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# Chapter One: Introduction

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## 1.1 Purpose

The following are the key objectives of the strategy:

1. Determine and assess the current approach to volunteer engagement and utilization employed by the Department of Leisure and Community Services and the Whitchurch-Stouffville Public Library.
2. Assess the potential for and benefits of an enhanced strategy for volunteer engagement that could be adopted by the Department of Leisure and Community Services, the Whitchurch-Stouffville Public Library and volunteer-based groups in the community.
3. Recommend a high level strategy for volunteer engagement to be employed by the Department of Leisure and Community Services and the Whitchurch-Stouffville Public Library.

This strategy has utilized key components and results of the 2008 *Leisure Facilities Strategy*, including the community profile, the population growth and change forecast, leisure trend implications, and the recommended strategy for facilities. This *Volunteer Engagement Strategy* has been integrated with the *Leisure Programming Strategy* and the *Cultural Strategy*, all of which were undertaken simultaneously in 2010.

## 1.2 Process

Interviews were conducted with municipal staff to investigate the current approach to volunteer engagement and utilization employed by the Department of Leisure and Community Services and the Public Library; and to assess the potential for and benefits of an enhanced strategy for volunteer engagement.

The investigation examined the overall approach to volunteer engagement and utilization. It also probed for more detail regarding the current and potential role of volunteers in the leisure and library service sectors. Policies and procedures utilized by the Department of Leisure and Community Services and the Public Library were reviewed. An electronic survey was developed and administered to volunteer-based sports, arts, cultural, heritage and other community groups – asking about volunteer roles and capacity, support from the Municipality, issues/challenges, suggestions, etc.

The assessment of the current situation, as well as identification of the potential for and benefits of an enhanced strategy for volunteer engagement accounted for the current nature of the community, anticipated changes in the community over the next decade and beyond, generic trends in volunteering, and ‘industry’ norms and best practices.

As the proposed broad strategy for volunteer engagement for Whitchurch-Stouffville emerged, it was discussed with the staff of the Department of Leisure and Community Services, the Public Library and Municipal Council. The strategy aligns with the emerging philosophy, mandate and role of the Department of Leisure and Community Services and the Public Library for the provision of leisure and library programming.

## 1.3 Report Format

This report has been organized around the following chapters and appendices.

Chapter One:	Introduction
Chapter Two:	Assessment of Municipal Volunteer Engagement Practices
Chapter Three:	Other Research
Chapter Four:	Survey of Volunteer-based Groups and Organizations
Chapter Five:	Recommendations
Appendix A:	Assessment and Question Discussion Guide
Appendix B:	Organizational Standards Checklist Audit Results
Appendix C:	City of Hamilton Policy and Position Description – Volunteer Management
Appendix D:	Community Survey
Appendix E:	Community Survey Results

# Chapter Two: Assessment of Municipal Volunteer Engagement Practices

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## 2.1 Introduction

The first step in the process was to conduct an assessment of the current approach to volunteer engagement and the utilization of volunteers employed by the Department of Leisure and Community Services, the Whitchurch-Stouffville Public Library, and volunteer-based culture and recreation groups in the community.

The Department comprises three divisions:

- Recreation,
- Facilities and Parks, and
- Culture and Museum Services.

The Department is responsible for the operation of municipal parks, outdoor sports and recreation facilities, and all municipal buildings. It is also responsible for culture, recreation and cultural heritage programming, some of which is provided directly by the Department. The Department provides various types of support to many volunteer-based community groups, clubs, associations and event organizations that provide culture and recreation programs and a variety of community events. The new ‘community’ emphasis broadens the community development role of the Department beyond just leisure-oriented groups and related community initiatives.

**The Recreation Division** is comprised of three main programming areas, fitness, aquatics and community programs offering many direct and indirect programs, both registered and drop-in, and special events for customers of all ages and abilities. This Division has a significant number of part time staff and volunteers; therefore, management of human resources also plays a big role within the Recreation Division.

**The Facilities and Parks Division** is responsible for all Town-owned facilities, parks and trails mostly managed by full time staff, with some contract staff. This Division has grown substantially in the past few years as a result of the growth of the community.

**The Culture and Museum Services Division** administers the Whitchurch-Stouffville Museum and cultural heritage programming and events, as well as assisting groups in the community who are under the ‘culture’ umbrella. Although an integral component of the Department of Leisure and Community Services, the Museum is governed by the Museum Advisory Board.

The Town’s new performance facility – *Nineteen on the Park/the Lebovic Centre of Arts and Entertainment*, although owned by the Municipality, is managed by an independent non-profit corporation that is governed by board of directors.

A meeting with Department of Leisure and Community Services and Public Library staff was held on November 25, 2009. Materials which formed the basis of discussion were sent to staff in advance to review. Two of the documents comprise **Appendices A** and **B** of this document.

Components of Volunteer Canada’s ‘Canadian Code for Volunteer Involvement’ were also utilized in the assessment.

## 2.2 The Assessment

The following findings provide an understanding of the current approach to volunteer engagement and utilization employed by the Department of Leisure and Community Services and the Library. By association, discussion and data collection also included some information about volunteer-based culture and recreation groups and arms-length operations like 19 on the Park and municipal hall committees.

### 2.2.1 Volunteer Involvement

The **Corporate Strategic Plan** that was adopted in March of 2006 contains a Corporate Mission and a goal under ‘Fiscal Stewardship and Asset Management’ and another goal under ‘Municipal Services and Innovation’ that confirms the philosophy and mandate of the Department of Leisure and Community Services to support and engage volunteers and to work to initiate and enhance volunteer-based community groups and associations.

**The Corporate Mission:** *Whitchurch-Stouffville Council, staff and volunteers are a dedicated and responsive team, committed to providing a range of quality services, in partnership with our community in a progressive, fiscally responsible, sustainable and professional manner.*

**Community Vision:** *Whitchurch-Stouffville is diverse, vibrant and balances respect for the past with enthusiasm for the future! Our town is a safe, caring and welcoming community that residents and business are proud to call home!*

<b>‘Community Character’ Values</b>			
Compassion	Honesty	Integrity	Respect
Courage	Inclusiveness	Optimism	Responsibility
Fairness	Initiative	Perseverance	Generosity

**Goal 2.3:** *To Explore partnerships to deliver new infrastructure/services.*

**Goal 3.1:** *To Enhance teamwork and promote collaboration.*

The Department of Leisure and Community Services also embraces an unofficial **Mission Statement and Goals** that support the philosophy and mandate of community development and volunteer engagement.

In the **Leisure Programming Strategy**, it is recommended that the Department Mission Statement be revised as follows:

*To support a high quality of life, expressed through healthy residents, a vibrant downtown and strong neighbourhoods, a healthy natural environment, and a prosperous community, the Department of Leisure and Community Services plans for, co-ordinates and facilitates the provision and promotion of opportunities for leisure to meet the interests and needs of all*

*residents – through services provided directly by the Municipality, as well as in concert with other public, non-profit and commercial providers.*

It is recommended in the ***Leisure Programming Strategy*** that the current goals be reordered and amended as follows to update the language and align with the intent of the ***Leisure Programming Strategy***, the ***Cultural Strategy*** and this ***Volunteer Engagement Strategy***.

1. To co-ordinate with all providers to provide sufficient quantity and quality of parks and open space, leisure facilities, and leisure programs and community events to meet the evolving needs and interests of residents and visitors.
2. To work with all property owners to protect and enhance the natural heritage resources of the community.
3. To protect and enhance the tangible and intangible cultural heritage resources of the community that define and distinguish the community.
4. To continuously and comprehensively research and plan for leisure services - co-ordinated with all service providers.
5. To ensure the effective and efficient utilization of municipal leisure resources.
6. To assist in the provision of adequate support to and nurturing of community groups and organizations.
7. To assist in the enhancement, sustainability and adequate utilization of quality volunteer resources in the community.
8. To co-ordinate the adequate, system-wide promotion of the benefits of leisure and available leisure opportunities.
9. To ensure the individual's right of access to all municipal facilities and services in accordance with provincial legislation and municipal policies and by-laws, and where barriers are identified, explore options to reduce or remove them.

It is also recommended in the ***Leisure Programming Strategy*** that the revised Mission Statement and Goals be conditionally accepted by Municipal Council as part of this ***Leisure Programming Strategy***, and upon sufficient consultation with staff, stakeholders and Municipal Council, the ***Mission Statement and Goals***, along with the ***Belief Statement*** and the ***Planning and Provision Principles*** that were recommended in the ***Leisure Programming Strategy*** be officially accepted by the Municipality to help define the philosophy, mandate and roles of the Department of Leisure and Community Services.

Goals 6 and 7 support the mandate of the Department to adequately invest in the enhancement of volunteer resources.

### **The Use of Volunteers**

Within each division of the Department of Leisure and Community Services, volunteers are used differently. The Facilities and Parks Division works with Town-appointed volunteer community centre committees (Ballantrae, Lemonville and Vandorf) to maintain and operate these community facilities. The Facilities and Parks Division partners with the Stouffville Lions Club to operate Latcham Hall. In collaboration with the Recreation Division, the Facilities and Parks Division engages volunteers for special events such as Earth Day and the Strawberry Festival.

Within the Recreation Division, volunteers are used mostly within the Aquatics Program (specifically, the Buddies Program), and for event planning and fundraising. A few volunteers

have been used in fitness programs. The Buddies Program has been very successful and represents a good model for volunteer engagement practices.

The Culture and Museum Services Division engages greater numbers of volunteers in a wide-range of programs from the planning and delivery of the recent opening of the Lebovic Centre for Arts and Entertainment – 19 on the Park, to data entry, heritage demonstrations and costume work at the Museum. The Library utilizes volunteers for initiatives like children’s reading programs to fundraising events. Both the Museum and the Library work with advisory committees/boards comprised of community volunteers.

Volunteers in the Culture and Museum Services Division and at the Library contribute to core service delivery impacting service levels in terms of the diversity of programs/resources as well as the quality of service. To date, volunteer engagement within the Recreation Division has enabled the Division to provide specialized or enhanced services and/or forms part of the training/recruitment for paid staff (life guards). It is recognized that increased engagement of volunteers increases capacity in the community and thus provides an economically feasible means to increase and diversify recreation and cultural programming to meet increasing public demand.

Due to their longer history of utilization of volunteers, the Museum operation and especially the Library use volunteers in more traditional roles (e.g., clerical, stocking shelves, reading programs, other support to staff and committees and boards). Contemporary research indicates that these traditional volunteer roles are becoming less attractive to youth and Baby Boomers who are creating a new volunteer profile that challenges long-held assumptions about what volunteers do and how they are engaged. (visit [www.CanadaWhoCares.ca](http://www.CanadaWhoCares.ca) for more detail).

The Culture and Museum Services Division has been successful in engaging and increasing the number of volunteers each year, especially younger volunteers, in part by recently modified recruitment and training processes, the promotion of volunteer benefits, and the instigation of shorter-term commitments.

Many of the above-noted programs utilize students who are fulfilling their 40 hour high school Community Service requirement and other students who are involved in co-operative high school programs.

The Department of Leisure and Community Services provides assistance to volunteer-based community groups and organizations that provide a large number of culture and recreation programs for all ages, and others whose primary role is fundraising to support community programs and other initiatives. Assistance takes the form of subsidized rental space, support for registration and promotion of events, some training to support committees and boards, and some training for individual volunteers.

