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 Cambridge

Friday, November 30, 2007

Lang's Farm Village Association,
887 Lang's Drive, Cambridge
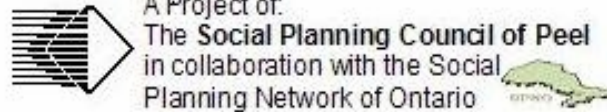
December 2007

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

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**Friday, November 30, 2007
Cambridge, Ontario**

Introduction

On November 30, 2007 the fourth in a series of eight Community Dialogues was conducted in Cambridge 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.

Thirteen community participants attended the Community Dialogue on November 30 in Cambridge, including a guest from Peel who had immigrated to Canada and was volunteering with the Peel SPC (see Appendix A). Also participating were staff of the local hosts for the event, Linda Terry with the Social Planning Council of Cambridge & North Dumfries (SPCC&ND) and Fabienne Prior with Voluntary Sector Resources of the United Way of Cambridge and North Dumfries.

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 Cambridge 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 Cambridge and Area. Appendix B presents the agenda for the Community Dialogue.

Questions, Comments
Comment: Settlement workers promote volunteerism among newcomers. Newcomers are very willing to volunteer but sometimes they don't like the jobs they are offered. Well skilled, highly qualified volunteers don't want to do office work. It's a challenge to find meaningful roles for volunteers that use their experience, skills and ability.

Comment: There is no concept of volunteer work where I come from. When I came here I had no idea how to find work. I had difficulty finding information about volunteering. Newcomers should receive orientation and training on volunteering. It's not easy – you want to work, you don't know how, and everywhere you go they want Canadian experience. But even getting a volunteer position is not easy.

Context for Addressing Cultural Diversity in Volunteer Management

Paula DeCoito, executive Director of the Social Planning Council of Peel and Project Lead, provided some context on developments in the field of diversity competence among organizations in the non-profit, public and private sectors.

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

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

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.[*]

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[*] Paula DeCoito's PowerPoint presentation is available as a separate document to this report.

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, strategies exist or need to be developed for us to do a better job in these areas.

Figure A
Volunteer Management Cycle

Needs Assessment

Recruitment

Re-assignment

Planning for Recruitment

Self-Assessment

Targeted Recruitment

Evaluation

Mission/Values

Screening & Interviewing

Support

Recognition/Monitoring

Placement

Specific Training   General Orientation

(Source: Volunteer Canada and the Ontario Volunteer Centre Network)
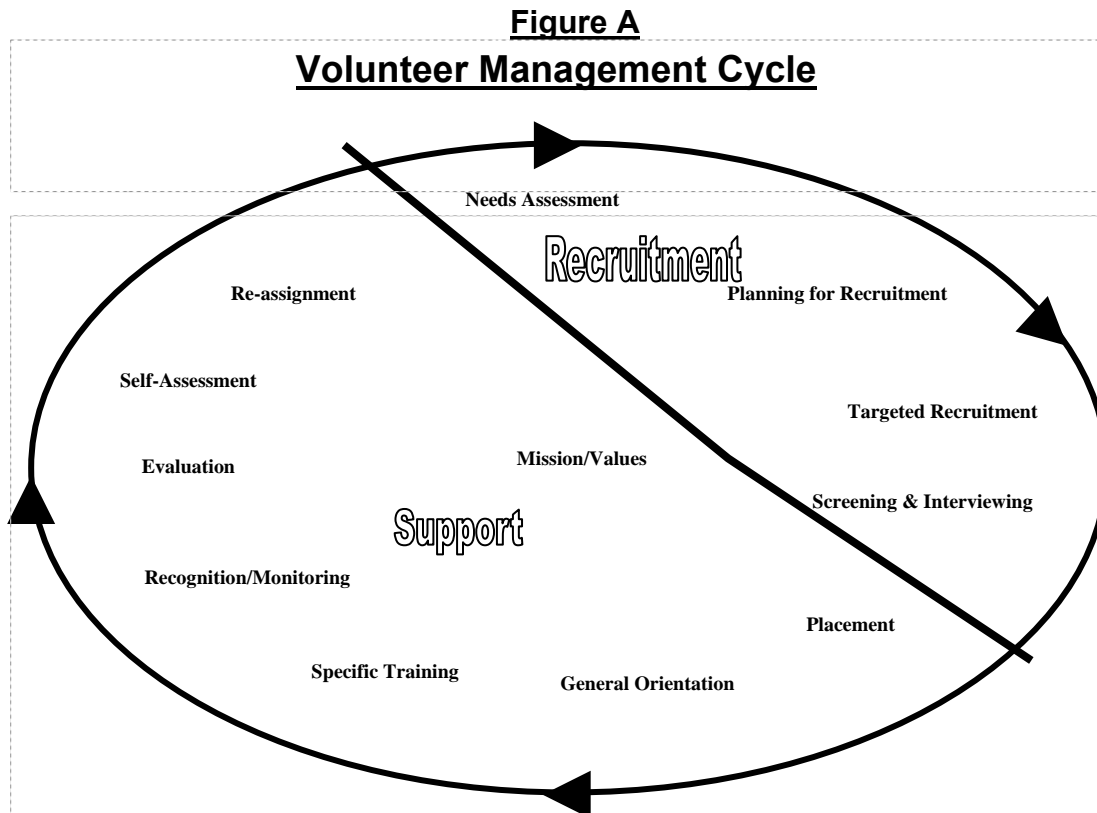
Growing Diversity in Cambridge

Linda Terry, Executive Director, Social Planning Council of Cambridge and North Dumfries presented highlights of the growing cultural diversity in Cambridge and area (see Appendix D for a population profile of Cambridge).

