We must adjust to the fact that stay-at-home moms who give 25 years of service are a thing of the past. A long term volunteer position is now defined as six months in length. We must also understand that immigration trends have changed. Fewer are coming to Canada to escape persecution – that population is willing to settle for less. More are well-educated and seeking economic gain. We must consider what we can offer them.*
- *Building sincere acceptance of diversity. It is critical to create an environment that is welcoming to newcomers. International business*

etiquette – dress, manners, communications, etc. – differs from the Canadian mainstream. We must demonstrate our acceptance of diverse cultures through action.

- *Transportation and childcare barriers.*

Comment: I want to share what we've learned from Dialogues in other communities. In London, the Pillar Nonprofit Network undertook extensive research on new Canadians' perceptions of volunteerism in Canada and discovered that many cultures have a less formalized concept of volunteerism. In York Region, there was some dialogue concerning volunteerism among new versus established immigrants. A question was raised – is it realistic to expect recent newcomers to volunteer, or should we be targeting established immigrants who now feel it's time to give something back? In Guelph and Wellington County, the conversation turned to power issues. Many recent immigrants have advanced university degrees and are accustomed to democratic systems. They want to be involved at the governance level, not in direct service.

Comment: *My advice to organizations: Draw on the skill base of your diverse volunteers to your own advantage. Build your programs around the skills of diverse volunteers, and cater your fundraising events to the interests of diverse populations. e.g., We have a Filipino volunteer leading a Filipino martial arts group for children. e.g., Try cricket instead of a golf tournament.*

Building Capacity in Peel Region

Survey Findings on Resources and Strategies

Table 4 shows that a much higher proportion of Peel Region survey respondents indicate that they employ “diversity orientation and training” practices (45%) to support volunteers from diverse cultural backgrounds compared to the response from other regions (30%). The Peel Region response also shows a slightly higher adoption of “formal policies” on anti-racism and diversity (24%) than the response from other regions (21%). What is noticeable in the Peel response compared to other regions, however, is the high co-relation between respondents indicating that they had “formal policies” and also employed “diversity orientation and training” practices.

Table 5 reports on the community resources that survey respondents use to support culturally diverse volunteers. Whereas, the response from other regions tends to be widely spread over a range of community resources used, in Peel, using support from “other agencies” is the clearly leading response (31%), followed by several other community resources identified about equally. A notable part of the “other” response unique to Peel Region respondents is the reference to the use of faith groups as a community resource to support

newcomer volunteers. Three of the five Peel respondents in the “other” category indicate that faith groups are a community resource to them.

Table 4
Formal Policies Supporting Volunteers from Diverse Cultural Backgrounds
Peel Region and Other Region Response

Formal Policies & Practices	Peel Region (N= 29)		Other Regions (N=136)	
	No. Resp.	%	No. Resp.	%
Diversity orientation & training	13	45%	41	30%
Formal policies in place (diversity, anti-racism)	7	24%	28	21%
No specific policies & practices	6	21%	37	25%
Staff Support	2	7%	13	10%
Uncertain/Other	1	3%	10	8%
Diversity Committee	0	0%	3	2%
Translation & Interpretation Support	0	0%	4	4%

Table 5
Community Resources Used to Support Cultural Diversity
Peel Region and Other Region Response

Community Resources Used	Peel Region (N=29)		Other Regions (N=164)	
	No. Resp.	%	No. Resp.	%
Other Agencies	9	31%	25	15%
Diversity training	5	17%	32	20%
Other (Peel: 3 faith groups)	5	17%	17	10%
Multicultural centres	4	14%	31	19%
Volunteer centre	2	7%	32	20%
Translation & interpretation	2	7%	10	6%
None	2	7%	13	8%
Media	0	0%	4	2%

Table 6 shows that there is little hesitancy among Peel respondents in reaching out to engage volunteers from culturally diverse backgrounds compared to other regions with only 16% using “no specific promotion or recruitment measures” in Peel compared to 43% of the survey response from other regions. Although Peel respondents show a much lower response for “targeted promotional material and specialized outreach” (10%) than respondents from other regions (19%), this is more than offset by a specific outreach strategy that Peel respondents employ. That is, “networking (‘word of mouth’)", which 37% of the Peel survey respondents undertake compared to only 9% of respondents from other regions.

Table 6
Methods of Recruiting Volunteers from Diverse Cultural Backgrounds
Peel Region and Other Regions Response

Methods Used	Peel Region (N= 30)		Other Regions (N=134)	
	No. Resp.	%	No. Resp.	%
Networking (“word of mouth”)	11	37%	12	9%
No specific promotion or Recruitment measures	5	16%	57	43%
Advertising	5	16%	16	12%
Other	5	16%	13	10%
Targeted promotional material & special outreach	3	10%	25	19%
Referral from other agencies	1	3%	5	4%
Volunteer centre	0	0%	6	5%

Framework for an Inventory of Resources

The Dialogue participants were asked to use an “inventory of resources” guide and chart to think of specific examples of existing resources that they knew about in Peel Region. 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. These sheets were collected before participants left.