### **2.2.2 A Mission-based Approach**

There are informal and unwritten values regarding the use of volunteers within all areas of the Town’s programs that utilize volunteers. Volunteers are used in a wide range of programs from the Mayor’s Youth Council, board and committee work, within sports and culture organizations, and more formal programs within the Library, the Museum and the Recreation Division.

Municipal staff embrace the following four values and guiding principles as outlined in the Canadian Code for Volunteer Involvement.

### Canadian Code for Volunteer Involvement

1. **Volunteer involvement is vital to a just and democratic society.** It fosters civic responsibility, participation and interaction.
2. **Volunteer involvement strengthens communities.** It promotes change and development by identifying and responding to community needs.
3. **Volunteer involvement mutually benefits both the volunteer and the organization.** It increases the capacity of organizations to accomplish their goals, and provides volunteers with opportunities to develop and contribute.
4. **Volunteer involvement is based on relationships.** It creates opportunities for voluntary organizations to accomplish goals by engaging and involving volunteers, and it allows volunteers an opportunity to grow and give back to the community in meaningful ways through voluntary organizations.

Staff understands that it requires a suitable investment of both financial and human resources to support the successful engagement of volunteers. Staff also realizes that volunteers are essential resources to help enhance and expand services.

Political support and endorsement is important to the overall strategy of successfully engaging and supporting volunteers. It appears the Whitchurch-Stouffville Council has not formally endorsed the essential role and use of volunteers in public service.

Staff understands the importance of being able to link the value of volunteers and the outcomes of that engagement to the Community Vision, Corporate Mission Statement and the Community Character Values in the Corporate Strategic Plan, as well as the Department of Leisure and Community Services Mission Statement and Goals to illustrate how volunteers contribute to the direction and philosophy of the community.

It will be essential to encourage Municipal Council to adopt the Department's *Mission, Goals, Belief Statement* and the *Planning and Provision Principles*, as well as **the Canadian Code for Volunteer Involvement** to ensure an understanding of the value of engaging volunteers and the act of volunteering, as well as to make the link between the municipal mandate and an ongoing and adequate investment in volunteer engagement.

Due to their longer history of utilizing volunteers in service delivery, the Culture and Museum Services Division and the Public Library have more resources and clearly articulated approaches to volunteer engagement. By recently modifying recruitment, training processes and volunteer benefits to facilitate shorter-term commitments and attract younger volunteers, the Museum has continued to successfully engage increasing numbers of volunteers each year.

### **2.2.3 Human Resources**

Where volunteers are engaged in Department of Leisure and Community Services programming, staff clearly understand and treat volunteers as members of the team. However, this does not happen in all departments. Input from volunteers may be sought in specific programs, but this is not done consistently across all departments and service areas. On their own initiative, Recreation Division staff who are involved with aquatic and community-based programming, as well as the staff within the Culture and Museum Services Division have received more formal training in working with volunteers than in other municipal service areas.

### **2.2.4 Policies, Procedures and Program Planning**

The Recreation Division and the Facilities and Parks Division do not have a clear strategy for where or how volunteers could be engaged. The Buddies Program within the Recreation Division provides an excellent example of starting small and making sure the pieces are in place before expanding a volunteer engagement initiative.

Volunteers are not involved in planning for leisure programming.

The Human Resources Department provides the protocol for screening volunteers. A code of conduct for volunteers is in place.

The Culture and Museum Services Division and the Public Library each have a Policy and Procedures Manual related to volunteers.

Policies and procedures may be consistent within each unit, but there is inconsistency across all municipal service areas. Communication of policies and consistency in interpretation and implementation has been identified as a concern.

See Figures 5-1 and 5-2 in Section 5.3.1 for more detail regarding the identification and assessment of policies and procedures, and related recommendations.

### **2.2.5 Program Administration**

Both the Culture and Museum Services Division and the Public Library have designated and qualified staff who, as part of the management/administration team, have job responsibilities that include administering/implementing each of their volunteer engagement programs. It is not unusual to employ a shared or team approach where it is not possible to allocate a dedicated staff to volunteer engagement. Whitchurch-Stouffville staff understand that adequate time and resources are necessary to administer the successful and long-term engagement of volunteers.

The staff role in volunteer management is clearly defined for the Museum operation and the Public Library.

Within the Recreation Division, each program staff works directly with the volunteers within their program. In the case of the Buddies Program, the aquatics staff work with volunteers as

well as performing their other duties associated with the delivery of their programs. This is also the case within the Culture and Museum Services Division and the Public Library.

## **2.2.6 Volunteer Assignments**

Both the Culture and Museum Services Division and the Public Library have written volunteer assignments that reflect the needs of the organization. The Public Library in particular is very focused on securing volunteers for specific identified tasks (traditional volunteer roles), rather than creating work projects that more widely appeal to the new interest areas that are increasingly emerging for volunteers. It is less likely that the Public Library would have roles for volunteers that meet the needs and interests of many contemporary volunteers, or respond to new ideas unless these are roles/tasks that the Public Library promotes. For example, unless the Public Library has identified a need for volunteers to lead a research project, they are not likely to advertise for volunteers in this area or respond to volunteer inquiries around this type of opportunity.

Within the Recreation Division, original volunteer roles emerged within the Buddies Program and were repeated elsewhere when possible. Now however, staff may identify a role for a volunteer, develop a position description and conduct recruitment specific to that position. As the use of volunteers has grown, the Division has created a written manual for the volunteer program.

The level of risk assigned to each volunteer role is not formally identified or assessed, but rather handled on an informal basis.

## **2.2.7 Recruitment**

Marketing and recruitment messages are realistic and clear. Opportunities for volunteers are promoted regularly in Town publications. Volunteers are recruited via brochures/flyers at high schools, ads placed in the Leisure Guide, information placed in display units, and via personal contact. Recruitment via the Town or Library web site only occurs if an 'active' campaign is underway (e.g., a fundraising initiative; a specific need emerging for more volunteers in a particular program). The Culture and Museum Services Division and the Public Library select volunteers based on their own task requirements and appropriate screening measures. The Recreation Division utilizes a definition of requirements and screening depending on the opportunity. For example, the Buddies Program requires greater effort in selecting the right match of volunteer to clients.

## **2.2.8 Screening**

Lack of consistency with screening was identified. The Recreation Division, the Culture and Museum Services Division and the Public Library identified that they conduct screening measures when a volunteer comes on board if the position requires it. The Public Library will redo the screening procedure if a volunteer changes position to work with vulnerable clients or in a position with higher risk.

Communication around risk management practices, and the screening process and guidelines are inconsistent among service areas.

A major concern was identified that if employees of the Corporation are not required to be screened when they are hired and work with volunteers, then why is there such emphasis placed on volunteer screening? Consistent practices between employees and volunteers should be in place.

## **2.2.9 Orientation and Training**

For the most part, orientation and training programs for volunteers are in place. Volunteer orientation sessions are held regularly and materials in the form of manuals/handbooks are provided.

## **2.2.10 Supervision**

Within the Recreation Division, staff in the Aquatics Program supervise and evaluate their volunteers on a regular basis. Random spot checks and informally checking in with volunteers is done. The Public Library and the Culture and Museum Services Division each engage in more informal supervision and evaluation of volunteers.

Any situation requiring dismissal or reprimand of volunteers has been handled within the division where the volunteer is engaged. Recreation Division staff have used the ‘staffing policy’ for consistency of process. In the Culture and Museum Services Division, senior staff have handled the situation personally, and depending on the circumstances, have informed the appropriate people including the Museum Advisory Committee, elected representatives, etc. The Town’s Human Resources Department has not been involved in discussion or process for practices related to the supervision, dismissal, grievance or release of volunteers.

## **2.2.11 Recognition**

There appears to be some inconsistency in an overall philosophy of recognizing the efforts of volunteers engaged in various service areas. For example, the Town may recognize community centre boards in their volunteer recognition, but not the volunteers that help with specific programs and special events. Recognition of effort is an important aspect of volunteer retention. However, the ‘how’ volunteers are recognized can be unique to each situation or department.

For the Public Library and the Museum who operate under boards/committees, there is public acknowledgement of the efforts of volunteers. Within the Recreation Division, middle management make ongoing recognition of volunteers a priority. Methods of recognition may be consistent within a department, but not across all municipal service areas.

## **2.2.12 Record Management**

Volunteer records are kept confidential and secure according to the Retention By-Law and Freedom of Information Act. Volunteer records are not centrally located, but are held within each municipal service area. Statistical information is retained by event or service area, but is not compiled into a full picture of the volunteer effort across all municipal operations. Volunteer forms and tracking sheets may be different for each program. The Culture and Museum Services Division has established and manages a database to track volunteers.

## **2.2.13 Evaluation**

Because there is no formal planning or program for volunteers, performance goals are often buried within the event and not identified for the overall program. Performance goals are not assessed annually, nor are they assessed by Municipal Council or any of the boards/committees involved. Opportunities for volunteers to provide feedback are informal.



# Chapter Three: Other Research

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## 3.1 Introduction

To provide background context to the analysis and recommendations for the Whitchurch-Stouffville *Volunteer Engagement Strategy*, information was collected about what other municipalities and recreation departments are doing. A focused literature search was completed along with a telephone interview with staff at the City of Hamilton where there is a well developed corporate-level volunteer engagement program. The following information should not be considered exhaustive, but provides a high level indication of current practices in volunteer engagement at the community level in Canada. In addition to the Hamilton interview and material within RETHINK GROUP files, two contemporary documents were reviewed: i) *Scan of Municipal Practices in Ontario, 2005* and ii) *Promising Practices in Parks and Recreation 2009*.

## 3.2 Research Findings

### 3.2.1 Scan of Municipal Practices in Ontario: Ontario Network of the Canadian Volunteer Initiative, 2005

The 2005 municipal scan revealed four factors regarding municipalities and volunteers:

1. Municipalities across Ontario rely on volunteers to deliver and enhance many of their programs and services, but few municipalities acknowledge this relationship in a formal statement or policy.
2. Rural and urban municipalities utilize different approaches and display unique challenges in supporting volunteer engagement in their communities.
3. In most instances, knowledgeable and enthusiastic front line staff can be credited for initiating municipal support for volunteer services.
4. Municipalities cannot assume sole responsibility for developing volunteer resources in their communities. The task is too daunting. Municipalities need to work in collaboration with other volunteer support agencies.

The Municipal Scan also provided information on several key areas, as summarized below.

#### **Financial Assistance**

The Municipal Scan found that 52% of the respondents indicated that their municipality provided annual operating grants to not-for-profit organizations. Many municipalities have some type of annual grants to community groups. Smaller municipalities tend to give in-kind assistance such as reduced rates for facilities, free police checks, etc.

#### **Staff Resources and Models**

Typically, the staffing support provided by a municipality is either a recreation programmer or a community development worker. Very few communities indicated that the municipal staff was a certified volunteer manager.

In most cases, the staff resource for volunteer engagement is located within the Parks and Recreation or Community Services Department and focuses on volunteers who assist directly within the department or affiliated volunteers within the culture and recreation community. Smaller communities tend to have one staff who works with groups using a community development approach. Typically, this person helps to facilitate programs and services that are planned and implemented by volunteers.

