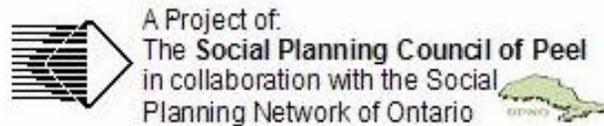


# **Advancing Cultural Diversity in Volunteer Management (519 and 905 Areas)**



## **Proceedings of the Community Dialogue in York Region**

**Friday, February 8, 2008**

**Richmond Hill Country Club  
Richmond Hill**

**February 2008**

**Funded by the Government of Ontario**



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

**Proceedings of the Community Dialogue in York Region  
Friday, February 8, 2008  
Richmond Hill, Ontario**

<b>Introduction</b>	<b>3</b>
<b>Highlights of Growing Diversity in York Region</b>	<b>5</b>
<b>Applying Cultural Diversity to Volunteer Management</b>	<b>6</b>
<b>Issues and Challenges in York Region</b>	<b>7</b>
▪ <i>Survey Findings</i>	<b>7</b>
▪ <i>Dialogue Participants' Issues and Challenges</i>	<b>9</b>
<b>Building Capacity in York Region</b>	<b>11</b>
▪ <i>Survey Findings</i>	<b>11</b>
▪ <i>Possible and Positive Actions for York Region</i>	<b>14</b>
▪ <i>Framework for Inventory of Resources</i>	<b>15</b>
<b>Evaluation and Thanks</b>	<b>15</b>
<b>Websites</b>	<b>15</b>
<b>Appendix A: York Region Community Dialogue Participants List</b>	<b>16</b>
<b>Appendix B: York Region Community Dialogue Agenda</b>	<b>18</b>
<b>Appendix C: Overview of the Key Management Functions</b>	<b>19</b>
<b>Appendix D: Population Profile of York Region</b>	<b>21</b>
<b>Appendix E: Overview of Survey Respondents from York Region</b>	<b>23</b>
<b>Appendix F: Participant Evaluation of York Region Community Dialogue</b>	<b>25</b>

## **Introduction**

On February 8, 2008 the fifth in a series of eight Community Dialogues was conducted in York 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.

Forty (40) community participants attended the Community Dialogue on February 8 in Richmond Hill (see Appendix A). Also participating were staff of the local hosts for the event, Simon Cheng and Helen Foster of the Human Services Planning Coalition of York Region.

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 York 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 York Region. Appendix B presents the agenda for the Community Dialogue.

### **Questions, Comments**

**Question:** *The Project emphasizes information gathering and sharing. How does it address implementation?*

**Answer:** The Ontario Ministry of Citizenship and Immigration (MCI) as funder for the project sees it as a developmental process. Community Dialogue participants across the regions identify issues and start to make them explicit. Discussion at upcoming 519 and 905 Area Regional Dialogues and the Inter-Regional Forum will crystallize the issues. Our ultimate aim is to bring forward as a community of communities a Final Report to MCI. The report will contain recommendations for the development of social policies and the funding of programs that will strengthen the voluntary sector's capacity to do this work. For example, participants are talking about the essential need for dedicated volunteer management positions – that finding has implications for funding.

**Answer:** There is another possibility for sooner action: Dialogue participants across the regions have been generating ideas for capacity-strengthening actions that are "Possible and Positive." Perhaps we can discuss ideas that can be acted upon immediately at the first Regional Dialogue of participants from the 905 Area.

**Question:** *How does the Project define and frame cultural diversity?*

**Answer:** The funder intended the Project to focus on recently arrived immigrants. But, Community Dialogue participants have had broader perspectives on diversity. They have discussed the immigrant population as a whole, and other facets of diversity such as gender, sexual orientation, and disability.

In Halton Region, the discussion turned to the different stages of settlement and corresponding desire to volunteer. At the first stage, recently landed immigrants are concerned with meeting basic needs. Some are struggling to survive and have little capacity to volunteer. Others want to find a job right away and find volunteering useful to that end. At the second stage, newcomers are learning the culture and want to get involved in their new home country. At the third stage, newcomers are building their own ethno-specific organizations. The final stage is integration. That group is ready to take positions of leadership and can be recruited onto boards of directors.

**Comment:** *From speaking with my colleagues in the Golden Horseshoe Area I've learned that nonprofits in some regions are still asking if they want to recruit diverse volunteers. In York we are ready to act. We can have a positive influence on our Golden Horseshoe Area peers, either through this Project or under the Inclusivity Action Plan.*

**Comment:** *In 2001 my agency helped organize a symposium called Embracing Diversity, but there was no resulting action because we haven't had the*

*necessary resources. Diversity has only increased since 2001. My organization has 150 newcomers representing twelve language groups in need of volunteer opportunities. It's time to start thinking about what can be done to create opportunities despite lack of funding.*

### **Highlights of Growing Cultural Diversity in York Region**

Simon Cheng, Program Director, York Region Human Services Planning, presented an overview of the changing demographic diversity of York Region. The presentation highlighted the significant demographic changes that have occurred in York Region between 2001 and 2006. Janice Chu of the United Way provided 2006 Census data on immigrant population growth and the top five mother tongues in York Region. Statistics on newcomers' countries of origin in 2006 are coming in April, 2008.

#### ***Questions, Comments***

**Question:** *You've provided an overview of the region, but there's quite a marked difference between northern and southern York Region.*

**Answer:** The Regional Municipality provides 2001 data broken down by municipality:

<http://www.york.ca/Departments/Community+Services+and+Housing/yrscsd.htm>.