Question: *Would PowerPoint presentations from workshops be useful?*

Yes. We want to know what are you doing and what are you using when you do it. Please remember to follow intellectual property laws.

Samples for the Inventory:

- *Peel Volunteer Administrators Network (<http://www.pvan.ca/>)*
- *Volunteer Centre for Peel region is in the works. United Way of Peel Region is working in partnership with the Region of Peel and each of Peel’s three municipalities to form plans and secure funding.*
- *Community group listings, parks and recreation calendar*

Possible and Positive Actions for Peel Region

Community Dialogue participants were asked to discuss in their groups “positive and possible” actions that could be taken over the next several years to build the non-profit sector’s capacity in the volunteer management of cultural diversity in Peel Region. Each group briefly presented their suggested “Possible and Positive” action to build capacity on this issue. Participants then used “dotmocracy” to vote for their priority actions to build capacity in Peel Region for recruiting and supporting volunteers from culturally diverse backgrounds. Table 7 shows the results of the dotmocracy exercise.

Table 7
Community Dialogue Participants' Possible and Positive Actions to Build Capacity on Cultural Diversity in Volunteer Management in Peel Region

Possible and Positive Actions to Build Capacity	No. Votes
Top Tier Priorities	
<i>Volunteer Centre for Peel Region mandated to support cultural diversity in volunteer management. Envision a progressive centre that “thinks outside the box”, recognizes all forms of diversity including gender, ability, age, etc., and works within a framework of social inclusion. It would perform many functions specific to this issue. Through it, a regional strategy could be implemented. It would be a centralized clearinghouse for volunteers: provide information, attract, recruit, screen, train, and certify, match volunteer needs to available positions, be a referral service, etc. Have a dedicated staff person to be “go-to” person for cultural competency information – this resource badly needed by agencies working with diverse populations. e.g., If planning a volunteer appreciation dinner, one phone call is all it takes to obtain needed information. Want tip-sheets on ethno-specific customs and practices, diversity toolkits, etc</i>	64
<i>Toolkit on benchmarks and best practices of cultural diversity in volunteer management, with inventory component</i>	28
Second Tier Priorities	
<i>Funding to streamline the Peel Police criminal record check process. Allow applicants to go to any community police station – currently restricted to headquarters only. Expedite the process – currently takes 6-8 weeks.</i>	19
<i>Regional strategy for volunteer and civic engagement that re-thinks current model of volunteer management. Organizations spanning all sectors can work to a common agenda within a framework of social inclusion. All of today’s discussion will be lost without it – need passion to effect a shift in attitudes.</i>	16
<i>Standardized, universally-recognized volunteer recognition certificate. Each agency currently dispenses its own version, causing confusion in the community.</i>	15
<i>Increase funding for volunteer recruitment, support and recognition.</i>	13
<i>Diversity and leadership training for volunteer managers, senior management and existing volunteers.</i>	12
<i>Strategic, Region-wide volunteerism awareness-raising campaign.</i>	11
Third Tier Priorities	<10
<i>Teach agencies how to expand leadership opportunities for culturally diverse volunteers.</i>	
<i>Caution about observing the distinction between creating inclusive organizations and volunteer management. Diversity management and volunteer management marry down the road but are very different strategies within organizational change management. Don’t lose the distinction in the final recommendations.</i>	
<i>Diversity training for staff and volunteers</i>	
<i>Virtual inter-organizational networking.</i>	
<i>Alignment of volunteer management and diversity policies; improved line of communication between volunteer managers and senior management, the decision makers.</i>	
<i>Promote 211 service information and referral hotline – it can support volunteerism (multilingual support available).</i>	
<i>Additional program funding to build capacity. Money for bus passes, childcare expense reimbursement, marketing and recruitment materials, training, etc.</i>	
<i>Initiate relationships with ethno-specific media (newspaper, TV, radio)</i>	
<i>Increase language training for newcomers</i>	
<i>Increase agency involvement in the activities of various cultural groups in the community. e.g., staff can attend functions hosted by organizations such as the South Asian Women’s Association.</i>	

Identify and connect with key leaders of ethnic communities. Host community forums and develop other strategies such as a communications database.

Inter-agency networking: volunteer referral exchange, sharing knowledge on overcoming barriers, etc.

Partnerships between mainstream agencies and cultural groups

Evaluation and Thanks

Participants were thanked for the attendance and participation in the Community Dialogue. Our thanks to Njeri Damali Campbell of the Regional Diversity Roundtable of Peel Region and Sharon Douglas and Nicole Dupuis of the United Way of Peel Region for their outreach, agenda planning and logistical organization for the Dialogue.