Other staff models include:

- A Volunteer Manager/Co-ordinator who supervises various staff working with volunteer groups. This person is most often housed within the Parks and Recreation or similar department, and works with volunteers involved in recreation programs.
- Less often, the Volunteer Manager/Co-ordinator has a corporate role and works with volunteers across all municipal departments that utilize volunteers.

The following are two examples of staffing models:

1. The City of Ottawa employs a Voluntary Sector Secretariat who reports to the City Clerk. This is a corporate position that relates to the staff within all of the departments who are involved with volunteers. It was previously a position within the Parks and Recreation operation, but was expanded to a city-wide role at the time of amalgamation. The mandate of the Secretariat is the internal management of volunteer resources across all departments, liaising with affiliated groups and partners, and developing relationships with the voluntary sector throughout Ottawa.
2. The City of Cambridge approved its first Volunteer Co-ordinator in 1990. The co-ordinator was initially responsible for volunteers at three senior's centers. Since 1990, the position has been expanded to manage the volunteer program for a division consisting of aquatics, senior's services, special needs, neighborhood associations, summer playgrounds and other culture and recreation groups. The position has a dedicated budget for volunteer resources, training and appreciation.

### **Municipal Volunteer Appreciation**

Many municipalities allocate a specific annual amount to support an award or recognition program (appreciation event). A few municipalities provide training workshops or they may partner with other voluntary organizations that provide training services.

Two examples include:

1. The Town of Temiskaming Shores organizes twelve special events per year for volunteers. Municipal council approved a budget that includes T-shirts, meals and water for each volunteer.
2. The Town of Arnprior makes each department responsible for ensuring that the volunteers keep track of their hours and at the end of the year, there is an awards night.

### **In-Kind Services**

Free meeting space is the most frequent type of 'in-kind' service provided to volunteer groups (83% of respondents identified this). Other in-kind services include free or discounted use of other municipal facilities, long-term lease arrangements and free photocopying.

One increasing concern is the requirement for insurance coverage for volunteers. Many municipalities provide liability insurance and fewer provide property insurance. There is often a corporate policy regarding volunteer services and support to volunteers. Recreation department staff seem to be the catalyst for policy development since they deal with the greatest number of volunteers. The acknowledgement of the contribution of volunteers by municipal councils is critical to continued support of in-kind services.

One example is the City of St. Mary's where the Municipality contracts the O.P.P. for their police services. The contract includes complementary police checks for municipal volunteers.

### **The Attitude of the Municipality toward Volunteers**

Municipal acknowledgement of the importance of volunteer engagement is paramount for not-for-profit organizations. Acknowledgement comes in many forms including, i) approving a volunteer policy that outlines municipal support; ii) establishing a budget for volunteers; and iii) creating an advisory committee to advise their municipal council on volunteer activities.

The Municipal Scan concluded that most municipalities and volunteer services are lacking volunteer policy, a volunteer advisory committee and a dedicated budget to support volunteer services. Some municipalities have acknowledged the importance of volunteers in their strategic plan and/or mission and vision statements.

Two examples include:

1. The City of Kitchener adopted the Canadian Code for Volunteer Involvement in 2004 as part of a public statement about the importance of volunteers and the necessity to manage this important resource effectively. Staff related the Code to the previously adopted strategic directions.
2. The City of Waterloo Volunteer Development Committee reports directly to the Mayor and City Council. 'This committee goal is to encourage volunteers to engage in the expansion and enhancement of city services and projects through the recruitment and participation of volunteers as municipal partners in providing a desirable community in which to live.'

*Volunteers are mentioned in the Mission Statement of the Town of Whitchurch-Stouffville Corporate Strategic Plan as members of 'a dedicated and responsive team, committed to providing a range of quality services, in partnership with our community in a progressive, fiscally responsible, sustainable and professional manner'. Volunteers are implied as an example of a partnership in Goal 2.3 under the 'Fiscal Stewardship and Asset Management' Strategic Direction.*

### **Overview of Gaps and Barriers**

The Municipal Scan gathered information on barriers and gaps. The following were identified:

1. **Insufficient financial support** – without financial support, non-profits cannot manage volunteer programs. There is a general lack of understanding about the costs associated with an effective volunteer engagement initiative.
2. **Municipal council support** – there is a general lack of awareness and understanding of the role of non-profits in the community, wider regional areas, and of volunteerism in general.
3. **Lack of staff resources** – the need for appropriate staffing levels to engage volunteers effectively.

4. **The lack of consistency** as to how volunteers are managed and resourced.
5. **Rural municipalities** tend to employ more informal practices for working with volunteers. In rural areas, volunteers tend to work on a front-line basis - implementing programs, fund raising efforts, etc. Volunteers tend to work within a community development philosophy where staff facilitates, and volunteers organize and implement. Staff in rural municipalities rarely work solely on volunteer management, but have a combination of roles. Although there are fewer policies and less financial resources invested, there seems to be better support from the municipal council for volunteer efforts in rural communities.
6. **Staff advocate** - In municipalities where there is strong volunteer engagement, there is also the presence of a staff person advocating for the support of the volunteer program.
7. **Partnerships** with other non-profits are also important to the engagement of volunteers. Volunteer Bureaus, the United Way and local networks of volunteer associations are important to build community support and the engagement of volunteers. This also helps in sharing the limited resources.

### **3.2.2 Promising Practices in Parks and Recreation, 2009**

One section of this report examined community engagement, the leveraging of volunteer time and community resources. Several community examples illustrate the creative methods used by parks and recreation departments to engage volunteers and grow community resources. Municipalities have recognized the need to formalize and strengthen their approach to community engagement due to fiscal restraints and a growing focus on risk management, which increases the need to put policies and procedures in place. The following are three examples.

The **Municipality of Chatham-Kent** has a long history of volunteer engagement. Although far from unique, community halls are operated by volunteer boards and programs are delivered by community groups. A Community Partnership Fund was established, which provides financial resources to support the community-based initiatives of community groups. A corporate position of Community Partnership Development Co-ordinator directs this program. Not only can groups receive funds for projects, but this process has encouraged increased community-wide civic engagement and community improvement.

The **City of Oshawa** also has a long history of engaging community groups and volunteers in the delivery of services and support of community events and programs. In 2002, the City formalized its approach to community engagement by creating a Parks and Community Programs Co-ordinator, who co-ordinates various projects, grants and special events related to beautification and environmental initiatives. They are also launching a partnership grant program. Over the past few years, based on directions from the 2005 *Parks, Recreation and Culture Strategy – Vision 2020*, staff in the Recreation Services Branch of the Community Services Department are finalizing their model for volunteer engagement and staff are completing formal volunteer management training. They started by responding to high school youth as volunteers (supporting their community service hours) and they are now considering how to engage other age groups in the most appropriate way.

The **Town of Halton Hills** 2007 Recreation and Parks Strategic Action Plan indicates that the Town's 'first priority is to assist and support community groups in the provision of recreation and cultural opportunities.' They committed to a community-development approach which 'enables residents, groups and organizations to create partnerships, achieve self-sufficiency, and

increase responsibility for implementing recreation ideas and solutions.’ They established a Municipal Assistance Program, one aspect of which is a Volunteer Training program. This training is done in partnership with Community Development Halton and Volunteer Halton.

### **3.2.3 Interview with the Volunteer Management Specialist, City of Hamilton**

On April 7, 2010 a telephone interview was conducted with Emanuela Ducharme, Volunteer Management Specialist with the City of Hamilton. It was conducted to provide further information and ideas about how volunteer management is often initiated in municipalities and where it might be positioned. Here is a summary of the discussion.

- ❑ The City of Hamilton began with a Co-ordinator of Volunteers within the Recreation Department. While it was championed by recreation staff, where many volunteers were being utilized, there was recognition that volunteers and elements of volunteer management were happening across all departments.
- ❑ In 2006, financial resources were secured from many departments and the full time position of Volunteer Management Specialist was created and positioned within the Public Health and Community Services Department.
- ❑ This position relates specifically to volunteer engagement within two departments. Under the Community Services Department, the service relates to the Recreation Division, Culture Division, City Housing, Ontario Works, two municipal long-term care facilities, the Social Development and the Early Childhood Division, the Social Housing and Homelessness Division and Strategic Planning Services. Under Public Health, there is a very indirect relationship.
- ❑ Although covering many service areas, the Hamilton model is still a ‘departmental’ one and not ‘corporate’ in scope at this time. However, a long-term aim that is being considered is to extend the service to support and assist with committees of Council, community-based groups, etc. with at minimum, a training role and to utilize more of a ‘community development’ philosophy in dealing with all volunteers. Assessment is underway to determine roles and resources.
- ❑ Emanuela provided some further examples of how other municipalities have evolved:
  - Kitchener has a department-focused model, but the community development component has expanded to the whole community.
  - Ottawa is a good example of an opportunity-driven model where they view the community as a whole and determine how they can support/engage various groups such as Police Services and the Public Library.
  - Thunder Bay employs a Recreation Department-driven model.
  - In the Region of Waterloo, volunteer engagement is positioned at the regional level.

**Resources:** Volunteer Management Philosophy and Policy Framework and Position Description for a Volunteer Management Specialist. See **Appendix C**.



# Chapter Four: Survey of Volunteer-based Groups and Organizations

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## 1.1 Introduction

In order to better understand how the Town of Whitchurch-Stouffville might support volunteers and volunteer-based organizations, a survey of leisure and other community groups was conducted in April, 2010. See **Appendix D** for the survey questions and **Appendix E** for full results. A summary of the findings is presented below.

## 1.2 Findings

A survey was developed and e-mailed to approximately 98 organizations, utilizing contacts provided by the Department of Leisure and Community Services. A two week time limit was provided and 29 organizations replied.

1. **Type of Group:** 62% were arts/culture organizations followed by sports (14%) and heritage (7%).
2. **Numbers of Volunteers:** 48% of the respondents use 1-25 volunteers on a regular basis followed by 27% utilizing 25-50 volunteers and 17% employing 50-75 volunteers.
3. **Volunteer Roles:** Organizations use volunteers in a wide range of roles. The most prominent were for fundraising (72%), administrative duties (65%), event organizers (62%), committees (58%), Board of Directors (48%), and program/event planners and co-ordinators (45%).
4. **Challenges with Volunteers:** Organizations identified a wide range of issues regarding the utilization of volunteers. The most prominent included finding leadership volunteers (48%) and maintaining enough volunteers (48%), followed by volunteer burn-out (45%), volunteers who are not committed (31%), and finding qualified volunteers (31%). All aspects of engaging volunteers were identified from retention, orientation, training, supporting, and marketing to recognition. Other comments identified lack of designated personnel to support the work of volunteers.
5. **Current Assistance Received from the Town:** The most identified support was advertising space in the semi-annual Leisure Guide (45%), along with subsidized rates for meeting space, staff support and grant opportunities (21%). Five groups identified that they did not receive any support from the Town (14%).
6. **Additional Assistance or Improved Assistance:** Flyers or advertising support and free rental of municipal spaces were identified as the most beneficial additional assistance (58%), followed by utilization of the Town's web site for notices (56%). Other important support consisted of advertising space in the Leisure Guide and a reduced rental rate for municipal space (45%). The other suggestions have been located under two categories below.