The data for this presentation was based on the 2001 Census. Immigrant data from the 2006 census becomes available in May 2008. Linda expects the new data will show a continuation of trends in the 2001 data. The Ontario Growth Strategy has named Cambridge as a growth hub in Ontario. Anecdotal evidence from Cambridge's immigrant settlement workers suggests Cambridge's population of recent immigrants has been growing since 2001.

The Social Planning Council of Cambridge and North Dumfries works with an interfaith group that includes Islamic community members. Last year SPCC&ND invited the group to a community dialogue. Expecting to draw five participants, we ended up with 45 participants. Participants were asked to identify all the services they provide to their community that involve volunteers. At first they said, "Well, we do a food bank drive every year," and were hesitant to say any more. With some probing, they ended up producing a long list. They also said they wish to bring others into their communities.

Questions, Comments
Question: Peel has a large immigrant population, and there are ethnic groups living in clusters. Does that happen in Cambridge?
Answer: Yes, we see that here. We also have strong ethnic clubs where people gather.
Answer: *Lang's Farm Village Association sees this clustering. In the last five years, a new subdivision was built nearby. A lot of the new homeowners are from various cultural backgrounds.*
Answer: We're finding people moving into the community wanting to live with people of their own ethnic background.

Issues and Challenges in Cambridge

Survey Findings:
Peter Clutterbuck, SPNO facilitator for the Dialogue, reported out the some of the results of an advance survey administered to all invitees to the Waterloo 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 Waterloo Region provide some comparison with the results for Halton and Durham Region survey respondents (combined and indicated in the following Tables as "905 Region"). Appendix E offers an overview of the survey respondents from Waterloo Region.

The survey asked respondents to describe in their own words what barriers they encountered in supporting volunteers from diverse cultural backgrounds. Table 1 following reports the survey response as "Issues and Challenges" at the suggestion of a Kitchener-Waterloo Dialogue participant that "barriers" suggested a too negative tone and a distancing from our purpose in reaching out to newcomers.[*]

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[*] In response to this suggestion, the survey instrument will be adjusted for future use to remove the "barrier" language and to inquire directly about "issues and challenges".

Table 1
Issues and Challenges in Supporting More Culturally Diverse Volunteers
Waterloo and 905 Response[*]

Barriers	Waterloo Region (N=36)		905 Region (N=41)	
	No. Resp.	%	No. Resp.	%
Language & communications	19	53%	17	41%
Lack of resources (staff, expertise, funding)	3	8%	8	20%
Transportation	2	6%	2	5%
Cultural differences	4	11%	0	
Lack meaningful roles for well-educated	2	6%	0	
Lack of knowledge & understanding	1	3%	4	10%
Other	4	11%	7	17%
None	1	3%	3	7%

Clearly, "language and communications" (51%) challenges prevail as major support issues among Waterloo Region respondents at a rate even higher than their counterparts in the 905 region (41% of Halton and Durham respondents combined). Besides language issues, Waterloo respondents identify "cultural differences" (11%) as a major issue in supporting volunteers from more diverse backgrounds as indicated in the following responses:

> "Many cultures support their own community. They do not want our assistance for privacy reasons."

> "Though not a Christian organization, our organization has an historic tie to Christianity, and we are aware that this turns off some non-Christian (clients)."

> "had to bring on a volunteer technical assistant . . . – who had more experience in the language and cultural differences."

Distinct reference to "cultural differences" was not made in the Halton or Durham response.

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[*] 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.

Table 2
Overcoming Issues and Challenges in Supporting Volunteers
Waterloo and 905 Response

Ways to Overcome Issue/Challenges	Waterloo Region (N=28)		905 Region (N=34)	
	No. Resp.	%	No. Resp.	%
More resources (funding and staff)	4	14%	9	27%
Training & understanding	6	21%	7	20%
Interpretation, translation, ESL training	10	36%	4	11%
Other	6	21%	3	9%
Partnering/mentoring	1	4%	5	15%
More connections & networking with diverse communities	0		4	11%
Don't know	1	4%	2	6%

Considering that both Waterloo and 905 respondents say that "language and communications' is the major support issue, Table 2 indicates that Waterloo respondents (36%) are much more consistent than 905 respondents (11%) in identifying the need for "interpretation, translation, and ESL training" to address support challenges. Waterloo respondents significantly less identify "partnering and mentoring" (4%) and "networking with diverse communities" (0%) than 905 respondents as ways to address support issues (15% and 11% respectively). Waterloo respondents also see "more resources" (14%) as the way to address support challenges less frequently than 905 respondents (27%), although participants indicated that smaller and medium sized nonprofit organizations were definitely challenged by lack of resources, especially in dealing with the language and communications issue.