Before leaving, participants were asked to complete and submit an evaluation form. The results of the participant evaluation are included in Appendix F.

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



Websites

Social Planning Network of Ontario: www.spno.ca

Regional Diversity Roundtable of Peel Region:

www.regionaldiversityroundtable.org

Social Planning Council of Peel: www.spcpeel.com

Developing the Diversity - Competent Organization: A Resource Manual for Non Profit Human Service Agencies in Peel and Halton:

www.spcpeel.com/diversity.htm

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

Peel Region Community Dialogue, March 27, 2008: Participants List

Geraldine	Aguiar	Director of Volunteer Development	Hospice of Peel
Derek	Allen	Recreation Analyst, Community Development/Volunteers	City of Mississauga
Elicia	Alleyne	Youth Justice Committee Supervisor	Associated Youth Services of Peel
Sandra	Balgobin	Coordinator, Volunteer Management and Membership Administration	Brampton Neighborhood Resource Centre
Diane	Butterworth	Supervisor of Community Development	City Brampton
Keith	Dee	Director	Brampton Caledon Community Living
Paula	Deering	Human Resources Manager	Peel Senior Link
Julie	Di Girolamo	Coordinator of Volunteer Resources	Region of Peel
Lorna	Dixon	Senior Manager, Community Investment	United Way of Peel Region
Lariza	Drozd	Supervisor of Client Services	Peel Senior Link
Faye	Dundas	Early Childhood Consultant	Humber Child Care Consultation Services
Brigida	Espiritu	Assistant Administration	Erin Mills Youth Outreach Program
Meghan	Forte	Student	Guelph Humber University
Cheri	Garraway-Reuben	Coordinator, Volunteer and Student Services	Human Services Division, Region of Peel
Patrick	Heembrock	Student intern	Peel District School Board
Hazel	Henry	Volunteer Coordinator	Dixie Bloor Neighborhood Centre
Amy	Jaques	Community Resource Manager	Specialty Care Mississauga Road
Sita	Jayaraman	Diversity Coordinator	Big Brothers Big Sisters
Steve	Kabetu	Diversity Coordinator	Servicelink Canada
Karima	Kassam	Community Mission Specialist	Heart and Stroke Foundation of Ontario
Leanne	Kaney	Manager of Human Resources	Brampton Caledon Community Living
Deanna	Kloess	Coordinator of Volunteer Services	Peel Children's Centre
Giles	Larry	Volunteer	
Anna	Lewyckyj	Volunteer Coordinator	Hospice of Peel
Ann-Marie	Marcolin	Community Engagement and Urban Health	St. Joseph's Health Centre

Jennifer	Mclaughlin	Supervisor of Training and Development	The Region of Peel
Francesca	Munton	Volunteer Coordinator	Elizabeth Fry Society
Varsha	Naik	Community Liaison Coordinator	Peel District School Board
Ann	Norris	Outreach & Volunteer Coordinator	Brampton West-Mississauga Ontario Early Years Centre
Ewa	Nosek	Coordinator of Volunteer Resources	Region of Peel - Public Health
Amy	Obendorfer-Woods	Coordinator, Volunteer Services	Erinoak Kids
Christianah	Olarewaju	Volunteer Coordinator	Distress Centre Peel
Erin	Osselton	Recruitment coordinator	Big Brothers Big Sisters
Nila	Ostapowicz	Counseling Manager	SA/RCCP
Stefania	Paterak	Volunteer Resources & Performance Operations Coordinator	Living Arts Centre
Adaoma	Patterson	Acting Policy Analyst	Human Services - Region of Peel
Isabella	Penna	Volunteer Coordinator	Telecare Distress Centre.
Lou-Anne	Peroff	Supervisor of Client Services	Peel Senior Link
Jenny	Qin	Community Outreach Coordinator	United Way of Peel Region
Agalya	Ratnarajah	Consultant	SPCP
Dan	Regliszyn	LINC Coordinator	Caledon Community Services
Lisa	Restrick	Volunteer Trainee Recruiter	Rexdale Women's Centre
Anita	Stellinga	Director, Community Investment	United Way of Peel Region
Carol	Sybenga	Coordinator	Servicelink Canada
Chandra	Vaidyanathan	Volunteer Coordinator	Vita Manor
Shelley	White	CEO	United Way of Peel Region
Jennifer	Woodill	Community Volunteer Specialist	Heart and Stroke Foundation of Ontario
Dominika	Zapolnik	LINC Coordinator	Caledon Community Services