**Volunteer-Centered Ideas for Assistance:** Recruitment ideas (31%), a centralized database for volunteers (28%), co-ordination of training with other volunteer organizations (21%), leadership training (17%), training in fundraising (14%), and training about working with volunteers (10%).

**Town-Supported Assistance:** Being a partner for an event (28%), the opportunity to apply for grants (28%); free photocopying (24%), municipal staff support (21%), the opportunity to attend Town training (14%), and assistance with applications (10%).

7. Other suggested ways that the Town could support voluntary-based organizations and individual volunteers included:

- Understanding the importance of advertising – the need for exposure to attract the public (4 comments)
- Put ‘value’ on volunteerism – the Town needs to see the benefits of volunteers and then invest time/money into recruitment and management and to recognize the contributions that volunteers make (2 comments)
- Administrative support
- Volunteers to help keep costs reasonable - e.g., a time keeper for events
- Co-ordination of arts activities like the Markham Arts Council model
- Reduced rent rates for public space

# Chapter Five: Recommendations

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## 5.1 Introduction

Based upon the assessment of current municipal practices, procedures, resources and policies; the results of the survey of voluntary organizations; and the best practices scan, the following recommendations to optimize the engagement and utilization of volunteer resources in Whitchurch-Stouffville are offered for consideration.

***Focus** - Although the investigation has included the three divisions of the Department of Leisure and Community Services; the Whitchurch-Stouffville Public Library; and volunteer-based groups involved in sports and physical recreation, and culture and heritage programs and events in the community - the focus of the recommendations in **Volunteer Engagement Strategy** is on the Department of Leisure and Community Services. However, the 'foundation' elements and many of the recommendations are relatively generic in nature and can be adapted and adopted by any service provider who engages volunteers. Where appropriate, the Library may choose to adopt some of the specific initiatives targeted for the Municipality in general and the Department of Leisure and Community Services specifically.*

***Priorities** - Although the individual recommendations have not been prioritized and time lines applied, it is clear that Council endorsement of the important role that volunteers play in assisting with the provision of community services, the requirement for adequate assistance/resources to volunteers, and having a municipal staff person in place who is skilled in volunteer engagement and focused on the task is essential to moving the strategy forward. One of the first tasks of the recommended staff specialist should be to modify, enhance and make consistent the municipal policies and procedure that relate to effective volunteer engagement (especially within the Department of Leisure and Community Services).*

## 5.2 Municipal Role and Endorsement of Volunteer Engagement

To realize the full potential of the contribution that volunteers can make in a community, it is extremely important that both elected officials and municipal staff understand the total value of volunteers, the benefits of volunteering to the individual and the community, accept and endorse a philosophy of volunteer involvement, and understand the requirement to invest sufficiently in the engagement and nurturing of volunteers. In order for this to occur, we recommend the following actions.

### 5.2.1 Adopt the Canadian Code for Volunteer Involvement

It is recommended that the Town adopt the *Canadian Code for Volunteer Involvement* and apply it to all aspects of volunteer engagement within the Municipality. This Code has been created by Volunteer Canada and can be found on their web site at [www.volunteer.ca](http://www.volunteer.ca). A number of communities such as Guelph, Waterloo, Cambridge, Kitchener and Thunder Bay have already adopted the Code. Many cultural, arts and heritage organizations have also adopted the Code. By accepting the Code for Volunteer Involvement, the foundation begins to be laid for

embracing the practices that build community leadership and ultimately, community capacity. As indicated through the survey of community groups conducted for this strategy, the work of volunteers needs to be better recognized and valued in Whitchurch-Stouffville. Investing in the development of volunteer resources becomes an investment in ‘civic engagement’, and recognizing and valuing that contribution is a celebration of the ‘sprit’ of a community.

## **5.2.2 Positioning**

Once the Town endorses the *Canadian Code for Volunteer Involvement*, consideration should be given to the positioning and staffing of an enhanced volunteer engagement initiative. As noted earlier, two approaches to positioning have been adopted by some municipalities. One approach positions the function at the ‘department’ level and the other approach positions the function at the ‘corporate’ level. Given where volunteers are used the most in support of municipal services, it is recommended that the Town of Whitchurch-Stouffville begin at the ‘department’ position, utilizing the Department of Leisure and Community Services.

## **5.2.3 Create the Position of ‘Co-ordinator of Volunteer Engagement’**

To increase the emphasis on volunteer engagement, it is recommended that the position of ‘Co-ordinator of Volunteer Engagement’ be created, initially within the Department of Leisure and Community Services. This staff specialist (with additional support/resources as required) would be *certified in volunteer management*. Their role would be to advance and maintain an effective volunteer engagement program, strengthen the volunteer resource base, increase the effective use of volunteers within the Department of Leisure and Community Services, and support other staff who will continue to retain some of this role within their job description. The Co-ordinator of Volunteer Engagement would initially be responsible for volunteer engagement within the Department of Leisure and Community Services so that all manner of support to volunteer-based groups directly providing and assisting in the provision of programs and events in sports, physical recreation, culture and heritage becomes enhanced, consistent and co-ordinated.

Various staff within each of the three divisions of the Department of Leisure and Community Services currently share this responsibility and are the motivating force behind the current volunteer engagement initiatives within the Municipality and the initiation of this Strategy. This new position would focus the effort to strengthen and sustain the foundation of volunteer management, including the creation of one set of policies for all volunteers utilized within the Department; creation of a common data management system; and to ensure consistency and effectiveness in approach, position descriptions, recruitment techniques, training, recognition initiatives, etc.

Although the ideal scenario would be for the position of Co-ordinator of Volunteer Engagement within the Department of Leisure and Community Services to be dedicated fully to volunteer services, it may be necessary to phase in this position, initially as a shared role with another function such as community development, special events co-ordination or to support direct programming activities. It is important that the recruitment/hiring of staff for this position focus on education/experience in volunteer engagement first and other functions second. It is further

recommended that this become a position that is fully dedicated to volunteer engagement within three to five years.

Over the next ten years, it is recommended that the Municipality consider extending the role of Co-ordinator of Volunteer Engagement to the corporate level to support volunteer activities in other departments, across departments and associated with Municipal Council and committees. This expanded role will likely require an additional staff to support the Co-ordinator of Volunteer Engagement. At that time, this function might be repositioned under the Human Resources Department.

Although it is recommended that the position of Co-ordinator of Volunteer Engagement be initially accommodated within the Department of and Community Leisure Services, it is anticipated that many of the initiatives adopted by the Department would be considered by the Whitchurch-Stouffville Public Library. Examples include some of the policies and procedures, data management, staff and volunteer training, recruitment and recognition. If the position of Co-ordinator of Volunteer Engagement eventually becomes corporate in scope, all departments, including the Library service would come under its umbrella.

#### **5.2.4 Enhance the Emphasis on a Community Development Approach**

The Department of Leisure and Community Services already employs elements of a ‘community development’ approach to the delivery of certain programs where the role of the Municipality is to support the in-direct provision of leisure programs by encouraging and assisting mostly volunteer-based groups in the community to provide leisure-oriented programs and events for residents. Examples include the many sports programs where the Municipality provides the facilities and allocates blocks of time to a hockey, figure skating, soccer or ball group who then operates all aspects of their particular program. Various volunteer supports are also provided to the Silver Jubilee Seniors Club, various aspects of library operations, and cultural events/groups such as the Strawberry Festival, Winterfest, and the visual art and hand-craft groups who regularly utilize the Lemonville Community Centre.

In some cases, the Department of Leisure and Community Services assumes a more direct provision role where staff develops, promotes and provides programs where qualified instructors and a high level of quality control, consistency and safety are required. Examples include aquatic, fitness, pre-school, introductory dance and camp programs.

The *Leisure Program Strategy* that is being developed in parallel to this *Volunteer Engagement Strategy* is recommending that the Department of Leisure and Community Services enhance and increase the emphasis on the ‘community development’ approach to not only provide enhanced assistance to volunteer-based community groups who provide leisure programming, but to also assume a greater role in identifying the need and encouraging the formation of new groups and supporting them until they become sufficiently self-sustaining. The type of assistance to existing and new groups should assume several forms:

- Ensuring affordable access to facilities that support the programs and events that groups provide, especially fundraising events that in turn, support their programs.
- Training and other assistance that is specific to board/committee and leadership development in general (see Section 5.2.5).

- Training and other assistance that is specific to the enhancement of volunteer resources (see Section 5.2.6).
- Training and assisting with grant applications.
- Facilitating partnerships and strategic alliances among community-based groups; as well as between the Municipality, other agencies and volunteer-based groups that support program provision, facility development and enhancement, as well as other initiatives.

### **5.2.5 Board and Leadership Development Training**

The following training modules/topics are suggested for community and leisure-oriented groups that operate via a governance structure:

- Roles and responsibilities of boards of directors and committees
- Developing position descriptions and terms of reference for boards of directors and committees
- Meetings management
- Strategic planning
- Communication and decision-making
- Recruitment for board volunteers

### **5.2.6 Volunteer Enhancement Training**

The following training modules/topics are suggested for staff working with volunteers; and volunteers within community and volunteer-based groups and other non-profit groups within the community:

- Fundamentals of volunteer engagement: an introduction
- Policies and procedures for volunteers
- Understanding risk management and screening practices
- Recruitment and retention strategies
- Developing volunteer opportunities and position descriptions
- Orientation and training of volunteers
- Support/supervision and evaluation
- Recognition
- Diversified volunteers such as youth, Generation X and Baby Boomers
- Securing database management program/training in same

## **5.3 The Foundation for Effective Volunteer Engagement**

As reported in Chapter Two, some of the foundation building blocks for effective volunteer engagement that guide the successful long-term relationship with volunteers are either missing within the Department of Leisure and Community Services and Public Library operations or are inconsistent across the various service areas.

The following are specific recommendations to begin to enhance the foundation of municipal volunteer engagement in Whitchurch-Stouffville. Most apply to both the Department of Leisure and Community Services and the Public Library.

- Establish the position of Co-ordinator of Volunteer Engagement - initially as a shared position within the Department of Leisure and Community Services (see Section 5.2.3 above).
- Establish a ‘philosophy of involvement’ which articulate the values and benefits of volunteering, support municipal staff who work with volunteers, and encourage Municipal Council to endorse the Canadian Code for Volunteering (see Section 5.2.1 above).
- Develop appropriate, consistent and effective policies and procedures (see Section 5.3.1).
- Define appropriate and effective opportunities and roles for volunteers and develop consistent role descriptions (see Section 5.3.3).
- Update and approve the current Screening/Risk Management Strategy – one that maintains consistency between staff and volunteer positions (see Section 5.3.4).
- Develop and centralize consistent database/record management procedures and processes (see Section 5.3.5).
- Develop an effective Volunteer Recruitment Strategy (see Section 5.3.6).
- Develop marketing and promotion materials (see Section 5.3.6).
- Develop consistent processes and resources for interviewing, screening, placement, orientation and training (see Section 5.3.7).
- Provide evaluation and ongoing support to volunteers and the staff who work with volunteers (see Section 5.3.8).
- Develop consistent and complimentary recognition opportunities (see Section 5.3.9).
- Extend support to other groups in the community that are either volunteer-based or utilize volunteers (see Section 5.3.10).
- Continue to develop partnerships with the non-profit sector to increase community capacity (see Section 5.3.11).