Check regularly for updates with 2006 data. For many years newcomers tended to settle in Vaughan, Richmond Hill and Markham. 2006 census data reveals they are increasingly attracted to Aurora and Newmarket. The concentration of immigrant population now forms the shape of an inverted letter "T" in York Region.

**Question:** *The "top five ethnic languages spoken at home" – are they spoken by York's recent immigrant population?*

**Answer:** No; by the population as a whole. The information is taken from the 2006 Census. Residents were asked, "What language do you speak at home?" An individual respondent might have lived here for 20 years but still speaks Italian at home.

**Question:** *Are more immigrants coming to York Region from China or from Hong Kong? Which group speaks Cantonese and which speaks Mandarin?*

**Answer:** Mandarin is commonly spoken in China. Cantonese is commonly spoken in Hong Kong. York Region has a higher percentage of Cantonese speakers (Census, 2006). In Toronto, Mandarin speakers may be the dominant group.

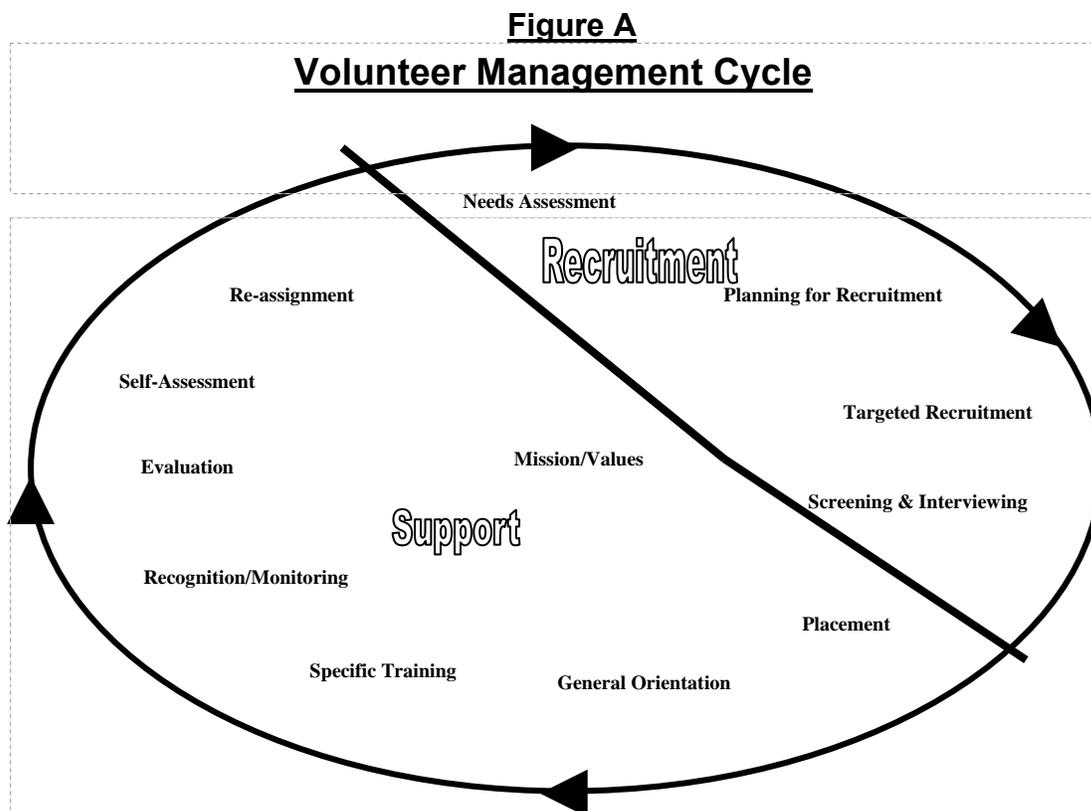
**Question:** *Are there pockets of ethnic concentration within the inverted T?*

**Answer:** Yes, there are some. At this point, neighbourhood-level data from the 2001 census is available in a report called Community Snapshots, found on York Region's website: [http://www.york.ca/NR/rdonlyres/4fqjnoo3ttrvmk4uysyp5bd4d2ct2kf4lqjyywvs52jmx62tki7wxfgfufs7x4mmw627tjxo5fyitirftu37nejlyg/community\\_snapshot\\_web.pdf](http://www.york.ca/NR/rdonlyres/4fqjnoo3ttrvmk4uysyp5bd4d2ct2kf4lqjyywvs52jmx62tki7wxfgfufs7x4mmw627tjxo5fyitirftu37nejlyg/community_snapshot_web.pdf) An updated version based on 2006 Census data should be ready by next year.

**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.



(Source: Volunteer Canada and the Ontario Volunteer Centre Network)

## **Issues and Challenges in York 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 York Region 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 results reported for York Region are compared in the following to the combined survey response of Durham, Halton, Cambridge and Kitchener-Waterloo (indicated in the following Tables as “Other Regions”). Appendix E offers an overview of the survey respondents from York Region.

The survey asked respondents to describe in their own words what issues and challenges they encounter in supporting volunteers from diverse cultural backgrounds. Table 1 shows that York Region respondents more frequently see “lack of resources” (18%) as a major challenge to supporting culturally diverse

**Table 1**  
**Issues and Challenges in Supporting More Culturally Diverse Volunteers**  
**York Region and Other Regions Response\***

Challenges/Issues	York Region (N=28)		Other Regions (N=71)	
	No. Resp.	%	No. Resp.	%
Language & communications	10	36%	33	46%
Lack of resources (staff, expertise, funding)	5	18%	10	14%
Transportation	2	7%	4	6%
Cultural differences	2	7%	2	3%
Lack meaningful roles for well-educated volunteers	1	4%	2	3%
Lack of knowledge & understanding	1	4%	5	7%
Other	5	18%	11	15%
None	2	7%	4	6%

\* 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.