Appendix B

A Community Dialogue on Advancing Cultural Diversity in Volunteer Management

Thursday, March 27th, 2008 • 8:30 am – 12:30 pm
Canadian Coptic Centre 1245 Eglinton Avenue West

An enlightening session about the experience and participation of culturally diverse volunteers in Peel Region

AGENDA

9:00 – 9:15 am	Welcome and Introductions	Peter Clutterbuck
9:15 – 9:30 am	Presentation: What is the project about?	Paula DeCoito Peter Clutterbuck
9:30 – 9:45 am	Presentation: Highlights of Growing Cultural Diversity in Peel Region	Njeri Damali Campell Coordinator Regional Diversity Roundtable
9:45 – 10:15 am	Dialogue: Issues and Challenges in Peel Region	Group Discussion
10:15 – 10:30 am	BREAK	
10:30 – 10:45	Presentation: Peel Survey Results	Peter Clutterbuck
10:45 – 11:00 am	Presentation: Starting an Inventory of Resources	Paula and Louise & Discussion (10 min)
11:00 – 12:00 pm	Dialogue: Building Capacity	Small Group Discussion
12:00 – 12:15pm	Plenary: Report Back	Small Groups
12:15 – 12:30 pm	Next Steps, Evaluation, and Closure	

This Community Dialogue was planned, organized and facilitated by the Regional Diversity Roundtable, the United Way of Peel Region, the Social Planning Council of Peel, and the Social Planning Network of Ontario

This project has been funded by the Ministry of Citizenship & Immigration.



Appendix C

Overview of the Key Management Functions in the Volunteer Development Cycle

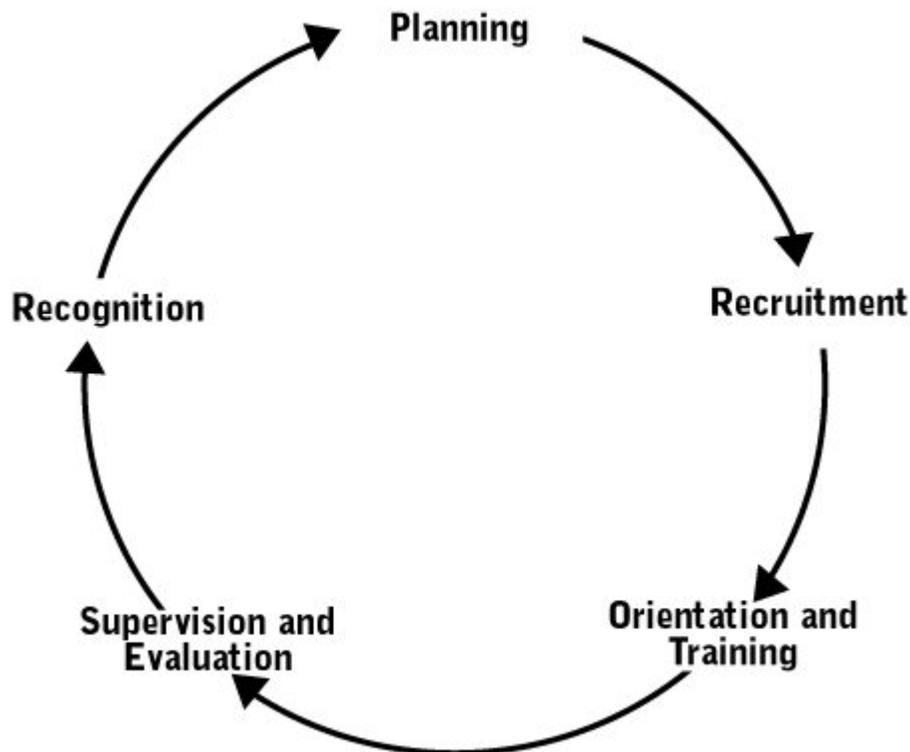
The Volunteer Canada website provides the following overview of volunteer management theory. Their overview provides the context for what we mean by “volunteer management” in the “Advancing Cultural Diversity in Volunteer Management” project.

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.

This project has been funded by the Government of Ontario.



Appendix D

Highlights of Growing Cultural Diversity in Peel Region

**PRESENTED BY:
NJERI DAMALI CAMPBELL
REGIONAL DIVERSITY ROUNDTABLE**

THURSDAY, MARCH 27TH, 2008

Acknowledgement

The material in this presentation was compiled, and prepared by Srimanta Mohanty, Ph.D. of the Social Planning Council of Peel with research support from Sara de Souza.

Population

Between 2001 and 2006, the total population of Peel Region grew by 17.2%.

Immigrant Population

In 2001, Immigrants made up 43.1% of Peel Region's population.
That number is expected to pass 50% within the next few years.