### **5.3.1 Effective Policies and Procedures**

Since volunteers are engaged in a number of sport and physical recreation, culture, heritage and informational programs and events involving the Department of Leisure and Community Services, the Public Library and volunteer-based community groups, a case can be made to develop a set of consistent policies and procedures that can be applied and adapted if required to all volunteer positions and initiatives associated with municipal services, with a focus on facilities/parks, recreation, culture, the Museum, and the Public Library. The Department of Leisure and Community Services (Recreation Division and Culture and Museum Services Division) and the Public Library each have program manuals for volunteer orientation that include some policies and position descriptions. However, they have been developed independently, are interpreted differently and do not cover all of the policy areas that are required to establish a solid ‘foundation’ for a volunteer engagement program.

The following recommendation can apply to both the Department of Leisure and Community Services and the Public Library:

- a) Create a common template for all policies and procedures related to volunteers. This might be the format used by the Town’s Human Resources Department or one that has already been developed for the voluntary sector. For example, other municipalities with successful volunteer engagement programs that have well-established policy and procedural manuals could be used as examples, from which to adapt material for Whitchurch-Stouffville.

- b) Evaluate the existing sets of policies that exist within the various divisions of the Department of Leisure and Community Services and the Public Library to determine what is working, what is not and what is missing. See Figure 5-1 below which can act as a starting point.
- c) Develop the overall framework for required policies. A checklist of all of the volunteer-based policies has been developed by specialists in the field (see Figure 5-1 and 5-2 below for this list). This list should be used by staff to determine which policies are most appropriate for the Town of Whitchurch-Stouffville.
- d) Craft a common set of policy/procedures for all areas of volunteer engagement within the Town that can be used initially by the Department of Leisure and Community Services and the Public Library, and later extended and adapted for other departments/service areas as the volunteer initiative expands.
- e) Involve the Human Resources Department since they provide the protocol for screening of volunteers. They also have staff resources for both risk management and grievance/dismissal approaches that could be adapted for volunteers.
- f) Once policies and procedures are developed, train all staff who are involved with volunteers to ensure consistency in understanding, interpretation and implementation.
- g) Review and evaluate all policies after six months and every three years, thereafter.

The following two lists (Figures 5-1 and 5-2) represent the full range of policies that *could* be developed for a volunteer engagement program in Whitchurch-Stouffville. Since the focus was on the Department of Leisure and Community Services and the Public Library, some of the required policies may be found within the Human Resources Department and could be adapted for volunteers, although some may not apply specifically to volunteers. *Due to resource limitations, an in-depth evaluation of all municipal policies that do or could relate to volunteers was not able to be completed for this Strategy. The municipal information in Figures 5-1 and 5-2 was derived from interviews with municipal staff and via a scan of the policies provided.* As noted above, an in-depth evaluation of policies must be completed so that an integrated set of effective volunteer policies and procedures is in place.

Policies exist in various formats. Although a policy may be noted in Figure 5-1 or Figure 5-2 as ‘existing’ within the Department of Leisure and Community Services and/or the Public Library, it does not mean that it has been adequately developed or written, or that it is complete by contemporary standards. Many of the policies that focus on the Culture and Museum Services Division were developed when the Museum operation was not associated with the Department of Leisure and Community Services, and because of this, their policies are often addressed separately in Figures 5-1 and 5-2. This is an area that has yet to be addressed since the incorporation of the Museum operation into the Department of Leisure and Community Services.

Policy	Does Whitchurch-Stouffville Have This Policy in Place? <i>Note: The policy may be in place but not fully developed into a policy/procedure format.</i>
A 'Philosophy of Involvement'	Department of Leisure and Community Services have policies that indicate who can volunteer and program objectives - the beginnings of a Philosophy of Involvement statement
A municipality's relationship to volunteers in partnership situations and to community volunteers in general.	The Town should consider this type of policy/philosophy.
The 'Right to Volunteer'	No policy exists. Could be part of the 'Philosophy of Involvement' noted above.
The 'Benefits of Volunteering'. <i>An 'industry-accepted', comprehensive list of well-researched benefits has not yet been formalized and published, although this initiative is underway in Canada. Internationally, many benefits of volunteering have been identified.</i>	The Culture and Museum Services Division has a listing of 'benefits'. The Museum is part of the Attractions Ontario Reciprocal Agreement program, which is one illustration of the many benefits to volunteering. Volunteers who complete seven hours of volunteer time become eligible to participate in this program. This allows free/discounted admission to many tourist attractions in Ontario.
Definition of a 'Volunteer'	The Facilities and Parks Division and the Recreation Division each define a volunteer by the minimum age of 13. The Culture and Museum Services Division defines a volunteer in a manual document relating to museum operations. Municipal philosophy unofficially recognizes a hierarchy of volunteers with those serving on committees and boards perceived to be more important or valuable than direct service volunteers.
The rights of volunteers	Department of Leisure and Community Services (not developed specifically by the Culture and Museum Services Division)
The importance of language re: volunteering	No policy/ the Town should consider this.
Special-case volunteers – students, court referrals, loaned representatives	Must apply through the Town's Human Resources Department if court appointed
Clients as volunteers	No policy/the Town should consider this.
Employees as volunteers	No policy/the Town should consider this.
Allocation of resources	No policy/the Town should consider this.
Representation in decision-making	No policy/the Town should consider this.
Policies about policies	The volunteer manual developed by the Culture and Museum Services Division directs volunteers to a master binder of Museum policies.
Multiculturalism/anti-racism	No policy/Could refer to staff policy.
AIDs and other communicable diseases	No policy/Could refer to staff policy.
Sexual harassment	Workplace harassment – Department of Leisure and Community Services (not developed specifically by the Culture and Museum Services Division)
Access to information	No policy/the Town should consider this.
Confidentiality	Town policy, Code of Conduct, Freedom of Information Act
Conflict of interest	The Culture and Museum Services Division has some guidelines; no form to sign; Town policy
Use of an organizational affiliation	No policy outlining the volunteers' use of their association with the Town in political, religious or community issues that might be contrary to the position taken by the Town.
Speaking on behalf of the organization	Media – Department of Leisure and Community Services takes the lead The Culture and Museum Services Division – a statement exists in the volunteer manual
Alcohol/drugs	A statement on smoking (not drugs) is included in the Culture and Museum Services Division volunteer manual
Volunteer-client relationship	No policy/The Town should consider this.
Right of refusal	No policy/The Town should consider this.
Volunteer–paid staff relationship	The Culture and Museum Services Division includes this under each position description.

## Specific Policies within the Volunteer Program

Figure 5-2

Policy	Does Whitchurch-Stouffville Have This Policy in Place? <i>Note: The policy may be in place but not fully developed into a policy/procedure format.</i>
Paid versus un-paid work	No policy/the Town should consider this.
Job design/position descriptions	The Department of Leisure and Community Services – descriptions for all volunteer current roles in the Recreation Division; added ‘volunteer hours’ in Aquatics The Culture and Museum Services Division - the positions that are regularly used are set out in more detail; others all on one page Library - written ‘task’ descriptions  What exists requires work on common template and consistency.
Expectations of volunteers	The Department of Leisure and Community Services defines expectations. The Culture and Museum Services Division includes this in their volunteer manual – as well as what volunteers should expect from staff.
Health and safety	Department of Leisure and Community Services – fire, injury The Culture and Museum Services Division – injury; floor plans of the buildings with fire extinguisher locations marked – included in volunteer manual.
Recruitment: <input type="checkbox"/> Community representation <input type="checkbox"/> Discrimination <input type="checkbox"/> Affirmative Action <input type="checkbox"/> Special-needs volunteers <input type="checkbox"/> The recruitment of minors <input type="checkbox"/> The importance of recruitment	Application Form – Department of Leisure and Community Services and the Culture and Museum Services Division
Interviewing: ‘Hiring’ or ‘placement’ practices should consider the interview process	Questions Sheet – Department of Leisure and Community Services  The Town needs to consider this.
Screening	No policy/Placement sheet/form – Department of Leisure and Community Services Can use HR practices - but needs updating.
Background checks: <input type="checkbox"/> Police check <input type="checkbox"/> Personal/professional reference checks <input type="checkbox"/> Permission to divulge sources	Needs to be updated and to increase consistency. The Town has a policy (#53) on this, but it is not applied consistently and should likely be updated. The Culture and Museum Services Division does require a background check for summer students and new volunteers working with vulnerable sector individuals, and those working without staff being accessible, should have to as well.
Criminal Record/Community Service Order	The Municipality does not accept people with this background, but a policy is required.
Certification of Qualifications	No policy/The Town should consider this.
Placement	No policy/The Town should consider this.
Probation	No policy/The Town should consider this.
Acceptance of Appointment	No Policy/The Town should consider this.
Orientation	Department of Leisure and Community Services policy and checklist form The Culture and Museum Services Division has a specific orientation provided that is based on the volunteer job that is sought
Training	Department of Leisure and Community Services The Culture and Museum Services Division - specific training is provided, based on the volunteer job that is sought.
Continuing Education	The Culture and Museum Services Division provides training opportunities as required/requested. Offered an arts informational session earlier this year.
Volunteer Recognition: <input type="checkbox"/> Volunteer awards <input type="checkbox"/> Reimbursement – enabling funds <input type="checkbox"/> Perks <input type="checkbox"/> Recognition of volunteers by paid	The Town has a policy, but it is not all-encompassing. General recognition – the Department of Leisure and Community Services (form for discount) The Culture and Museum Services Division offers reimbursement for mileage and other museum-related expenses.

staff <input type="checkbox"/> Volunteer mobility <input type="checkbox"/> Recognizing paid staff who work with volunteers	The Culture and Museum Services Division provides an annual volunteer dinner with awards presented, and nomination of volunteers annually for provincial level awards.
Supervision	No policy/The Town should consider this.
Attendance records	Department of Leisure and Community Services utilizes log-in sheets. The Culture and Museum Services Division maintains a volunteer binder where volunteers record their hours (or staff does it for them). These hours are used to determine annual hours for recognition and also as needed for grant purposes.
Absence	No policy/The Town should consider this.
Leave of absence	No policy/The Town should consider this.
Performance review/evaluation	The Department of Leisure and Community Services has an appraisal sheet.
Volunteer dismissal: <input type="checkbox"/> Progressive discipline <input type="checkbox"/> Immediate dismissal	Similar to municipal staffing policy, but should be adapted specifically for volunteers.
Grievance/complaint procedure	Similar to municipal staffing policy, but should be adapted specifically for volunteers.
Volunteer records	Information Act/Retention Act – HR policies
Volunteer program evaluation	Volunteer Program Evaluation Form – Department of Leisure and Community Services
Dress code Code of Conduct	There is a corporate-wide dress code policy and code of conduct Museum – uses dress code in training with youth, especially at community-wide special events.
Identification	No policy/The Town should consider this.
Unions	Employees not unionized.
Strikes: <input type="checkbox"/> To involve volunteers? <input type="checkbox"/> What work? <input type="checkbox"/> Which volunteers? <input type="checkbox"/> Picket line <input type="checkbox"/> Volunteer Supervision during strike	No policy/The Town should consider this.
Insurance	Municipal coverage for volunteers.