Volunteers compared to the response in other regions (14%). Still, the most frequent challenge that York Region respondents is “language and communications” (36%) as is the case for the response in the other regions (46%). Notably, “cultural differences” were cited by two York Region respondents as a challenge, which is equivalent to the two responses among all total survey response from the four communities in the other regions.

In terms of meeting these challenges, the York Region response is consistent in identifying the need for more resources (28%) at a higher frequency than the response in the other regions (19%). The “other response” category was the second most frequent response to this question in York Region (28%), reflecting a variety of approaches particular to the circumstances of the responding agencies.

**Table 2**  
**Overcoming Issues and Challenges in Supporting Volunteers**  
**York Region and Other Regions Response**

Ways to Overcome Issues & Challenges	York Region (N=25)		Other Regions (N=64)	
	No. Resp.	%	No. Resp.	%
More resources (funding and staff)	7	28%	12	19%
Other	7	28%	8	13%
Interpretation, translation, ESL training	3	12%	14	22%
Training & understanding	3	12%	10	16%
More connections & networking with diverse communities	2	8%	6	9%
Partnering/mentoring	0	0%	11	18%
Don't know	0	0%	3	5%

Apart from issues and challenges, York Region survey respondents indicate an appreciation for the organizational benefits of culturally diverse volunteers. Table 3 shows that more than half (55%) of the York Region response sees the value of culturally diverse volunteers in better serving a more multicultural community, compare to 40% of the response from the other regions. Particular ways of expressing this benefit to the organization are:

*“Ambassadors to their cultural groups on behalf of the agency.”*

*“Having volunteers who are ethno-culturally diverse allows us to serve us clients better.”*

*“The women and children feel welcomed and supported by someone who speaks their language and understands their needs.”*

*“Be accountable to and reflective of the community we serve.”*

Notably, three responses in York Region (14%) indicate that an organizational benefit is the new ideas and perspectives that culturally diverse volunteers bring to the organization, which was expressed only six times (8%) among the entire response from the four community of the other regions. The York Region respondents express this value recognition as follows:

*“Provide new viewpoints, experiences and knowledge for all.”*

*“Bring diverse perspectives, a range of skills and expertise.”*

*“Bring ideas on how to serve ethno-cultural community.”*

**Table 3**  
**Organizational Benefits of Ethno-culturally Diverse Volunteers**  
**York Region and Other Region Response**

Organizational Benefits	York Region (N=22)		Other Regions (N=78)	
	No. Resp.	%	No. Resp.	%
Better serve a multicultural community	12	55%	31	40%
Improve organizational inclusiveness & understanding	4	18%	21	27%
Bring new ideas and perspectives to org'n	3	14%	6	8%
Provide mentoring help to clients	0	0%	4	5%
Other org'l benefits	2	9%	7	9%
Other benefits for the volunteer	1	5%	8	10%
None	0	0%	1	1%

***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 York Region.

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

- *Recruitment process and requirements are too difficult for newcomers – lengthy interviews, reference checks, police screening.*
- *Insufficient organizational capacity to support newcomer volunteers. Need funding and dedicated staff. Existing staff are overwhelmed. Agencies cannot respond to sudden spikes in newcomer volunteer interest. E.g. MAGNA International recently invited every resident of Newmarket and Aurora to volunteer. Interest was overwhelming. Many respondents spoke English as a second language - agencies didn't have volunteer placements for them.*
- *Staff, board members and clients need cultural sensitivity training.*
- *Language barriers. How to communicate volunteer expectations? How do volunteers interface between agency and its clients? There are insufficient resources for interpretation. There may be money to have online materials translated but newcomers tell us they don't use the internet.*
- *Organizational motivations and expectations clash with those of newcomers (regular commitment vs. survival and volunteering as a means of obtaining paid employment). Need to develop legitimate short-term volunteer roles that meet the needs of volunteers.*
- *Volunteer opportunities don't match the high skill sets of many newcomers, who are well-educated and highly skilled people. Newcomer volunteers are under-utilized or not used at all.*
- *Transportation to volunteer sites. Public transportation service is terrible.*
- *New Canadians tend to volunteer in their own communities (e.g. at the mosque) not in white mainstream organizations. Voluntary sector considers their contributions "not good enough" – views them as self-centered, not serving the greater good.*
- *Cultural crossover is needed. Ethnic groups tend to work only in their own community.*
- *Newcomers are drawn to services and volunteer opportunities "South of Steeles."*
- *Need for volunteer recognition. e.g. Know the strengths of your volunteer and provide internal and external references. Hire a long-time volunteer – don't pass them over in favour of someone from outside the agency.*

- *Newcomers don't recognize our traditional notion of volunteerism. How to promote volunteerism among ethnic groups?*
- *Need to expand outreach. Newcomers are willing to volunteer in mainstream organizations but are not being asked.*
- *Need to create a welcoming and inclusive environment. Throughout the year, put out Chinese New Year, Eid, Diwali decorations.*
- *Need to recognize the diversity within culturally diverse populations. Don't think of diversity in stereotypical, narrow ways. Some immigrants do have language issues but others are fluent, and some have lived here for two decades and are fully integrated.*
- *Also need to recognize other forms of diversity: age, etc.*
- *There is a cultural stigma associated with some types of volunteer work – e.g. mental health – which must be dispelled in order to get more culturally diverse volunteers involved with certain organizations.*

## **Building Capacity in York Region**

### ***Survey Findings on Resources and Strategies***

York Region survey respondents indicated that they are very practice oriented with regard to supporting volunteers from diverse backgrounds. Table 4 shows that, although a lower proportion of Waterloo respondents have formal policies and procedures in place (13%) than respondents in the other regions (25%), they identify “diversity orientation and training” twice as frequently as the other region respondents (48% to 24%), as well as “staff support” to volunteers (13% to 8% in the other region response). These specific practices are more frequent for York Region respondents than the existence of “formal policies” (13%) compared to their counterparts in the other regions (25%).