Immigrants by Place of Birth

Most immigrants to Peel Region were born in India.
India: 64,460 (15.2%) UK: 32,980 (7.8%) Poland: 28,115 (6.6%)

Immigrants by Municipalities

In 2001, 43.1% of immigrants to Canada lived in Peel Region.
Mississauga: 46.8% Brampton: 39.9% Caledon: 19.6%
Canada: 18.4% Ontario: 26.8%

“Visible Minority” Population

"...visible minorities are persons (other than Aboriginal persons), who are non-Caucasian in race or non-white in colour (Statistics Canada; 1999:100)."

Visible Minority Groups (Top 5)

South Asian: 15.7% Black: 7.2% Chinese: 4.2% Filipino: 3.2% Latin American: 1.5%

Immigrants: Peel Regional Municipality

Total Immigrants: 424, 820

“Visible Minority”: Peel Regional Municipality

Total Visible Minorities: 379, 105

Thank you!

IMMIGRATION & LANGUAGE: PEEL REGION, 2006

Population

Total Population (2006)	1,159,405
Total Population (2001)	988,958
Population Growth 2001 - 2006	17.2%

Immigrant Population*

Total Immigrant Population	561,235
% of Total Population	48.6%

Immigrants by Period of Immigration

Total Immigrants by Period of Immigration:	561,235
Before 1961	30,870 5.5%
1961 to 1970	49,310 8.8%
1971 to 1980	78,890 14.1%
1981 to 1990	102,925 18.3%
1991 to 2000	181,005 32.3%
2001 to 2006	118,220 21.1%

Immigrants by Age at Immigration

Total Immigrants by Age at Immigration:	561,235
Under 5 years	42,635 7.6%
5 to 14 years	98,835 17.6%
15 to 24 years	134,710 24.0%
25 to 44 years	226,625 40.4%
45 years and over	58,430 10.4%

Immigrants by Place of Birth (Top 5)

Total Immigrants by Place of Birth:	561,235
Southern Asia	168,750 30.1%
Southern Europe	63,380 11.3%
Southeast Asia	53,130 9.5%
Caribbean and Bermuda	52,330 9.3%
Eastern Europe	42,860 7.6%

Recent Immigrants by Place of Birth (Top 5) [2001-2006]

Total Recent Immigrants by Place of Birth:	118,220
Southern Asia	60,665 51.3%
Southeast Asia	10,830 9.2%
Eastern Asia	9,195 7.8%
West Central Asia & the Middle East	8,440 7.1%
Eastern Europe	5,555 4.7%

Generation Status

Total Population 15+ by Generation Status:	909,145
1st generation	534,340 58.8%
2nd generation	186,755 20.5%
3rd generation or more	188,030 20.7%

Language (Mother Tongue**)

Total Population by Mother Tongue:	1,154,070
Multiple Responses	27,895 2.4%
Single Responses	1,126,165 97.6%
English	603,445 52.3%
French	11,975 1.0%
Non-official Languages	510,760 44.3%
Punjabi	92,820 8.0%
Urdu	42,975 3.7%
Chinese	41,850 3.6%
Polish	34,830 3.0%
Portuguese	31,790 2.8%
Other languages	266,495 23.1%

Home Language ***

Total Population by Home Language:	1,154,070
Multiple Responses	52,420 4.5%
Single Responses	1,101,645 95.5%
English	781,855 67.7%
French	5,180 0.4%
Non-official languages	314,610 27.3%
Punjabi	75,320 6.5%
Chinese	32,705 2.8%
Urdu	29,615 2.6%
Polish	22,585 2.0%
Spanish	14,800 1.3%
Other languages	139,585 12.1%

DEFINITIONS

- * People who are or who have ever been landed immigrants. Landed immigrants are people who have been permitted by immigration authorities to live in Canada permanently, some will have lived in Canada for a number of years, while others have arrived recently.
- ** Refers to the first language learned at home in childhood and still understood by the individual at the time of the census.
- *** Refers to the language spoken most often or on a regular basis at home by the individual at the time of the census.

Note: Totals may not exactly equal the sum of their components due to rounding.

Source: The Social Planning Council of Peel, January 2008 (based on Statistics Canada, Census of Canada, 2006; results derived from the PCensus demographic analysis system).