### 5.3.2 Administration

A successful volunteer engagement program requires commitment to this initiative. It has been recommended that a position of Co-ordinator of Volunteer Engagement be established to take principle responsibility for this role and that this position be initially located within the Department of Leisure and Community Services, as the partial role of one staff member (see Sections 5.2.3 and 5.2.4). It is further recommended that this become a position that is fully dedicated to ‘volunteer engagement’ within three to five years.

The role of the Department of Leisure and Community Services regarding ‘volunteer engagement’ and the related recommended increase in emphasis on ‘community development’ (see Section 5.2.4) must be clearly defined, including how municipal staff will work with volunteers, and how the proposed Co-ordinator of Volunteer Engagement will work with other staff who relate to volunteers and allocate respective responsibilities among all involved staff.

### **5.3.3 Volunteer Roles or Assignments**

Where volunteers will and will not be utilized has to be determined. Based on this requirement and the specific needs of each department or service area, consistent role or opportunity descriptions for all volunteer positions need to be developed. Each position should be assessed for level of risk and assigned a risk category.

### **5.3.4 Screening/Risk Management**

Consistent practices for employees and volunteers should exist where screening is concerned. Screening measures are currently not consistent. A co-ordinated policy and procedural manual would address this, along with regular staff training for interpretation and implementation. Currently, screening measures for staff do not exist, although many municipalities are now moving toward a model of all full and part time staff being subject to a 'vulnerable sector' screening process.

### **5.3.5 Database Management/Record Management/Forms**

The Municipality has Retention and Freedom of Information Act bylaws that are followed for volunteer records. However, it is recommended that the following issues of record management be addressed:

1. Develop one database management system that can be used to support volunteer information across all departments/divisions/service areas, and one with the capacity to expand as the volunteer program expands. Determine the specific needs of the Municipality and seek a software program that is specific to the requirements of volunteer management.
2. Develop a policy regarding where records should be kept and who has access - either one location or within each department/division/service area.
3. Determine what records are to be retained, what statistical information is necessary and important to keep, and what information should be compiled into a full picture that clearly illustrates the level and characteristics of volunteer engagement.
4. Develop volunteer forms and tracking sheets that are consistent across all programs.

### **5.3.6 Recruitment and Marketing**

The Municipality can build upon current marketing and recruitment strategies by enhancing the volunteer component on the Town's web site. Currently, only the volunteer positions that are required at any given time are promoted. In preparation for the engagement of the big Baby Boom generation (currently age 45-64) and the evolving roles for and desires of volunteers, active recruitment should only commence when volunteer positions/roles are clearly defined. This also provides an opportunity to support other voluntary organizations in their search for volunteers by helping them promote themselves and their needs via the Leisure Guide and Town's web site. A longer term strategy could include a Town-wide, well co-ordinated interactive database listing all volunteer organizations and positions for volunteers. This could be a self- managed on-line site.

### **5.3.7 Interviewing, Screening, Placement, Orientation and Training**

Practices and resources for interviewing, screening and placement are currently not consistent among municipal programs in Whitchurch-Stouffville. These procedures would be addressed via the recommended Policy and Procedures Manual, as well as through the development of resources to support volunteer engagement (e.g., interview questions and ranking sheets; policy on what screening means and involves; policy on how and where volunteers are placed; policy on right of refusal).

Municipal staff indicated that orientation and training programs for volunteers are in place. If these orientation and training programs were co-ordinated, they could optimize the use of staff resources, and materials for all programs could be developed that are more generic in nature. Holding shared sessions where volunteers from several programs come together can also help to optimize human and other resources. Identifying both specific and general training needs could also be co-ordinated among departments, divisions and service areas.

### **5.3.8 Ongoing Support and Evaluation**

General support/supervision of volunteers varies by volunteer position/program and the nature of the volunteer. Volunteers with little experience in working with vulnerable clients may need initial support and supervision until they are comfortable in the role. However, general guidelines and policies will help to formulate and improve the type of support and supervision required for each volunteer role. Co-ordinated support with the Human Resources Department around dismissal or reprimand of volunteers needs to be formalized for staff working with volunteers.

With a formal approach to planning for volunteers, a consistent evaluation process based on performance goals should be developed. Volunteers need and want feedback on their effectiveness and the degree of success of the program or initiative of which they are a part. Each volunteer position, task, event or initiative to which a volunteer is assigned should have performance indicators so that feedback to the volunteer can be provided. Increasingly, volunteers want to know that they have had a positive impact. Informal feedback and exit reviews should be built into the volunteer policy manual.

### **5.3.9 Recognition**

Recognition practices may currently be consistent within a Department of Leisure and Community Services, but are not consistent across all municipal service areas. Some volunteers find themselves involved with more than one department and may wonder why they are recognized for their efforts differently. A co-ordinated, consistent effort of recognition on behalf of the Municipality and by volunteer-based groups is important to the retention of volunteers. And the support of the Municipality in publicly recognizing the role and contributions of volunteers is essential to increasing and sustaining community and civic engagement.

### **5.3.10 Extend Support to Other Volunteer-based Groups and Organizations**

The community survey conducted for this strategy provided some insight into how the Municipality could support volunteer-based organizations within the community. Volunteer-based organizations have similar issues and requirements. While the Municipality is providing informational or training assistance to groups that relate directly to municipal service areas, consider extending these opportunities to other volunteer-based groups and organizations in the community. It is recommended that delivery of generic training topics be co-ordinated and shared among various groups (see Sections 5.2.5 and 5.2.6). It is also recommended that the Municipality extend the opportunity (e.g., through the Leisure Guide and the Town's web site) to promote the existence of all community- and volunteer-based groups/organizations along with their programs/services and requirements for volunteers. These and other measures contribute to building leadership capacity in the community and enhancing civic engagement.

### **5.3.11 Develop Partnerships within the Non-profit Sector**

The community survey of volunteer-based groups that was conducted for this Strategy identified opportunities for partnership building. This could include partnering around events and programs, advertising and web-based promotion, grant applications, and fund development opportunities. It might also include co-ordinated training opportunities such as volunteer orientation and recognition (as noted in Section 5.3.10 above). Programs such as Communities in Bloom, Earth Day and clean-up programs also provide stimulus for community-building, civic engagement and leadership development.

## **5.4 Implementation of the Strategy**

Figure 5-3 below summarizes the general sequence of initiatives to begin to implement the *Volunteer Engagement Strategy*, beginning with the creation of the volunteer specialist position within the Department of Leisure and Community Services and endorsing the value of investing in volunteers at the Municipal Council and staff levels.

**Figure 5-3**  
**Overview of the First Steps Toward Implementation of**  
**the Volunteer Engagement Strategy**

**Create the position of ‘Co-ordinator of Volunteer Engagement’**

Initially located within the Department of Leisure and Community Services  
Initially not likely a fully dedicated staff position ( ½ volunteer specialist; ½ other role to be determined)

Upgraded to a full time, dedicated volunteer engagement position (by 2013-2015)

**‘Officially’ Endorse the Importance and Value of Volunteers**

Endorsement at the Council and staff levels of the important role that volunteers play in assisting with the provision of community services and the requirement for adequate assistance to and resources for volunteers – utilizing the **‘Canadian Code of Volunteer Involvement’**

**Key Tasks of the Co-ordinator of Volunteer Engagement**

(The sequence of the tasks implies *general* order and priority.)

- Research and define the ‘Philosophy of Involvement’ at the local level – develop the values/benefits of volunteering and support to staff
  - Develop and confirm the Risk Management Strategy
    - Determine roles for volunteers
  - Develop consistent and adequate policies and procedures
- Develop a consistent set of position descriptions for volunteers
  - Improve the database management system
    - Develop the Recruitment Strategy
  - Develop marketing and promotional materials
- Enhance interviewing, screening, placement and orientation practices
- Delivery ongoing support to volunteer groups – as well as to festivals and municipal committees - and evaluate
- Develop and deliver training (leadership development and volunteer enhancement) – integral to ‘ongoing support to volunteers’
  - Develop consistent/complimentary recognition opportunities
    - Develop partnerships within the non-profit sector

**Co-ordinator of Volunteer Engagement – Corporate Level (by 2020)**

Two full-time positions  
To support volunteers engaged in all departments across the Municipality, Council committees, festivals, community events, etc.



# Appendix A:

## Assessment and Question Discussion Guide

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As part of the overall assessment of current volunteer engagement, Department of Leisure and Community Services and Whitchurch-Stouffville Public Library staff took part in a discussion that focused on the following questions. Notes taken at this session are included after each question.

### A.1 Understanding the Philosophy and Principles of Volunteer Engagement and the Role of Volunteers in the Delivery of Leisure and Related Programs

**Question 1: Are there articulated values about volunteers and about the utilization of volunteers? How does this impact in unionized environments? Is the union involved in the discussion about where volunteers will and will not be engaged?** (See the ‘values’ in the Canadian Code for Volunteer Involvement on page 9.)

- There are informal and unwritten values about volunteers: The Department has it within the vision but nothing written about values, where the opportunities might be. Strong staff support for the engagement of volunteers. They see volunteers as a means to enhance programs and grow recreation programs for the municipality. See also an opportunity to develop leadership support for volunteers such as youth, sports groups to help them sustain and build a volunteer base.
- The Museum has specific policies regarding use of volunteers from the Ministry of Culture that they use.
- Recreation staff are not unionized as the Parks staff are. Could have volunteers do maintenance but agreement that volunteers would not be engaged to replace paid staff positions but to enhance and expand work.
- Values, outcomes and philosophy are not articulated.

**Question 2: Is there a philosophy of volunteer involvement?**

- Acknowledge that it takes staff time and resources to engage volunteer successfully.
- Volunteers must be given valuable roles; real roles; meaningful.
- Need to get away from finding work for volunteers to seeing volunteers with experience and skills as a ‘pool’ for staff.
- See volunteers as part of a team to deliver services
- Enhance our service
- Want opportunities for volunteers not just create a project that is just for volunteers.
- Volunteers are the link to the community and ambassadors
- Recreation invites local sports groups to training offered when applicable and provides subsidized space for programs
- Boards: smaller community center boards /Committee of Council ; Advisory Council with Museum; Library Board – staff support all boards

- Political appointees on Museum and Library boards shows support for volunteer aspect of the work

**Question 3: Guiding Principles contained in the Canadian Code for Volunteer Involvement: How do Municipal staff feel about the principles?**

- Staff like the guiding principles especially a commitment to providing an infrastructure that supports volunteers. It takes time, money, space, resources to engage volunteers.

**Question 4: Does the Municipality itself have a philosophy about community-volunteer involvement?**

- The Municipality has an unofficial Mission Statement and Goals that embraces volunteers.
- Staff policies contain content with regard to working with volunteers?

The Public Library’s Mission Statement:

The Whitchurch-Stouffville Public Library serves the members of the public in their leisure, informational, and cultural quests and provides a community place for the sharing of their creativity, their joy of reading, and their life-long learning interests.