Table 5 reports on the Community Resources that survey respondents use to support culturally diverse volunteers. The results suggest that the practical orientation of York Region respondents distributes itself fairly evenly across “diversity training” (29%), “other agencies” (25%), and “other” responses (25%), which refer specifically to having diversity in the staff, resource guides, and research. It was suggested that the top three responses in York Region, which are quite different from responses on the other regions, might reflect the particular resources and agency relationships available to the community because of the Inclusivity Plan that was developed several years ago with heavy community involvement.

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

Formal Policies & Practices	York Region (N=23)		Other Regions (N=72)	
	No. Resp.	%	No. Resp.	%
Diversity orientation & training	11	48%	17	24%
No specific policies & practices	4	17%	20	28%
Formal policies in place (diversity, anti-racism)	3	13%	18	25%
Staff Support	3	13%	6	8%
Uncertain/Other	2	9%	5	7%
Translation & Interpretation Support	0	0%	4	6%
Diversity Committee	0	0%	2	3%

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

Community Resources Used	York Region (N=24)		Other Regions (N=94)	
	No. Resp.	%	No. Resp.	%
Diversity training	7	29%	21	22%
Other Agencies	6	25%	12	13%
Other (Diverse staff, Resource Guides, Research)	6	25%	7	7%
Volunteer centres	5	21%	16	17%
Media	0	0%	3	3%
Multi-cultural centres	0	0%	24	25%
Translation & interpretation	0	0%	7	7%
None	0	0%	5	5%

Finally, from the survey findings, York Region respondents much more frequently identify “advertising” (26%) than respondents from other regions. York Region respondents are very specific about this method of outreach:

*“Advertise at ethnic media”*

*“Advertise in ethno-specific social service agencies, newspapers, etc.”*

*“We advertise on Cable TV, newspapers, Libraries, web sites.”*

*“Advertising the need for volunteers in culturally specific community centres, faith communities, and in Chinese language newspapers.”*

Survey respondents in no other communities used the term advertising as frequently as the York Region respondents. This specific form of outreach builds on the more general response of “targeted promotional material & special outreach” (22%), which is equivalent to the other region response. There is much less hesitancy about targeted outreach in York Region with only 4 (13%) saying they use “no specific promotion or outreach measures”, while that is the case for more than half (53%) of the response in the other regions.

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

Methods Used	York Region (N=32)		Other Regions (N=68)	
	No. Resp.	%	No. Resp.	%
Advertising	8	26%	2	3%
Targeted promotional material & special outreach	7	22%	15	22%
Networking (“word of mouth”)	4	13%	5	7%
No specific promotion or recruitment measures	4	13%	36	53%
Other	4	13%	5	7%
Volunteer Centre	2	6%	3	4%
Referral from other agencies	2	6%	0	0%

Table 6 also shows that more informal “word of mouth” outreach to specific communities is a way used by some York Region agencies (13%), more than in the other regions (7%).

**Possible and Positive Actions for York 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 York Region’s non-profit sector’s capacity in the volunteer management of cultural diversity. 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 York 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 York Region

<b>Possible and Positive Actions to Build Capacity</b>	<b>No. Votes</b>
<b>Top Tier Priorities</b>	
<i>Provincial Secretariat on Volunteerism. Professional Administrators of Volunteer Resources of Ontario has been pushing for it to be established.</i>	46
<i>Create cultural ambassadors. Assist in promoting agency/service to clients; volunteerism; board of director involvement. Hopefully at some point recruit FTE from these communities.</i>	35
<i>Networking and partnering with other agencies. Gain access to recruitment opportunities by working with organizations that support diverse communities. Build capacity through joint funding proposals.</i>	32
<i>Centralized volunteer recruitment coordination. Renew Action 5: Volunteer and Leadership Development of the Inclusivity Action Plan. Collaborate with YRAVA (17)</i> <i>Centralized volunteer recruitment coordination. Resection funding; create master list of York Region agencies (15)</i>	32
<i>Learning together - volunteers, board, and staff. First hold bias awareness training; then cultural competency training; then other training.</i>	31
<b>Second Tier Priorities</b>	
<i>Continue this dialogue on a regular basis. Include diverse volunteers for their voice.</i>	24
<i>Move policies into practice. Entire organization must assume responsibility for volunteer recruitment/development.</i>	22
<i>Organizations (staff and volunteers) reflective of diverse communities. Use co-op students; use Board Match and Maytree Foundation websites to recruit board members; use multicultural media to recruit staff.</i>	18
<i>Meet volunteer needs at all stages of the settlement process. Meet basic needs first, etc. Different agencies can support different levels.</i>	16
<i>Create advisory groups to connect to diverse communities. Benefits are: raising awareness of available services; obtaining feedback that can improve services and volunteer management best practices; recruiting advisory group members</i>	15

<i>back as volunteers.</i>	
<i>Research best practices of volunteer management of culturally diverse populations.</i>	14
<b>Third Tier Priorities</b>	
<i>Encourage interconnectedness between community organizations. Increase inter-sectoral partnerships. E.g. Faith Community Tour, excellent result of partnerships.</i>	12
<i>Language specific training materials.</i>	9
<i>Advertise in ethnic media. Translate brochures.</i>	7
<i>Funding for translation of brochures, training materials.</i>	3

### **Framework for an Inventory of Resources**

Following the review of survey findings about resources and strategies used for recruiting and supporting more culturally diverse volunteers, 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 York 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.