Apart from issues and challenges to so well in this area, Waterloo survey respondents indicate some particular sensitivities with respect to appreciating the organizational benefits of culturally diverse volunteers. Table 3 shows the Waterloo respondents relatively comparable to 905 respondents in recognizing that culturally diverse volunteers help organizations serve a more culturally diverse community and improve organizational understanding and inclusiveness. Waterloo respondents (18%) more specifically expressly state that newcomer volunteers:

> *"Add energy, understanding and ideas."*

> *"Bring new ideas and traditions."*

"Bring a different perspective."
"Bring new ideas for artistic programs."

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Table 3
Organizational Benefits of Ethno-culturally Diverse Volunteers
Waterloo and 905 Response

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Organizational Benefits	Waterloo Region (N=33)		905 Region (N=49)	
	No. Resp.	%	No. Resp.	%
Better serve a multicultural	12	36%	20	41%
Improve organizational inclusiveness & understanding	9	27%	14	29%
Bring new ideas and perspectives to	6	18%	0	
Provide mentoring help to clients	2	6%	2	4%
Other org'l benefits	3	9%	4	8%
Other benefits for the volunteer	1	3%	8	16%
None	0		1	2%

Dialogue Participants' Issues and Challenges:
Having reviewed the above survey findings for Waterloo Region, Dialogue participants were asked to discuss in small groups what they see as the issues in recruiting, engaging, supporting, retaining culturally diverse volunteers in Cambridge?

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

Recruitment (challenges and issues)

▪ *Attract and adapt rather than target. All participants at one table indicate that their organizations do not actively target culturally diverse groups for recruitment. Programs are the best way to draw in potential volunteers; we should cater our programs to diverse groups. Programs bring people in the door. Inclusive programs make people feel more invested in the organization; make them likelier to volunteer. For example, Southwood Community Centre has a large Muslim client base. Southwood's Eid henna party drew a fair-sized crowd. Afterwards, some young Muslim girls expressed interest in volunteering. At Southwood's AGM, organizers screened a compelling film about Islamic and Canadian interaction – some viewers were moved to tears. Popcorn House and Allison Neighbourhood*

Association have noticed that some groups don't want co-ed programs or culturally mixed gatherings. There is some hesitancy around Canadian food; people might feel more comfortable bringing their own food to an event. Organizations must be mindful of ethnic and religious cultural holidays.

▪ *Acknowledging a failure to connect. Volunteers don't know where we are; agencies don't know how to say "we're here." We don't know how to reach out to diverse groups. There's a cultural disconnect – we're not asking in a way they can easily understand. How do we say "We're here" in the right way? We`re not recruiting ``where they are`` - in the places they frequent; their stores; newspapers.*

▪ *Unfamiliarity with Canadian concept of volunteering. Other cultures don't understand our concept of volunteering (in many countries, volunteering is spontaneous, informal). The YMCA offers training to newcomers on volunteering in Canada.*

▪ *Making the volunteering process less intimidating. Potential volunteers find the screening process overwhelming, challenging; they may not understand why it takes so long; why training, police and reference checks are necessary. As a solution, one volunteer manager accompanies potential volunteers to the police station for a records check, or apprises the station of three Portuguese ladies who will be coming in to apply. Another solution: have the volunteer manager explain that they too had to undergo a police check; it's just a requirement of working with the public. There are best practices for screening. The Red Cross does it in a personal, friendly, engaging way: a one-on-one interview, not an email. Potential volunteers are reassured that they are not being singled out - everyone has to go through this process. The Alison Neighbourhood Association takes the position that the screening interview should help the volunteer learn about the interview process. They take the emphasis off the interview and say, "This is what we're going to do to build your interview skills."*

▪ *Need to match organizational and personal interests. There is often a gap between an organization's needs and the needs/motivations of prospective immigrant volunteers. Immigrants want jobs, not volunteer positions. Young people want professional development and training. The Red Cross worked with volunteers who were on student visas; their main goal was to learn English, but the Red Cross needed them to do*

tasks that required higher language skills. Organizations don't have the capacity to offer job skills training, language training.