**A.2 Where are Volunteers Currently Engaged? Who and What Resources Support Them?**

<b>Program</b>	<b>Roles of volunteers and numbers</b>	<b>Staff</b>	<b>What support do volunteers get?</b>
Play Buddies in recreation programs to support special needs	Aquatics has 20 volunteers who do one on one with clients; trying to see if this pool of volunteers would help in other programs where clients need support.	Aquatics Supervisor whose role is expanded to include Play buddy supervisor	Training Position descriptions developed Handbook being developed Recognized volunteers at Council (currently done inconsistently) \$1/hour to use toward programs/leadership training Included in first round of interviews when hiring new staff
Museum	100 + volunteers Coop and high school students Special events	Shared staffing Program Co-ordinator tracks volunteers Curator contacts when	Training is job shadowing Volunteer Service awards

	Heritage costumes/exhibits Data entry Cataloging Doors Open Program	needed Dorie with board	Volunteer Manual Volunteer Appreciation dinner Volunteer 'attractions' card
Lebovic Centre for Arts and Entertainment	Event Planning – start up team advisory; going to board of management  Fundraising – ushering as future role; set up and technical crew		Position descriptions 1 page orientation sheet
Latcham Gallery	30 + Get grant from the Town		
Mayor's Youth Council	6-10 youth Events – Santa Parade; meetings; Haunted House; youth week; honouring November 11th	Leisure services staff and PT staff oversee and support the council	Ability to create activities/programs for youth funding is available reference letters offered for scholarship applications/job and university applications
Accessibility Advisory Council	Committee of Council Political representation	Representation from each department	
Ball /Soccer/Hockey /Figure Skating	Each sport has its own board and volunteers – 100+ We provide subsidized meeting/office space; logistics; promotion in brochure		In-kind support office space; registration space; ; events in the guide; some co-training extended
Aquatics	20 – supporting adaptive and assist instructors in special events	Aquatic program staff; 1 to 1 supervision Buddies Program	Package for volunteers with descriptions and training support PT Staff Provide certification to volunteers will provide reference letters when applicable Pizza party for

			adapted aquatic program and play buddies
Seniors Clubs	Silver Jubilee Club (50-100) Ballantrae Centre (6 members)		Space, maintenance; training; not meeting needs of seniors
Fitness – direct programs	1 volunteer adaptive gentle fitness Special events volunteers	Need to think about use of volunteers here. Timing of programs	Moving away from high school volunteers and coops Could use College level On the job experience and development
Special Events The first 2 listed are direct Town events	Strawberry Festival Music Mania (church) New Years Eve New Years Day Leve Winterfest Fire works Party in Park Santa C. Parade International Trails Day		Some seed funds Banner in guide Grant for Music event Advertize in guide
Churches	Lots of volunteers Churches are very established with big facilities and programs	Love Stouffville, group of volunteers from all local churches	
Horticulture? Parks or Community in Bloom	Society does this		Some seed funds
Youth	Churches have youth groups YMCA	Partnerships with Town for Special events	
Whistle Radio.com	New ; might develop into more volunteers		
Public Library	6 adults 4 books on wheels 40 children/youth summer reading program Book Sale Committee Chess club for youth 5 core group for sorting	Children’s services coordinator for summer reading program Shared model of staffing – staff train and support volunteers	Volunteer Service Awards Volunteer Application form

	6 Senior Sub Committee events with staff on committee Coop Seneca /job shadowing		
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### **A.3 Within the Department of Leisure and Community Services, which Staff Support Volunteers? Is There a Designated Manager of Volunteers?**

- There is no designated Manager of Volunteers.
- The staff within the area volunteers are working in would provide their support. It may be full time or key senior part time staff

### **A.4 Completion of Audit Sheets (see Appendix B)**

- Standard 1: Mission-Based Approach
- Standard 2: Human Resources
- Standard 3: Program Planning and Policies
- Standard 4: Program Administration
- Standard 5: Volunteer Assignments
- Standard 6: Recruitment
- Standard 7: Screening
- Standard 8: Orientation and Training
- Standard 9: Supervision
- Standard 10: Recognition
- Standard 11: Record Management
- Standard 12: Evaluation

### **A.5 Future /Potential of Volunteer Engagement**

**Question 1: What do staff believe the future of engagement is? What does engagement mean? Will volunteers support existing programs (like the buddies idea?); will staff support volunteers to set up own programs (community development model?); will staff provide support like training, volunteer management resources to existing community groups? Or a combination of services to support volunteers?**

- Recreation staff see that if they expanded programs they would have to do it with volunteers
- See the opportunity to provide more community development-like approach with sports groups, community based organizations where they might provide training, ideas, space etc continued.
- Need to better understand the demographics and cultural/diversity of the community. Is engaging volunteers feasible...attractive opportunities; capitalize on retirees/baby boomers?

- Library specific: Volunteers are not the answer to work at the library. Library does not have opportunities for volunteers but rather tasks. They are not actively seeking volunteers.

**Question 2: Where has interest in volunteer engagement come from? Is the community asking for support or asking to run recreation programs? Do staff see the ability to increase services with volunteer support?**

- Need to formalize, be consistent and this will help strengthen us to recruit volunteers.
- We have to maximize what we've got and do well
- Need resources to share and redirect.
- Library and Museum are stronger because they have some infrastructure.
- Volunteer opportunities are important for our youth engagement, to build our staffing pools and to provide positive initiatives for youth.
- There will be a strong need for a united approach to volunteers in Town. Many organizations and special events need volunteers and everyone is drawing from the same small pool. Existing volunteers will be burned out and there will be a need for a cooperative effort to recruit and train new volunteers.

**Question 3: Community Profile – what in the demographics might suggest strong support from volunteers in the delivery of recreation? (e.g., age, cultural diversity?)**

- Our community is growing and changing. For many this is the first house; young families interested in sport/commuter town.
- Older adults are organized in their own lives; often looking after grandchildren.
- Volunteers will be able to assist with more culturally diverse special events

**Question 4: What type of support is feasible from the staff? Is a dedicated Manager of Volunteers feasible - or a model where each staff person works with their own volunteers?**

- Recreation staff would like to see a dedicated Manager of Volunteers, but that doesn't look promising in the near future.
- See potential with : Youth Leadership and high schools – training youth about civic engagement
- See potential with – Mayors Youth Council – take project and develop skills and resume building
- Community Development approach to supporting new initiatives, providing more than space, some leadership training role; role of boards; meetings management etc.

**Question 5: Has the Municipality a champion for volunteerism? Have staff looked at the Municipal Toolkit? (Practical strategies to enhance municipal support for your volunteer program)**

- Sent staff the link for the Municipal Toolkit. No known champion.

# APPENDIX B:

## Organizational Standards Checklist Audit Results

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The following AUDIT sheets were used from Volunteer Canada's The Canadian Code of Volunteer Involvement to conduct an assessment of the current situation of volunteer engagement in the Department of Leisure Services for the Town of Whitchurch-Stouffville. Staff from the Department of Leisure Services and the Library took part in the both the assessment and in confirming the final information found in this appendix.

- Micole Ongman                      Manager Recreation, Department of Leisure Services
- Yorick Tong                           Aquatic Programmer
- Dorie Billich                           Manager, Culture and Museum Services
- Catherine Sword                      Adult Librarian
- Cathy Richardson                    Registration Clerk
- Barb Armstrong                      Fitness Supervisor
- Carolyn Nordheimer James        Chief Executive Officer, Public Library
- Catherine Sword                      Co-ordinator of Public Services

At this review session held on Wednesday November 25, 2009, each audit section was completed and notes taken. The results are found in these audit sheets and form the basis for conclusions on the state of current volunteer engagement practices in the Town of Whitchurch-Stouffville.

### Key Elements of a Volunteer Resources Program

The following summary chart is an overview called the Organizational Standards Checklist. It has been used to summarize the results from the audit sheets 1 to 12 that follow.

**Organizational Standards Checklist Chart**

**Figure B-1**

Elements of Volunteer Resources Management	Currently in Place to a Large Degree	Currently in Place to Some Degree	Not Currently Being Done	Not applicable or Not Relevant
<b>Written statement on role of volunteers in supporting or achieving the mission</b>			Although there are some elements in place this needs to be formally developed and stated/approved by Council.	
<b>Policies and Procedures for volunteer program</b>		Specific programs may have developed policies but some do not. Consistency is an issue.		
<b>A qualified person designated to manage the volunteer program</b>			The Library and Museum may have dedicated staff; each recreation staff are supporting their own volunteers. No one is designated for	

			overall volunteer efforts.	
<b>A volunteer Screening process which is communicated and consistent</b>		Parts of this process may be in place. Communication and consistency identified as issues.		
<b>Meaningful volunteer assignments reflecting a variety of opportunities</b>	Buddies Program as a good model.	To some extent although very task vs. opportunity focused. May limit what new volunteers are seeking. Library has stated that they will continue with task focus for current volunteers but are always seeking volunteers with the requisite skills for specific projects.		
<b>Volunteer recruitment and selection reaching out to diverse community sources</b>	When specific program focused recruitment has been realized - e.g., Buddies Program		If expansion of volunteer engagement, recruitment efforts will have to increase.	
<b>Orientation and training provided for all volunteer positions</b>	Good understanding of the importance of orientation for volunteers.		Training needs to be considered.	
<b>Appropriate supervision is provided with the ability of the volunteer to give and receive feedback</b>	Aquatics model in Buddies Program		If expanded use of volunteers, type and who supports volunteers will have to be developed.	
<b>Volunteers are welcomed and treated as valuable members of staff</b>	There is a strong sense of support from recreation staff that engaging volunteers is important to expansion of recreation and community outreach.	This is tied to philosophy and in some cases volunteers are seen as part of the team.		
<b>The contributions of volunteers are regularly acknowledged in formal and informal ways</b>	Contributions are informally acknowledged. W-S Public Library acknowledges volunteer contributions formally through the Province of Ontario	Consistency may be the challenge.		

	Volunteer Service Awards.			
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**Note any innovative approaches developed or challenges faced by your organization related to involving and managing volunteers.**

**Innovative Approaches**

1. Play Buddies is a model of engaging volunteers to support challenged members of the community who might otherwise not be able to take part in recreation programs. This group of volunteers provides one-to-one support.
2. Due to the history of the Museum, they may have more resources and practices developed for volunteers that could be shared as a base for creating a common set of forms, policies etc.
3. Leisure Services has a Volunteer Package to give out to anyone interested in volunteering. An Application, police check process and match to opportunity has been set up.