### **Evaluation and Thanks**

Participants were thanked for the attendance and participation in the Community Dialogue. Simon Cheng and Helen Foster of HSPCYR were thanked for their outreach and logistical organization and support 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](http://www.spno.ca)

Social Planning Network of Peel: [www.spcpeel.com](http://www.spcpeel.com)

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

<http://www.spcpeel.com/diversity.htm>

Imagine Canada: [www.imaginecanada.ca](http://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

### York Region Community Dialogue, February 8, 2008: Participants List

Fatemeh	Akdari	Diversity Volunteer Coordinator	Helpmate Community Information Volunteer Bureau
Sue	Bautista	Coordinator of Community Resources	Markham Stouffville Hospital
Patti	Bell	Executive Director	Transitional and Supportive Housing Services of York Region
Angela	Belleau	Volunteer Development Coordinator	Canadian Cancer Society
Virginia	Bidwell	Coordinator of Volunteers	Evergreen Hospice
Nancy	Brouillard	Unit Manager	Canadian Cancer Society, Markham Unit/Whitchurch-Stouffville Unit
Linda	Buchanan	Coordinator Volunteer Services	Peel Children's Centre
Janice	Chu	Community Resources Manager	United Way of York Region
Jennifer	Churchill	Director, Community Development	Region of York, Public Health
Sherri	Cicirello	Volunteer Development Coordinator	Canadian Cancer Society, Markham Unit/Whitchurch-Stouffville Unit
Kate	Collins	Director Funding Development	Transitional and Supportive Housing Services of York Region
Julie	Darboh	General Manager	COSTI Immigrant Services, York Region Employment Services
Michelle	Evans	Health Educator, Healthy Lifestyles Division	Region of York, Community & Health Services
Denise	Hannivan	Manager of the Volunteer Program	York Regional Police, Victim Services
Grace	Jewell	Volunteer Services Coordinator	Family Day Care Services
Kerri	Judge	Volunteer Program Coordinator	Hospice Thornhill
Stephen	Lam	Director	Catholic Community Services of York Region, Immigrant Services & Community Programs
Edith	Lam	Program Director	Carefirst Seniors and Community Services Association
Kim	Leschiutta	Volunteer Coordinator	Children's Aid Society of York Region
Jennifer	Leveridge	Community Services Librarian	Newmarket Public Library
Debra	Manion	Community Coordinator	Blue Hills Child and Family Centre
Byran	Mason	Volunteer Coordinator	Region of York, Health-Long Term Care and Seniors Branch
Yasmin	Mawani	Community Resource Facilitator	York Region District School Board
Fatima	Mawji	Volunteer Coordinator	Sandgate, Women's Shelter of Georgina
Stephanie	McLarty	Resource Development Supervisor	Yellow Brick House

Peter	Miller	Chair & President	Information Markham & Volunteer Centre
Thadsha	Navaneethan	Community Development Specialist	Canadian Cancer Society, Markham Unit/Whitchurch-Stouffville Unit
Merhiunissa	Noorani	VOLUNTEER	Social Services Network (SSN)
Rosemary	Park	President, Board of Directors	York Community Resources Group
Sylvia	Patterson	Director, Housing Services	The Regional Municipality of York
Magda	Rigo	Director, Organizational Development	Markham Stouffville Hospital
Faye	Roberts	Volunteer Coordinator	Catholic Community Services of York Region, Host Program
Dean	Rokos	Clinical Director (Oversees Volunteer Program)	York Centre for Children, Youth and Families
Roland	Rutland	Diversity Coordinator	Kinark Child and Family Services
Mary	Ryan	Manager, Community Resources	Southlake Regional Health Centre
Nisar	Sheraly	VOLUNTEER	The Maytree Foundation
Rev. Gerry	Steyn	Volunteer/Spiritual Care Coordinator	Maple Health Centre
Joan	Stonehocker	Executive Director	York Region Food Network
Moragh	Wolfe	Executive Director	Big Brothers Big Sisters of York

## Appendix B

**York Region  
Community Dialogue on Advancing Cultural Diversity  
in Volunteer Management  
Friday, February 8,  
Richmond Hill Country Club  
8905 Bathurst Street, Richmond Hill  
A G E N D A**

- 9:00 AM**      **Welcome and Introductions**
- *Project partners*
  - *Overview of agenda*
- 9:10**            **What is the Project about?**
- *Context for addressing cultural diversity*
  - *Applying cultural diversity to volunteer management*
  - *Project objectives, process, and deliverables*
- 9:35**            **Highlights of Growing Cultural Diversity in York Region**
- *How culturally diverse is your area and what are the trends?*
- 9:50**            **Issues and Challenges in York Region**
- *Survey results*
  - *What are you encountering in the recruitment and support of volunteers with more culturally diverse identities and backgrounds into your organizations?*
  - *Sampling of small group work issues*
- 10:55**          **Break**
- 11:10**          **Building Capacity**
- *What positive and possible actions could be taken to improve your capacity to recruit and support a more culturally diverse volunteer base?*
- 12:15**          **Starting an Inventory of Resources**
- *Survey results on resources and good practices*
  - *Framework for an inventory*
  - *What knowledge and resources exists locally on this subject?*
- 12:50**          **Next Steps and Evaluation**
- 1:00**            **Conclusion**

This Community Dialogue was planned and organized by the Human Services Planning Coalition of York Region and resourced and facilitated by the Social Planning Council of Peel, and the Social Planning Network of Ontario.