Support (issues and challenges)

▪ *Language barriers. Supporting volunteers is a challenge when our staff doesn't speak their language. We can't understand one another; it's difficult to explain the policies, procedures, and expectations of a volunteer. For example, many of the volunteers at the Cambridge Self-Help Food Bank grocery co-op store are not fluent in English. They have a hard time stocking shelves. As a solution, the store created a mentorship program. Language barriers are particularly problematic when volunteer roles are complex, e.g. the Red Cross. As a solution, volunteer coordinators can make language proficiency requirements known upfront: become familiar with the Canadian Language Benchmarks and indicate the level of proficiency required to fulfill the role in the volunteer position description or during the screening interview. Otherwise you're setting volunteers up for frustration and failure. Language barriers are easier to overcome when the volunteer position is less demanding. For example, the Cambridge Self-Help Food Bank grocery co-op store asked multilingual volunteers to translate the membership policies and procedures for volunteers who are not fluent in English. Sometimes a problem can be turned into a solution. For example, the Red Cross maintains a list of multilingual volunteers that can be called upon to help with translation with Disaster Response for local disasters, such as fires. Popcorn House has taken advantage of YMCA interpretation services – indeed, demand for this service is higher than what can be met. Organizations need more funding for translation and interpretation services.*

▪ *Lack of cultural expertise and administrative capacity to support diverse volunteers. Generally speaking, finding the capacity to manage volunteers is a challenge – add the component of cultural diversity on top of that, and the capacity just isn't there. The United Way of Cambridge and North Dumfries is frequently approached by diverse groups interested in volunteering, and there's nowhere to place them, and the organization doesn't have the time or resources to find meaningful roles for them to fulfill. It's another level of complexity to manage with limited resources. Family & Children's Services of Waterloo Region does its own anti-oppression training. At first they called it cultural competency training*

because they thought anti-oppression sounded negative and wouldn't get buy-in, but now, people are more comfortable with the term.

- *Cultural differences/misunderstandings. At Lang's Farm Village Association, male volunteers who come from a male-dominant culture are uncomfortable taking instructions from female staff. It's a constant challenge to get volunteers to understand that even though they are not being paid for their work, they are still expected to be reliable; to show up and be on time for their session.*

- *Offering challenging and meaningful volunteer roles. Meeting volunteers' interests and needs. Organizations run programs that attract volunteers from diverse groups. The challenge is retaining them; finding meaningful roles for skilled volunteers and maintaining cultural sensitivity.*

- *Patience and sensitivity of staff towards volunteers. We as recruiters understand the benefits of being inclusive – the staff that work with volunteers may be less patient because they are overtaxed. Some organizations don't have full time paid staff to do volunteer management. Volunteer management is still not recognized as an integral part of non profit management.*

- *Transportation and time constraints are barriers for potential volunteers.*

Building Capacity in Cambridge

Survey Findings on Resources and Strategies

Waterloo 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 polices and procedures in place (16%) than 905 respondents (30%), they emphasize "diversity orientation and training' (30% to 20% for 905), "staff support" to volunteers (19% to no reference among 905 survey response) and "translation and interpretation support" (19% to no reference in the 905 response).

Table 5 shows a strong similarity between the Waterloo survey response and the 905 response in terms of community resources used for supporting culturally diverse volunteers with heavy reliance on "multicultural centres" and "volunteer centres", "diversity training" and "other community agencies". Notably, the waterloo response again places strong emphasis on the use of "translation and interpretation support" (11% compared to no specific reference in the 905 survey response).

Table 4
Formal Policies Supporting Volunteers from Diverse Cultural Backgrounds
Waterloo and 905 Response

Formal Policies & Practices	Waterloo Region (N=37)		905 Region (N=40)	
	No. Resp.	%	No. Resp.	%
No specific polices & practices	7	19%	15	38%
Formal policies in place (diversity, anti-	6	16%	12	30%
Diversity orientation & training	11	30%	8	20%
Diversity Committee	0		2	5%
Staff Support	7	19%	0	
Translation & Interpretation Support	4	11%	0	
Uncertain/Other	2	5%	3	8%

Table 5
Community Resources Used to Support Cultural Diversity
Waterloo and 905 Response

Community Resources Used	Waterloo Region (N=52)		905 Region (N=49)	
	No. Resp.	%	No. Resp.	%
Multicultural Centre	11	21%	15	31%
Volunteer Centre	9	17%	8	16%
Diversity training	11	21%	10	20%
Translation & Interpretation	6	12%	0	
Media	3	6%	0	
Other Agencies	7	13%	7	14%
Other responses	4	8%	3	7%
None	1	2%	4	12%

Finally, from the survey findings, Waterloo respondents are much less hesitant about employing targeted outreach and promotion approaches (39%) to engage newcomers and more culturally diverse volunteers than their 905 counterparts (63%). There is some but not the same level of expressed concern about targeting as approached to general outreach efforts. Notably, this varies somewhat from some of the Cambridge Dialogue participants' views on targeting as reported earlier. Table 6 also shows that more informal "word of mouth" outreach to specific communities is a way used by some Waterloo organizations (16%), while this method was not identified at all in the 905 survey response.

Table 6
Methods of Recruiting Volunteers from Diverse Cultural Backgrounds
Waterloo and 905 Response

Methods Used	Waterloo Region (N=31)		905 Region (N=40)	
	No. Resp.	%	No. Resp.	%
No specific promotion or recruitment measures	12	39%	26	63%
Targeted promotional material & special outreach	7	23%	9	22%
Networking ("word of mouth")	5	16%	0	
Volunteer Centre	3	10%	0	
Advertising	0		2	5%
Other	4	13%	2	5%
Not applicable	0		2	5%

Questions, Comments
Question: Is there a way of breaking down the survey findings for Kitchener-Waterloo and Cambridge? I'm guessing we do things differently, partially because in Cambridge, historically, we've had fewer resources and services. Part of me is surprised about the funding piece, and part of me isn't – with no resources for so long, we've had to be creative and collaborative.