IMMIGRATION & LANGUAGE: CITY OF MISSISSAUGA, 2006

Population

Total Population (2006)	668,545
Total Population (2001)	612,926
Population Growth 2001 - 2006	9.1%

Immigrant Population*

Total Immigrant Population	343,245
% of Total Population	51.6%

Immigrants by Period of Immigration

Total Immigrants by Period of Immigration:	343,245
Before 1961	19,165 5.6%
1961 to 1970	30,675 8.9%
1971 to 1980	45,865 13.4%
1981 to 1990	61,850 18.0%
1991 to 2000	110,875 32.3%
2001 to 2006	74,810 21.8%

Immigrants by Age at Immigration

Total Immigrants by Age at Immigration:	343,245
Under 5 years	26,385 7.7%
5 to 14 years	62,405 18.2%
15 to 24 years	75,080 21.9%
25 to 44 years	144,745 42.2%
45 years and over	34,630 10.1%

Immigrants by Place of Birth (Top 5)

Total Immigrants by Place of Birth:	343,245
Southern Asia	84,925 24.7%
Southern Europe	40,380 11.8%
Southeast Asia	38,260 11.1%
Eastern Europe	35,310 10.3%
Eastern Asia	33,000 9.6%

Recent Immigrants by Place of Birth (Top 5) [2001-2006]

Total Recent Immigrants by Place of Birth:	74,810
Southern Asia	32,415 43.3%
Eastern Asia	8330 11.1%
Southeast Asia	7895 10.6%
West Central Asia & the Middle East	7155 9.6%
Eastern Europe	4825 6.4%

Generation Status

Total Population 15+ by Generation Status:	532,560
1st generation	325,020 61.0%
2nd generation	106,780 20.1%
3rd generation or more	100,750 18.9%

Language (Mother Tongue**)

Total Population by Mother Tongue:	665,655
Multiple Responses	17,180 2.6%
Single Responses	648,475 97.4%
English	323,295 48.6%
French	7840 1.2%
Non-official Languages	317,345 47.7%
Chinese	36,435 5.5%
Urdu	30,730 4.6%
Polish	29,020 4.4%
Punjabi	24,145 3.6%
Portuguese	18,745 2.8%
Other languages	178,270 26.8%

Home Language ***

Total Population by Home Language:	665,655
Multiple Responses	32,325 4.9%
Single Responses	633,330 95.1%
English	436,565 65.6%
French	3,625 0.5%
Non-official languages	193,140 29.0%
Chinese	28,830 4.3%
Urdu	20,545 3.1%
Polish	19,135 2.9%
Punjabi	18,765 2.8%
Tagalog (Filipino)	10,030 1.5%
Other languages	95,835 14.4%

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- *** Refers to the language spoken most often or on a regular basis at home by the individual at the time of the census.

Note: Totals may not exactly equal the sum of their components due to rounding.
Source: The Social Planning Council of Peel, January 2008 (based on Statistics Canada, Census of Canada, 2006; results derived from the PCensus demographic analysis system).

IMMIGRATION & LANGUAGE: CITY OF BRAMPTON, 2006

Population

Total Population (2006)	433,806
Total Population (2001)	325,428
Population Growth 2001 – 2006 (%):	33.3%

Immigrant Population*

Total Immigrant Population	206,190
% of Total Population	47.5%

Immigrants by Period of Immigration

Total Immigrants by Period of Immigration:	206,190
Before 1961	8,915 4.3%
1961 to 1970	15,495 7.5%
1971 to 1980	30,720 14.9%
1981 to 1990	39,540 19.2%
1991 to 2000	68,625 33.3%
2001 to 2006	42,890 20.8%

Immigrants by Age at Immigration

Total Immigrants by Age at Immigration:	206,190
Under 5 years	14,715 7.1%
5 to 14 years	33,660 16.3%
15 to 24 years	56,080 27.2%
25 to 44 years	78,380 38.0%
45 years and over	23,345 11.3%

Immigrants by Place of Birth (Top 5)

Total Immigrants by Place of Birth:	206,185
Southern Asia	83,245 40.4%
Caribbean and Bermuda	28,075 13.6%
Southern Europe	18,805 9.1%
South America	15,585 7.6%
Southeast Asia	14,645 7.1%

Recent Immigrants by Place of Birth (Top 5) [2001-2006]

Total Recent Immigrants by Place of Birth:	42,890
Southern Asia	28,170 65.7%
Southeast Asia	2,905 6.8%
Caribbean and Bermuda	2,815 6.6%
South America	1,850 4.3%
Western Africa	1,550 3.6%

Generation Status

Total Population 15+ by Generation Status:	332,235
1st generation	197,520 59.5%
2nd generation	65,505 19.7%
3rd generation or more	69,205 20.8%

Language (Mother Tongue**)

Total Population by Mother Tongue:	431,575
Multiple Responses	9,990 2.3%
Single Responses	421,580 97.7%
English	236,720 54.9%
French	3,610 0.8%
Non-official Languages	181,255 42.0%
Punjabi	68,240 15.8%
Portuguese	12,205 2.8%
Urdu	12,060 2.8%
Italian	9,150 2.1%
Spanish	8,885 2.1%
Other languages	70,715 16.4%

Home Language ***

Total Population by Home Language:	431,575
Multiple Responses	19,065 4.4%
Single Responses	412,505 95.6%
English	292,995 67.9%
French	1,415 0.3%
Non-official languages	118,095 27.4%
Punjabi	56,300 13.0%
Urdu	9,005 2.1%
Spanish	5,340 1.2%
Portuguese	5,275 1.2%
Gujarati	5,010 1.2%
Other languages	37,165 8.6%

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- *** Refers to the language spoken most often or on a regular basis at home by the individual at the time of the census.