This project has been funded by the Government of Ontario.



## Appendix C

### Overview of the Key Management Functions in the Volunteer Development Cycle

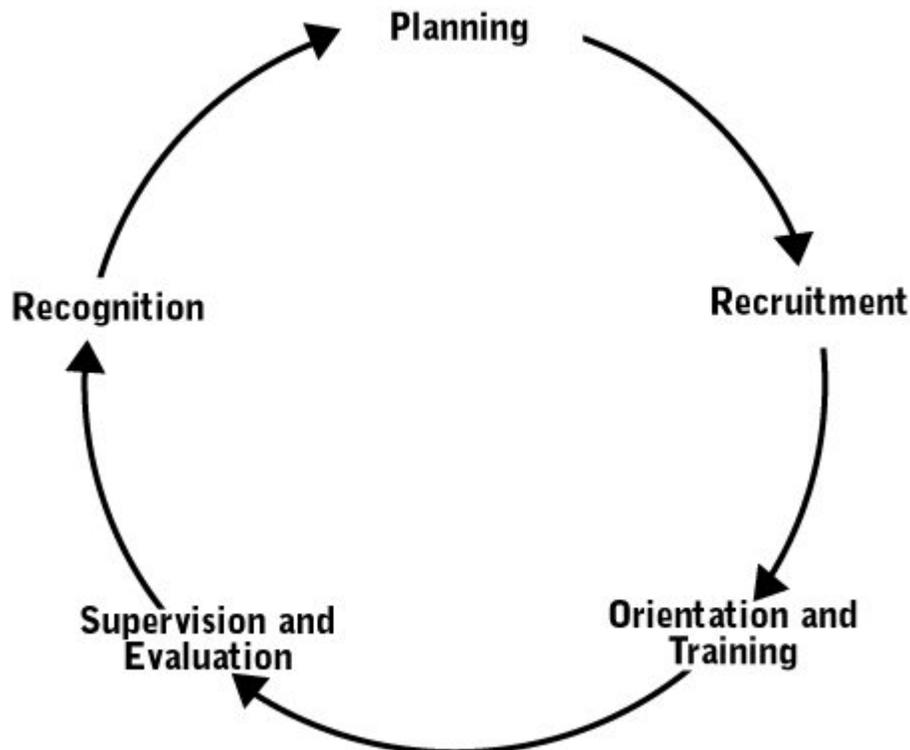
The Volunteer Canada website provides the following overview of volunteer management theory. Their overview provides the context for what we mean by “volunteer management” in the “Advancing Cultural Diversity in Volunteer Management” project.

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

### Population Profile of York Region

#### CULTURAL DIVERSITY IN YORK REGION, 2001: FACT SHEET

Population		
Total Population (2006):	892,712	
Total Population (2001):	729,254	
Population Growth 2001 & 2006(%)	22.4%	
Immigrant Population		
Total Immigrant Population	283,790	
% of Total Population	39.1%	
Immigrants by Place of Birth (Top 3)		
1. Hong Kong, Special Adm. Region	43,240	15.2%
2. Italy	38,235	13.5%
3. China	22,385	7.9%
Period of Immigration		
<b>Total Immigrant Population</b>	<b>283,790</b>	<b>100.0%</b>
Before 1961	35,250	12.4%
1961-1970	41,390	14.6%
1971-1980	50,340	17.7%
1981-1990	61,910	21.8%
1991-1995	51,500	18.1%
1996-2001	43,405	15.3%
Immigrants by Municipalities		
<b>Region</b>	<b>IMM(#)</b>	<b>% of Total Population</b>
Canada	5,448,480	18.4%
Ontario	3,030,075	26.8%
<b>York Region</b>	<b>283,790</b>	<b>39.1%</b>
Vaughan	76,020	41.9%
Markham	109,930	52.9%
Richmond Hill	63,615	48.3%
Whitchurch-Stouffville	3,655	16.7%
Aurora	7,195	18.1%
Newmarket	12,200	18.7%
King	3,955	21.4%
East Gwillimbury	2,790	13.8%
Georgina	4,435	11.4%
Age at Immigration		
<b>Total Immigrant Population</b>	<b>283,790</b>	<b>100.0%</b>
0-4 years	24,515	8.6%
5-19 years	85,860	30.3%
20 years and over	173,425	61.1%
Total Population 15 years and over by Generation Status		
<b>Total Population(15+)</b>	<b>569,580</b>	<b>100.0%</b>
1st Generation	273,905	48.1%
2nd Generation	146,675	25.8%
3rd Generation and over	149,000	26.2%
Visible Minority Population		
Total Visible Minority Population	216,130	
% of Total Population	29.8%	
Visible Minority Groups (Top 5)		
1. Chinese	100,710	13.9%
2. South Asian	47,350	6.5%
3. Black	16,150	2.2%
4. Filipino	10,370	1.4%
5. West Asian	8,550	1.2%
Visible Minorities by Municipalities		
<b>Region</b>	<b>VM(#)</b>	<b>% of Total Population</b>
Canada	3,983,845	13.4%
Ontario	2,153,045	19.1%
<b>York Region</b>	<b>216,130</b>	<b>29.8%</b>
Vaughan	34,455	19.0%
Markham	115,485	55.5%
Richmond Hill	53,180	40.4%
Whitchurch-Stouffville	985	4.5%
Aurora	2,775	7.0%
Newmarket	7,230	11.1%
King	560	3.0%
East Gwillimbury	585	2.9%
Georgina	870	2.2%
Language (Mother Tongue)		
<b>Total Population by Mother Tongue</b>	<b>725,665</b>	<b>100.0%</b>
Multiple responses	12,765	1.8%
Single responses	712,900	98.2%
English	430,020	59.3%
French	7,385	1.0%
Non-official languages	275,495	38.0%
Top 5 Non-Official Languages		
1. Chinese	85,500	11.8%
2. Italian	57,535	7.9%
3. Russian	13,880	1.9%
4. Persian (Farsi)	8,515	1.2%
5. Punjabi	7,400	1.0%