Answer: It could be done although it may not be precise because some organizations have their main office in Cambridge but they serve the whole region. We will try to do it within the next month or so.

Possible and Positive Actions for Cambridge
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 Cambridge'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 Cambridge 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 Cambridge

Possible and Positive Actions to Build Capacity	No. Votes
Top Tier Priorities	
Reach out to faith communities, service clubs where people are and make connection to recruit volunteers.	13
Volunteer Cambridge could increase its visibility in the community; act as a broker and referral system; offer diversity training for non-profit staff.	11
Mutual education. Meet and cooperate with cultural groups. Discuss the benefits of volunteering, the opportunities available; learn their needs and goals in turn.	10
Education that link s populations to resources and services (e.g. Religious leaders are educated about volunteerism).	9
Cultural sensitivity training for our staff and volunteers.	9
Network with service providers who can help us connect with diverse groups. (e.g. YMCA offers oral interpretation; Kitchener-Waterloo Multicultural Centre translates documents).	8
Second Tier Priorities	
Connect our placements/tasks to volunteers' personal needs and interests.	6
Be upfront with language proficiency requirements. Become familiar with standardized language proficiency levels (e.g. Canadian Language Benchmarks). Include language requirements in our volunteer position descriptions.	4
Communicate clearly. Be aware of how our questions, forms, etc. are worded and how they may be interpreted. Set clear expectations of roles. Don't assume something is a "given" or common sense.	4
Recruit at intercultural events, such as a multicultural festival.	3
Advertise better. Don't assume everyone has internet access. Place postings in public areas (library, mall, community centre). Consider the impression your posting will make – do the requirements seem intimidating or manageable?	3
Provide meaningful volunteer opportunities as pathways to employment or education.	2
Advertising in newsletters – don't be vague, general ("We are looking for volunteers"). Make clear what specific skills we are looking for.	2
Designate "Cultural Ambassadors" at Centres or larger organizations to foster networking.	2
Provide space for cultural groups to organize and run their own programs on their own terms.	2
Additional Ideas for Action	
Storytelling – connect with an individual to get a sense of a collective experience.	

Create norms. Provide reliable service – give populations something to expect from your organization.
Get a clear understanding of the demographic we are serving.
Recruit at programs. e.g. Diverse groups come to Lang's Farm for cooking programs.

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 Cambridge. 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 but a few examples were shared with the whole participant group.

Evaluation and Thanks

Participants were thanked for the attendance and participation in the Community Dialogue. Linda Terry of SPCC&ND and Fabienne Prior of UWC&ND 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 Council of Cambridge and North Dumfries:
www.socialplanningcouncil-cnd.org
United Way of Cambridge and North Dumfries: www.uwcambridge.on.ca
Social Planning Network of Ontario: www.spno.ca
Social Planning Network of Peel: www.spcpeel.com
Developing the Diversity - Competent Organization: A Resource Manual for Non-Profit Human Service Agencies in Peel and Halton:
http://www.spcpeel.com/diversity.htm
Regional Diversity Roundtable of Peel:
http://www.unitedwaypeel.org/WhatWeDo/OurProgramsandInitiatives/tabid/72/Default.aspx
Imagine Canada: www.imaginecanada.ca

Imagine Canada is providing a number of useful resources right now, such as workshops on risk management – visit:
http://www.imaginecanada.ca/?q=en/node/35

<u>Appendix A</u>

Cambridge Community Dialogue, November 30, 2007: Participants List

Lisa	Allen	Canadian Red Cross
Cheryl	Buer	Christopher - Champlain Commmunity Centre
Sandy	Caple	Preston Heights Community Group/Christopher Champlain Community Centre
Javed Ali	Chaudhry	YMCA Immigrant Services
Tara	Cooper	Cambridge Self-Help Food Bank
Karin	Davis	United Way of Cambridge and North Dumfries
Cathy	Downer	The City of Cambridge
Chris	Hayhoe	Popcorn House Communtiy Resource Centre
E.T.	Hoornstra	Cambridge Self-Help Food Bank
Carrie	Landry	Family & Children's Services of Waterloo Region
Rukhsana	Masood	Social Planning Council of Peel
Andrea	Neilson	Langs Farm Village Association
Courtney	Storey	Alison Neighbourhood Association

Cambridge & North Dumfries
Community Dialogue on Advancing Cultural Diversity in Volunteer Management
Friday, November 30,
Lang's Farm Village Association
887 Lang's Drive

A G E N D A

9:00 AM   **Welcome and Introductions**
- Project partners (Linda & Fabienne)
- Overview of agenda (Peter)

9:10   **What is the Project About?**
- *Context for addressing cultural diversity* (Paula)
- *Applying cultural diversity to volunteer management* (Louise)
- *Project objectives, process, and deliverables* (Peter)