Note: Totals may not exactly equal the sum of their components due to rounding.

Source: The Social Planning Council of Peel, January 2008 (based on Statistics Canada, Census of Canada, 2006; results derived from the PCensus demographic analysis system).

IMMIGRATION & LANGUAGE: TOWN OF CALEDON, 2006

Population

Total Population (2006)	57,050
Total Population (2001)	50,606
Population Growth 2001 - 2006	12.7%

Immigrant Population*

Total Immigrant Population	11,800
% of Total Population	20.7%

Immigrants by Period of Immigration

Total Immigrants by Period of Immigration:	11,800
Before 1961	2,790 23.6%
1961 to 1970	3,140 26.6%
1971 to 1980	2,305 19.5%
1981 to 1990	1,535 13.0%
1991 to 2000	1,505 12.8%
2001 to 2006	520 4.4%

Immigrants by Age at Immigration

Total Immigrants by Age at Immigration:	11,800
Under 5 years	1535 13.0%
5 to 14 years	2,770 23.5%
15 to 24 years	3,550 30.1%
25 to 44 years	3,500 29.7%
45 years and over	455 3.9%

Immigrants by Place of Birth (Top 5)

Total Immigrants by Place of Birth:	11805
Southern Europe	4,195 35.5%
Northern Europe	2,395 20.3%
Eastern Europe	1,055 8.9%
Western Europe	955 8.1%
Caribbean and Bermuda	580 4.9%

Recent Immigrants by Place of Birth (Top 5) [2001-2006]

Total Recent Immigrants by Place of Birth:	520
Eastern Europe	95 18.3%
Southern Asia	80 15.4%
Northern Europe	60 11.5%
Caribbean and Bermuda	50 9.6%
United States of America	45 8.7%

Generation Status

Total Population 15+ by Generation Status:	44,350
1st generation	11,800 26.6%
2nd generation	14,470 32.6%
3rd generation or more	18,075 40.8%

Language (Mother Tongue**)

Total Population by Mother Tongue:	56,840
Multiple Responses	725 1.3%
Single Responses	56,110 98.7%
English	43,430 76.4%
French	525 0.9%
Non-official Languages	12,160 21.4%
Italian	5,190 9.1%
Portuguese	840 1.5%
German	840 1.5%
Polish	775 1.4%
Spanish	590 1.0%
Other languages	3,925 6.9%

Home Language ***

Total Population by Home Language:	56,840
Multiple Responses	1,030 1.8%
Single Responses	55,810 98.2%
English	52,295 92.0%
French	140 0.2%
Non-official languages	3,375 5.9%
Italian	1,140 2.0%
Polish	380 0.7%
Spanish	290 0.5%
Punjabi	255 0.4%
Ukrainian	180 0.3%
Other languages	1,130 2.0%

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- ** Refers to the first language learned at home in childhood and still understood by the individual at the time of the census.
- *** Refers to the language spoken most often or on a regular basis at home by the individual at the time of the census.

Note: Totals may not exactly equal the sum of their components due to rounding.

Source: The Social Planning Council of Peel, January 2008 (based on Statistics Canada, Census of Canada, 2006; results derived from the PCensus demographic analysis system).

Appendix E

Overview of Survey Respondents from Peel Region

Forty (40) organizations in Peel Region responded to the survey as of March 21, 2008. Between 22 and 26 of these respondents replied to the open-ended survey questions.

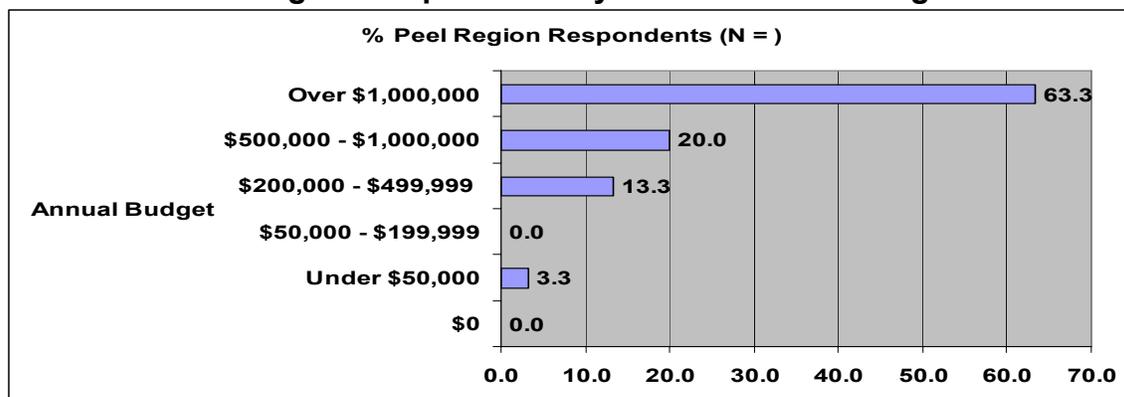
Fifteen (38%) respondents reply that their main offices are located in Peel Region, not specifying any particular city or community, while 12 (31%) indicate their main offices are in Mississauga, eight (21%) in Brampton, one (3%) in Caledon, and three (7%) have main offices outside Peel Region.