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

## THE VISIBLE MINORITY POPULATION\* IN YORK REGION, 2001: FACT SHEET

### VM Population

Male	105,495	48.9%
Female	110,420	51.1%
<b>Total VM Pop. in Private Households</b>	<b>215,915</b>	<b>100.0%</b>

### Age Groups

0-4 years	13,180	6.1%
5-9 years	15,505	7.2%
10-14 years	17,150	7.9%
15-24 years	34,815	16.1%
25-44 years	69,350	32.1%
45-64 years	51,735	24.0%
65+ Years	14,160	6.6%

### Place of Birth

Total VM Population	215,910	100.0%
Born in Canada	56,270	26.1%
Born outside Canada	159,640	73.9%

### Period of Immigration

Total Immigrant VM Population	156,435	100.0%
Before 1961	645	0.4%
1961-1970	8,315	5.3%
1971-1980	30,765	19.7%
1981-1990	44,635	28.5%
1991-2001	72,065	46.1%

### Language (Mother Tongue) [single/multiple responses]

Total VM Population	215,910	100.0%
English	67,660	31.3%
French	745	0.3%
Non-official languages	147,500	68.3%

### Marital Status

Total VM Population Aged 15+	170,075	100.0%
Never married (single)	53,350	31.4%
Legally married (and not separated)	104,095	61.2%
Separated, but still legally married	2,345	1.4%
Divorced	4,385	2.6%
Widowed	5,900	3.5%

### Home Ownership

Total VM Population	215,910	100.0%
Owners	194,825	90.2%
Renters	21,080	9.8%

### Census Family Status

Total VM Population	215,910	100.0%
<b>Census family persons</b>	<b>201,395</b>	<b>93.3%</b>
Spouse	101,180	46.9%
Common-law partners	2,995	1.4%
Lone parents	6,725	3.1%
Children in census families	90,490	41.9%
<b>Non-family persons</b>	<b>14,520</b>	<b>6.7%</b>

### Household Living Arrangements

Total VM Population	215,910	100.0%
<b>Total persons in family households</b>	<b>210,840</b>	<b>97.7%</b>
<b>Total persons in non-family households</b>	<b>5,065</b>	<b>2.3%</b>
Living with relatives	1,490	0.7%
Living with non-relatives only	1,075	0.5%
Living alone	2,510	1.2%

### Education

Total VM Population Aged 15+	170,065	100.0%
<b>Less than Grade 9</b>	<b>13,130</b>	<b>7.7%</b>
<b>Grades 9 to 13</b>	<b>51,655</b>	<b>30.4%</b>
Without Certificate	29,250	17.2%
With Certificate	22,405	13.2%
<b>Trades Certificate or Diploma</b>	<b>9,265</b>	<b>5.4%</b>
<b>College</b>	<b>30,710</b>	<b>18.1%</b>
Without Certificate or Diploma	8,625	5.1%
With Certificate or Diploma	22,080	13.0%
<b>University</b>	<b>65,310</b>	<b>38.4%</b>
Without Degree	19,960	11.7%
With Bachelor's Degree or higher	45,355	26.7%

### Employment

Participation rate (15+)	67%
Employment rate (15+)	63%
Unemployment rate (15+)	6%

### Income (2000) [Individual]

Average employment income	\$33,643
Median employment income	\$27,209

### Source of Income

Employment income	87%
Government transfer payments	6%
Other	7%

### Low Income Persons

Total VM Population in Private Households Reporting Income Status	215,610
Low income persons	35,440
<b>Incidence of low income in 2000</b>	<b>16%</b>

\* 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).

## Appendix E

### Overview of Survey Respondents from York Region

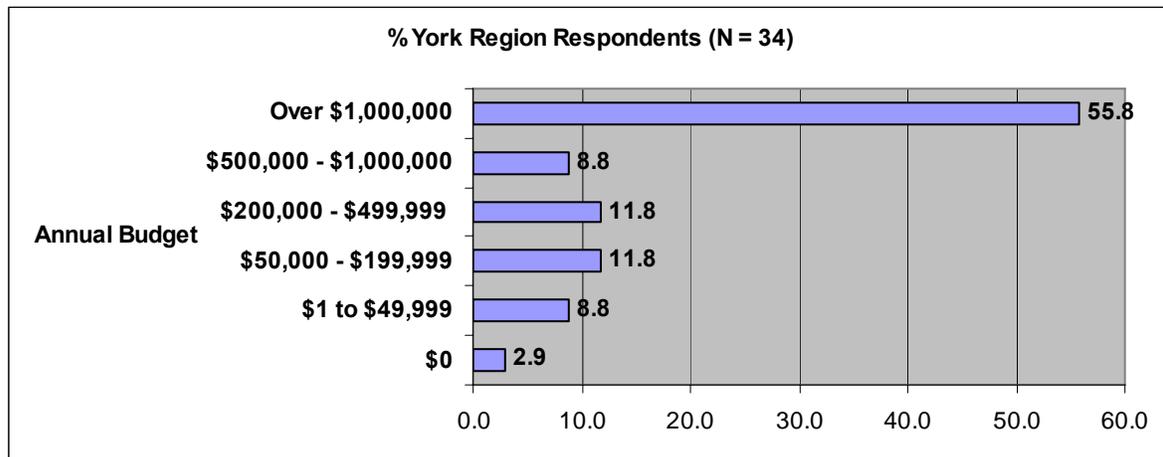
Thirty-five (35) organizations in York Region responded to the survey as of mid-day February 6. Between 19 and 22 replied to the open-ended survey questions.