9:35   **Highlights of Growing Cultural Diversity in Cambridge & Area**
- *How culturally diverse is your area and what are the trends?* (Linda)

9:45   **Issues and Challenges in Cambridge**
- *Survey results* (Peter)
- *What are you encountering in the recruitment and support of volunteers with more culturally diverse identities and backgrounds into your organizations?* (Small groups)
- *Sampling of small group work issues* (Facilitated large group)

10:30   **Break**

10:45   **Building Capacity**
- *What positive and possible actions could be taken to improve your capacity to recruit and support a more culturally diverse volunteer base?* (Small groups and priority-setting process)

11:30   **Starting an Inventory of Resources**
- *Survey results on resources and good practices* (Peter)
- *Framework for an inventory* (Louise)
- *What knowledge and resources exists locally on this subject?* (Individual and shared knowledge)

11:55   Next Steps and Evaluation

12:00   Conclusion

This Community Dialogue was planned and organized by the Social Planning Council of Cambridge and North Dumfries in conjunction with Volunteer Cambridge (United Way) as a community partner, 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.

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.
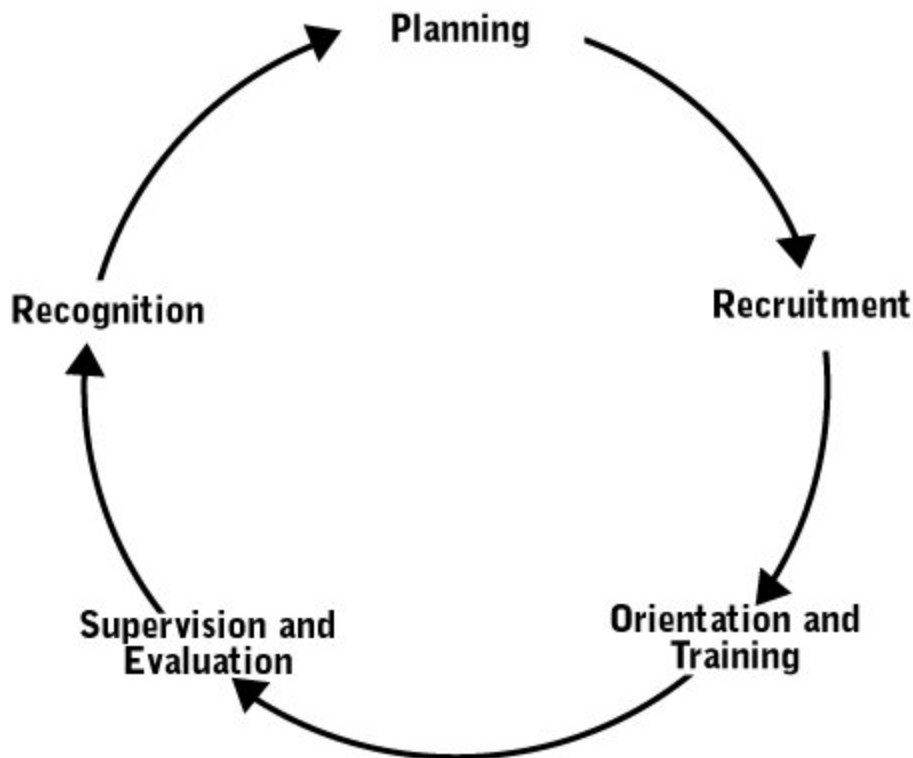
Planning is essential for the success of any volunteer program and involves

- 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.

Ontario

Appendix D

Population Profile of Cambridge

CULTURAL DIVERSITY IN THE CITY OF CAMBRIDGE, 2001: FACT SHEET

Population

Total Population (2006):	120,371
Total Population (2001):	110,372
Population Growth 2001 & 2006 (%):	9.1%

Immigrant Population

Total Immigrant Population	22,515
% of Total Population	20.7%

Immigrants by Place of Birth (Top 3)

1. Portugal	5,340	23.7%
2. United Kingdom	4,665	20.7%
3. India	1,030	4.6%

Period of Immigration

Total Immigrant Population	22,520	100.0%
Before 1961	3,470	15.4%
1961-1970	4,935	21.9%
1971-1980	5,670	25.2%
1981-1990	4,650	20.6%
1991-1995	1,970	8.7%
1996-2001	1,820	8.1%

Immigrants by Municipalities

Region	IMM(#)	% of Total Population
Canada	5,448,480	18.4%
Ontario	3,030,075	26.8%
Waterloo Region	92,775	21.4%
Cambridge City	22,515	20.7%

Age at Immigration

Total Immigrant Population	22,520	100.0%
0-4 years	2,805	12.5%
5-19 years	6,840	30.4%
20 years and over	12,870	57.1%

Total Population 15 years and over by Generation Status

Total Population (15+)	85,110	100.0%
1st Generation	22,030	25.9%
2nd Generation	16,800	19.7%
3rd Generation and over	46,280	54.5%

Visible Minority Population

Total Visible Minority Population	9,940
% of Total Population	9.1%

Visible Minority Groups (Top 5)