Twenty-two respondents, more than half, (58%) indicate that they serve the entire Peel Region, seven (18%) serve Peel Region and surrounding areas, while eight respondents serve Mississauga (2), Brampton (3) or both (3). One respondent serves the Town of Caledon.

Twenty-five of the respondents (60%) are registered charities, while 10 (24%) are non-profits without charitable status. Two respondents (6%) are municipalities, and two have another status (6%). Five respondents are municipalities or other public bodies such as school boards.¹ Twenty-two (55%) Peel respondents are Social Services organizations, eleven (28%) are Health Services, another four (10%) are Sports and Recreation groups and one (2%) is an Arts and Culture organization.

Figure 1 indicates that the Peel Region survey respondents reflect primarily the larger end of the non-profit sector with more than 60% having annual budgets over \$1,000,000 and another 23.3% with annual budgets between \$200,000 and \$1,000,000. Only one respondent reports a budget less than \$50,000.

Figure 1
Peel Region Respondents by Size of Annual Budgets



¹ Staff, volunteer and financial figures for the municipal respondents were not factored into the survey results, and these respondents did not answer most of the open-ended questions.

Table A
Overview of Paid Staff in Peel Region Survey Respondents

Staff	Peel Region
Total Number -	2,010 in 29 agencies
• Full-time	1,492 (74%)
• Part-time	518 (26%)
Median # Staff	32

Table A shows that 29 respondents provided information on their paid staff numbers. There is 1,325 paid staff in total, ranging from one to 300 total staff, for an average of 69 staff and a median number of staff of 32.² The reported breakdown is 74% full-time and 26% part-time paid staff among the qualifying responding agencies.

Table B
**Dedicated Volunteer Management Personnel
in Peel Region Survey Respondents**

Human Resources Dedicated to Volunteer Management	No. & Per Cent of Peel Region Respondents
▪ FT Paid Staff	12 (42.4%)
▪ PT Paid Staff	8 (27.5%)
▪ Volunteer Posit'n	2 (6.9%)
▪ None	4 (13.8%)
▪ Other	3 (10.3%)

Table B shows that 19 Peel Region respondents (63%) have full-time staff dedicated to managing volunteers and another two (7%) have part-time paid staff in those positions. Eight (27%) report no paid staff or volunteers dedicated to volunteer management and one (3%) indicates a volunteer performing this function for the organization.

² The median indicates the mid-point of the range – half of the responding agencies reporting less than the median number of paid staff, and half reporting more.

Appendix F

**Peel Region Community Dialogue
Advancing Cultural Diversity in Volunteer Management
Thursday, March 27, 2008, Mississauga**

Participant Evaluation of the Community Dialogue

(No. Respondents = 43 out of 50 Participants)

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 1 12 10 20

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

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

Comments:

- I experienced technological problems while taking the survey and could not complete it. I sought help from the organizers but they could not resolve the issue (rating of 1).**

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
1 1 11 13 15 No Answer= 3

- Agenda was flexible to accommodate the discussion which was appreciated (rating of 5).**

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
1 1 2 23 17

Comments:

- I expected something more hands on with strategies, etc (rating of 1).**
- Expected session to begin at 8:30 A.M.**

5. The presentation of work done to date on cultural diversity and the framework for an inventory of resources on the issues was helpful and informative.

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
1 2 4 21 13

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 2 20 20 No Answer= 1

Comments:

- **I enjoyed the discussion (rating of 5).**

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE
0 0 2 17 24

Comments:

- **Lost control near end during voting (rating of 3).**

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 2 13 28

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 0 0 9 11 12 11

Final Comments:

- **Well organized and informative (rating of 10).**
- **Excellent day! (rating of 10).**
- **Thanks, it was great! It demonstrated the importance of volunteer management and diversity and that the approaches must be integrated in our daily work (rating of 9).**
- **This was a good thing (rating of 8).**
- **2001 stats used instead of 2006 (rating of 9).**