Although seven (24%) respondents indicated that their main office was “York” or “York Region”, the remaining 76% were more specific: five (14%) being based in each of Aurora and Markham; four (14%) in Richmond Hill; three (10%) in each of Newmarket and the smaller towns in the north of the Region; and two (7%) in Vaughan Township. Twenty-two (69%) of respondents report serving York Region, including four serving people outside the Region. Of the remaining 31%, five serve Markham, two of these also serving Whitchurch and Stouffville and another Thornhill and Richmond Hill; Others serve Georgina (1), King Township (1) and Thornhill (1).

Most respondents are registered charities (65%), while a fifth (21%) is non-profits. Three respondents (9%) say they are connected to a municipality. One is a library and another is a school board. Fourteen (41%) indicate that they are Social Service agencies, while seven (21%) are Health Service agencies. Two (6%) are funding organizations for human services and three (9%) are community information and volunteer referral agencies.

Figure 1 indicates that the survey respondents strongly represent the larger end of the non-profit sector with more than half (56%) having annual budgets over \$1,000,000. Only four respondents have budgets under \$50,000, including one without any budget. Almost one-quarter of the respondents (24%) split evenly between the \$50,000 to under \$200,000 range (4) and the \$200,000 to \$500,000 range (4). Three have budgets between \$500,000 and \$1,000,000.

**Figure 1**  
**York Region Respondents by Size of Annual Budgets**



**Table A**  
**Overview of Paid Staff in York Region Survey Respondents**

<b>Staff</b>	<b>York Region</b>
<b>Total Number -</b>	<b>900 in 26 agencies</b>
• <b>Full-time</b>	<b>600 (66.7%)</b>
• <b>Part-time</b>	<b>300 (33.3%)</b>
<b>Median # Staff</b>	<b>12</b>

Table A shows that twenty-nine (29) respondents provided information on their paid staff numbers, but the figures for three of these were not included in the following since they relate to large institutional workforces and were considered “outliers” for the purposes of the report on these survey findings. There is 900 paid staff in total, ranging from one (1) to 300 paid staff among the remaining 26 responding organizations, for an average of 34.6 staff and a median number of staff of twelve (12).<sup>~</sup> The reported breakdown is 66.7% full-time and 33.3% part-time paid staff among the responding agencies that do not include the outliers.

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

<b>Human Resources Dedicated to Volunteer Management</b>	<b>No. &amp; Per Cent of York Region Respondents</b>
▪ <b>FT Paid Staff</b>	<b>4 (13.8%)</b>
▪ <b>PT Paid Staff</b>	<b>11 (37.9%)</b>
▪ <b>Volunteer Posit'n</b>	<b>2 (6.9%)</b>
▪ <b>None</b>	<b>7 (24.1%)</b>
▪ <b>Other</b>	<b>5 (17.2%)</b>

Table B shows that only four respondents (14%) have full-time staff dedicated to managing volunteers and eleven (38%) have part-time paid staff in those positions. Seven (24%) report no paid staff or volunteers dedicated to volunteer management and two (7%) indicate a volunteer performing this function for the organization. Five (18%) say some “other” arrangement. The “other” responses included one “all of the above” and two organizations indicating that the volunteer management function was part of another staff position’s responsibility.

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<sup>~</sup> 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**  
**York Community Dialogue**  
*Advancing Cultural Diversity in Volunteer Management*  
 Friday, February 8, 2008, Richmond Hill Country Club, Richmond Hill

**Participant Evaluation of the Community Dialogue**  
**(No. Respondents = 27 out of 40 Participants)**

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            0            8            14            5**

Comments:

- **Good start but for action, continuous dialogue necessary.**
- **Yes. Very informative.**
- **I'm disappointed it isn't more action focused.**

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE  
**0            2            6            10            4    **No Answer= 5****

Comments:

- **It was okay but nothing that startling.**

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            0            1            14            12**

Comments:

- **Well organized. Could have allocated more time for participants to share experiences.**
- **Yes. Good flow to the day.**
- **Comment.**

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE  
**0            0            1            14            11    **No Answer= 1****

Comments:

- **Unsure of relationship between SPCP and SPNO**
- **Excellent presentations.**
- **Didn't need 30 minutes to discuss challenges and issues.**

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  
**0      0      4      13      7      No Answer= 2**

Comments:

- **Yes. Shows we are on track in York Region.**
- 

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE  
**0      0      3      9      14      No Answer= 1**

Comments:

- **Excellent networking opportunity.**
- 

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

Strongly DISAGREE 1 ----- 2 ----- 3 ----- 4 ----- 5 Strongly AGREE  
**0      0      0      12      13      No Answer= 1**

Comments:

- **Kept us on track and on time!**
- **Yes. Well done.**

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      8      16      No Answer= 1**

Comments:

- **Yes.**
- 

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      3      10      10      3**

**No Answer= 1**

Final Comments:

- **Diversity training needs to be linked to service plans. In your report to MCI, recommend the establishment of an anti-racism/diversity secretariat with regional coordinators.**
- **Thank you!**
- **Looking forward to future opportunities to meet like this.**

- **Very interesting presentation. Great networking opportunity.**
- **Thanks. Very informative.**
- **Excellent opportunity. We faced the challenges together and had a chance to celebrate the things we are doing well.**