1. South Asian	3,150	2.9%
2. Black	1,745	1.6%
3. Southeast Asian	1,090	1.0%
4. Chinese	1,030	0.9%
5. Latin American	950	0.9%

Visible Minorities by Municipalities

Region	VM(#)	% of Total Population
Canada	3,983,845	13.4%
Ontario	2,153,045	19.1%
Waterloo Region	44,175	10.2%
Cambridge City	9,940	9.1%

Language (Mother Tongue)

Total Population by Mother Tongue	109,010	100.0%
Multiple responses	1,270	1.2%
Single responses	107,735	98.8%
English	87,675	80.4%
French	1,715	1.6%
Non-official languages	18,345	16.8%

Top 5 Non-Official Languages

1. Portuguese	6,875	6.3%
2. German	1,145	1.1%
3. Italian	1,030	0.9%
4. Spanish	890	0.8%
5. Polish	850	0.8%

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

THE VISIBLE MINORITY POPULATION* IN THE CITY OF CAMBRIDGE, 2001: FACT SHEET

VM Population

Male	4,965	50.0%
Female	4,965	50.0%
Total VM Pop. in Private Households	9,930	100.0%

Age Groups

0-4 years	720	7.2%
5-9 years	1,035	10.4%
10-14 years	905	9.1%
15-24 years	1,685	17.0%
25-44 years	3,160	31.8%
45-64 years	2,005	20.2%
65+ Years	430	4.3%

Place of Birth

Total VM Population	9,935	100.0%
Born in Canada	3,435	34.6%
Born outside Canada	6,500	65.4%

Period of Immigration

Total Immigrant VM Population	6,405	100.0%
Before 1961	45	0.7%
1961-1970	370	5.8%
1971-1980	1,600	25.0%
1981-1990	2,085	32.6%
1991-2001	2,305	36.0%

Language (Mother Tongue) [single/multiple responses]

Total VM Population	9,935	100.0%
English	4,585	46.1%
French	40	0.4%
Non-official languages	5,305	53.4%

Marital Status

Total VM Population Aged 15+	7,280	100.0%
Never married (single)	2,475	34.0%
Legally married (and not separated)	4,200	57.7%
Separated, but still legally married	85	1.2%
Divorced	265	3.6%
Widowed	255	3.5%

Home Ownership

Total VM Population	9,935	100.0%
Owners	7,365	74.1%
Renters	2,565	25.8%

Census Family Status

Total VM Population	9,930	100.0%
Census family persons	**9,290**	**93.6%**
Spouse	4,080	41.1%
Common-law partners	340	3.4%
Lone parents	355	3.6%
Children in census families	4,520	45.5%
Non-family persons	**640**	**6.4%**

Household Living Arrangements

Total VM Population	9,930	100.0%
Total persons in family households	**9,590**	**96.6%**
Total persons in non-family households	**340**	**3.4%**
Living with relatives	25	0.3%
Living with non-relatives only	70	0.7%
Living alone	245	2.5%

Education

Total VM Population Aged 15+	7,280	100.0%
Less than Grade 9	**650**	**8.9%**
Grades 9 to 13	**2,630**	**36.1%**
Without Certificate	1,600	22.0%
With Certificate	1,035	14.2%
Trades Certificate or Diploma	**605**	**8.3%**
College	**1,515**	**20.8%**
Without Certificate or Diploma	445	6.1%
With Certificate or Diploma	1,070	14.7%
University	**1,880**	**25.8%**
Without Degree	690	9.5%
With Bachelor's Degree or higher	1,195	16.4%

Employment

Participation rate(15+)	72%
Employment rate (15+)	67%
Unemployment rate (15+)	7%

Income (2000) [Individual]

Average employment income	$28,023
Median employment income	$24,052

Source of Income

Employment income	86%
Government transfer payments	8%
Other	5%

Low Income Persons

Total VM Population in Private Households Reporting Income Status	9,920
Low income persons	1,400
Incidence of low income in 2000	**14%**

* 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).

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Overview of Survey Respondents from Waterloo Region

Forty-six (46) organizations in Waterloo Region responded to the survey as of mid-day November 26. Between 25 and 29 replied to the open-ended survey questions. Thirty respondents split evenly between Cambridge (15) and Cambridge (15) in the location of their main offices with another five (5) reporting the "Region". Just more than half (51%) serve Waterloo Region, while almost a quarter (24%) serves one or more municipalities within the Region, and another 24% serve a specific community or neighbourhood.

Most respondents are registered charities (58%), while a quarter (26%) is non-profits. Seven respondents (17%) say they are connected to a municipality. Seventeen (38%) indicate that they are Social Service agencies, while nine (21%) are Health Service agencies. Four (9%) respondents are Recreation organizations and one (2%) is an Arts and Culture. Thirteen (30%) say they are "other" than any of the preceding, but half of those are multi-service organizations providing a range of social, health and recreational programming including settlement supports.

Figure 1 indicates that the survey respondents represent the medium to large size nonprofit organizations in Waterloo Region rather than smaller organizations. Over four out of ten respondents (41.5%) have annual budgets of $1,000,000 or higher. Another 41.4% are in the mid-range of $200,000 to $1,000,000 in budget size, while only 17.1% are smaller with budgets under $200,000.

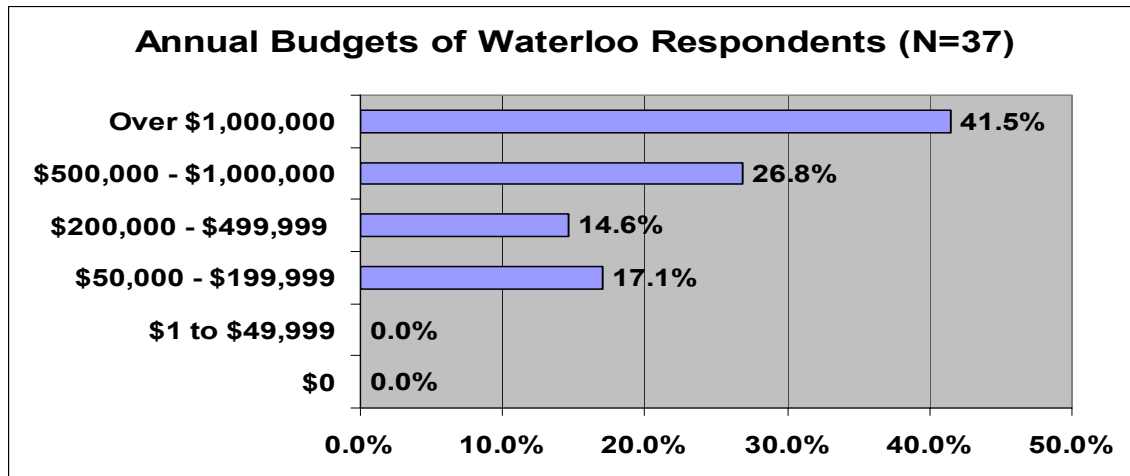**Annual Budgets of Waterloo Respondents (N=37)**

Budget	Percentage
Over $1,000,000	41.5%
$500,000 - $1,000,000	26.8%
$200,000 - $499,999	14.6%
$50,000 - $199,999	17.1%
$1 to $49,999	0.0%
$0	0.0%

Table A
Overview of Paid Staff in Waterloo Region Survey Respondents

Staff	Waterloo Region
Total Number -	1,500 in 34 agencies
▪ Full-time	830 (55%)
▪ Part-time	670 (45%)
Median # Staff	14

Table A shows thirty-four (34) respondents provided information on their paid staff numbers, but the figures for two of these were not included in the following since they relate to large municipal workforces and were considered "outliers" for the purposes of the report on these survey findings. There is 1,500 paid staff in total, ranging from one (1) to 350 paid staff, with a median number of staff of thirteen (13). ≈ The reported breakdown is 55% full-time and 45% part-time paid staff among the responding agencies.

Table B
Dedicated Volunteer Management Personnel
in Waterloo Region Survey Respondents

Human Resources Dedicated to Volunteer Management	No. & Per Cent of Waterloo Respondents
▪ FT Paid Staff	14 (36%)
▪ PT Paid Staff	12 (31%)
▪ Volunteer Posit'n	0 (0%)
▪ None	6 (15%)
▪ Other	7 (18%)

Table B shows that fourteen (36%) respondents have full-time staff dedicated to managing volunteers and twelve (31%) have part-time paid staff in those positions. Six (15%) report no paid staff or volunteers dedicated to volunteer management and none indicate a volunteer performing this function for the organization. Seven (18%) indicate some "other" arrangement. In all cases, these were part-time responsibilities for volunteer recruitment or management as part of another job function (e.g. fund raiser).

≈ 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.

Participant Evaluation of Cambridge Community Dialogue
November 30, 2007
(No. Respondents = 13 out of 13 Participants)

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

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   2   4   5   No Answer=2

Comments:
- **Wasn't exactly sure what to expect or what kind of follow up there would be**
- **Didn't see it**

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

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

Comments:
- **And made me realize we need to do more to be inclusive**
- **Didn't see it**

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   7   5

Comments:
-

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

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

Comments:
-

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
                   0   0   1   7   5
Comments:

- **Info package is wonderful – colour-coded, organized. Great work!**

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

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

- **Good to hear people's issues and successes**
- **Meaningful dialogue took place. Open-ended questions helped.**

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

Strongly DISAGREE 1 ------- 2 -------- 3 ----------- 4 ------------ 5 Strongly AGREE
                   0   0   0   5   8
Comments:

-

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   1   4   8
Comments:

-

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   1   7   2   3

Final Comments:

- **This is what's needed - it's like you read my mind**
- **Excellent! Thank you!**
- **The categories for "inventory of resources seemed similar and it was hard to differentiate between them**
- **Awesome - I learned a lot!**
- **Awesome! Great balance between learning about project and getting feedback**
- **Excellent! Very well organized, clearly defined goals and expectations**