**Challenges**

1. Development of an overall Philosophy of Volunteerism that is approved and implemented to guide the development of best practices in engaging volunteers in recreation programs.
2. Determining the role of volunteers in recreation service delivery.
3. Development of policies and procedures applied consistently across programs.
4. Development of forms needed to support volunteer engagement such as volunteer opportunity descriptions; application process; brochures; handbooks.
5. Communication of volunteer roles, policies & procedures to staff and volunteers.
6. Development of a staffing model to support volunteers across all programs and departments.
7. Central database with volunteer information, activities, length of time served does not exist currently but should
8. Volunteer recognition needs to be consistent at a high level for overall town recognition, but can remain different informally, program specific

**AUDIT SHEET: Standard 1 – Mission-based Approach**

**Figure B-2**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
<b>The Municipality adopts a statement declaring the vital role of volunteers in achieving the organization’s mission.</b>		Staff indicated that volunteers are mentioned in the Mission Statement. Attach copy.	A more in-depth statement could be created linking volunteers to outcomes and help in achieving goals within the Leisure Services Department.	
<b>The organization’s planning process incorporates volunteer involvement.</b>		A public consultation process is used by the Municipality for many things.		
<b>The Municipality has approved the overall goals for volunteer involvement.</b>			There are no goals for involvement at this time	
<b>A budget is allocated for volunteer involvement.</b>		Although funds are used to support volunteers an actual budget per se is not set. Funds are hidden within other lines of expenditures.		
<b>Adequate space and equipment are allocated for volunteers to perform their assignments.</b>			Some space and equipment determined by staff.	
<b>Appropriate insurance is purchased to minimize volunteer liability.</b>			Volunteers are covered under staff in some areas, and under town general liability insurance for others (same as how participants are covered); schools cover student volunteers; accident insurance does not exist.	
<b>Volunteer involvement goals are evaluated regularly by the Municipality</b>			There are no corporate goals for involvement at this time, but there are program specific goals	

**Notes on innovative approaches or challenges faced by your organization/department related to the role of volunteers in assisting the Municipality achieve its mission or purpose:**

1. Leisure Buddies Program is going to be the most positive aspect of volunteer involvement.
2. Will need to develop support at the Municipal level/Council endorsement for all programs involving volunteers to be successful, supportive and allocate resources dedicated to support volunteer initiatives.

**AUDIT SHEET: Standard 2 – Human Resources**

**Figure B-3**

Elements of Volunteer Resources Management	Currently in Place to a Large Degree	Currently in Place to Some Degree	Not Currently Being Done	Not applicable or Not Relevant
Staff is given training and recognition to work effectively with volunteers		The Aquatics Program has trained their staff to work with volunteers. This was own initiative not done across the board. Aquatic and program volunteers train with staff whenever possible. Roles are discussed for both staff and volunteers		
Input from volunteers is welcomed and solicited for the organization’s planning and evaluation			Done to some degree in specific units but not a corporate level. Focus groups were dropped.	
Volunteers are encouraged to grow within the organization		Aquatics – many volunteers become paid staff; Museum program has also hired volunteers when paid positions come up. . Camp and mayors youth council volunteers often become public skate staff, program staff		
Volunteers are included as equal members of the team			Done to some degree in specific units but not a corporate level. There are some teams.	

**Notes on innovative approaches or challenges faced by your organization/department related to the way volunteers are welcomed and treated as valued and integral members of the organization’s human resources team.**

1. HR Department is new to Whitchurch–Stouffville. Just starting to work with them around staff hiring. HR does not currently have any involvement with volunteers other than possibly volunteers on council committees
2. No central registry of volunteers in the Municipality. The York North Community Information and Volunteer Data Base exists.
3. Museum has a data base program for their volunteers. Would need a program that includes all volunteers for the Municipality.

**AUDIT SHEET: Standard 3 – Program Planning and Policies**

**Figure B-4**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
<b>The organization’s planning process incorporates volunteer involvement</b>			NO	
<b>The Municipality has approved the overall goals for volunteer involvement</b>			NO	
<b>Governance and operational policies are in place, reviewed regularly and incorporate volunteer involvement practices</b>		Screening (HR Practices) used for volunteers but in need of updating. Code of Conduct same Volunteer Policy with Museum and Library.		
<b>Policies and procedures are followed consistently and equitably</b>		Each unit or program may have policy but not under the whole Municipality.		
<b>Policies and procedures are consistent with national and provincial Human Rights Codes, the Freedom of Information and Protection of Privacy Act, and provincial employment standards legislation.</b>	What we have is consistent.			

**Comments on innovative approaches or challenges faced by your organization in developing and integrating policies and procedures related to involving volunteers in your organization.**

1. Leisure services needs to coordinate policies and procedures related to all programs/volunteers within their programs.
2. Consistency and communications are issues.

**Comments on the role of manager of volunteers and the innovative approaches or challenges faced by your organization related to involving and managing volunteers.**

1. Currently there is no designated person as Manager of Volunteers. Each Leisure Services staff works with their own volunteers. Consistency for all aspects is important.

**AUDIT SHEET: Standard 4 – Program Administration**

**Figure B-5**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
<b>The designated person has an appropriate level of education and experience to manage the volunteer program</b>		Due to the history of the Museum and the Library, staff are designated to work with volunteers have had more training.	Again Aquatics may have more training due to self initiative and Buddies Program.	
<b>A written job description for the designated person is developed and reviewed regularly</b>		Role of volunteer manager is defined in the Museum and Library. Done informally with program supervisors associated with volunteers for aquatics and camp programs		
<b>The designated person is a member of the management or administrative team or key leadership volunteer</b>	Yes. In Library and Museum.	Mayors Youth Council - it is FT staff member	Programs/aquatics it is the pt program supervisor	
<b>The designated person works collaboratively with staff, the local Volunteer Centre and other organizations to encourage the effectiveness of the volunteer program.</b>		Yes for the Mayors Youth Council	NO	
<b>Professional development opportunities are provided on a regular basis.</b>			NO	

The performance of the designated person is reviewed regularly and includes feedback from both staff and volunteers.			Informally may occur.	
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**Provide comments on innovative approaches or challenges faced by your organization related to the identification of a designated person and systems to support volunteer involvement.**

1. Time and resources are issues around having a designated person assigned to manage volunteers.
2. Where we have focused our efforts like the Leisure Buddies Program it has been very successful as a model for us.

**AUDIT SHEET: Standard 5 – Volunteer Assignments**

**Figure B-6**

Elements of Volunteer Resources Management	Currently in Place to a Large Degree	Currently in Place to Some Degree	Not Currently Being Done	Not applicable or Not Relevant
Volunteers and staff (and unions) are consulted when developing new assignments.		Museum and Library do this to some degree.		
Volunteer assignments have written descriptions that include duties, responsibilities, skills needed, time required and benefits.		Depends on role of volunteer. Set up a generic description that could be repeated. May not represent unique positions.		
Volunteer assignments are developed to reflect the needs of the organization and the needs of volunteers.		We have to put the needs of the organization first but not sure we have always done this. Often might find work if volunteer comes to us.		
Volunteer assignments are reviewed periodically with staff, volunteers (and unions) to ensure relevance and value.		Done with camp, mayors youth council and play buddies volunteers along same lines as staff evaluations. Informally reviewed ongoing by direct supervisor	In-between scoring to some degree/not done. If volunteer work is task focused such as an event it is evaluated related to the event.	
Volunteers with special	YES			

requirements and challenges can become involved with the organization.				
The level of risk is assessed and minimized for all volunteer assignments.		Risk assessment is done informally.		

**Innovative approaches employed or challenges faced by your organization.**

1. Volunteers with special requirements are welcomed to participate but in lieu of formalized job descriptions, it can be difficult to place someone asking for an opportunity in general.

**AUDIT SHEET: Standard 6 – Recruitment**

**Figure B-7**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
Recruitment messages are realistic and clear about the volunteer assignment expectations.	YES			
Various techniques are used to recruit volunteers.	Use a wide variety like brochures; high schools; displays; web site if we are actively recruiting.			
Recruitment messages advise that screening procedures are in place.			NO	
Genuine effort is made to recruit and select volunteers from a broad range of backgrounds and experiences to represent the community served by the organization			NO	
Selection of volunteers is based on actual requirements and predetermined screening measures.	Museum and Library select based on more focus on task.  Aquatics Buddies program	Depends on the opportunity.		

Provide comments on innovative approaches employed or challenges faced by your organization when recruiting volunteers with diverse skills and abilities to your organization.

**AUDIT SHEET: Standard 7 – Screening**

**Figure B-8**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
Screening is considered to be an essential process that continues throughout the volunteer’s involvement with the organization.		Library will redo screening if the volunteer changes positions.	Do screening at the beginning but we are not consistent.	
Policies relating to screening practices are developed, adopted and clearly communicated to staff and volunteers.		YES to positions that require screening  Communication issues to be consistent.	Screening procedures need to be updated	
All volunteer assignments are assessed for level of risk.			Only done informally.	
Appropriate screening tools are used according to the level of risk of the assignment.	YES			
Screening practices are delivered consistently with no exceptions made for certain individuals.		YES		

Provide comments on innovative approaches employed or challenges faced by your organization when developing strategies to screen volunteers.

1. Strong concern that paid staff do not get screened for hiring - e.g., police checks. It is challenging then to have volunteers screened if staff are not.
2. Consistency between programs/departments is critical.
3. Communication of policies/procedures is critical for all staff and volunteers.

**AUDIT SHEET: Standard 8 – Orientation and Training**

**Figure B-9**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
Volunteers receive information on the history, mission and structure of the organization.	YES			
Volunteers receive information on the policies and procedures that relate to their assignment.	YES			
Volunteers are given adequate training for performing their assignment without putting themselves or others at risk.	YES			
Volunteers are informed of the boundaries and limits of their assignment.	YES			
Volunteers have ongoing training opportunities to upgrade their skills and to learn of changes in the organization.			NO	

Provide comments on innovative approaches employed or challenges faced by your organization when orienting and training volunteers.

**AUDIT SHEET: Standard 9 – Supervision**

**Figure B-10**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
The complexity and risk of each assignment determines the level of supervision.			Not formally done.	
Volunteers are assigned and introduced to their supervisor at commencement of their assignment.	YES			

<b>The performance of volunteers is evaluated regularly.</b>	YES for aquatics and camp		NO for Library and Museum - do this informally. Boards	
<b>Random spot checks with volunteers and clients are used to check in on volunteer performance.</b>		YES for aquatics and camp	Some informal checking in.	
<b>Volunteers are given and encouraged to use mechanisms for providing input to the organization.</b>	YES			
<b>Situations requiring reprimand and dismissal follow policies and procedures fairly and consistently while respecting the safety and dignity of all concerned.</b>		Would use HR Department in this situation.		

**Provide comments on innovative approaches employed or challenges faced by the organization when supervising volunteers.**

**AUDIT SHEET: Standard 10 – Recognition**

**Figure B-11**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
<b>Senior management publicly acknowledges the efforts of volunteers.</b>	YES with Library and Council Committees	Middle management to some degree		
<b>Formal methods of recognition are delivered consistently.</b>		Done in each area/silo but not consistent laterally.  Only Town-appointed committees have volunteer recognition event  Library does not annually recognize volunteers in a special event. Uses		

		the Province of Ontario Volunteer Service Awards for formal recognition.  Museum does its own event.		
<b>Informal methods of recognition are delivered in a timely and appropriate manner.</b>	YES			

**Provide comments on innovative approaches employed or challenges faced by your organization when recognizing volunteers for their contributions to your organization.**

1. Recreation volunteers can earn \$1 per volunteer hour to be used towards programs within the Department which include training for positions (i.e. lifeguard training, first aid training)

**AUDIT SHEET: Standard 11 – Record Management**

**Figure B-12**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
<b>Records are kept for each volunteer using a confidential, secure system respecting the privacy of personal information.</b>	Records are kept but not in central location. Retention by-law and freedom of information acts apply.			
<b>Statistical information about the volunteer program is regularly shared with staff and volunteers in the organization.</b>		By event or department not overall for Leisure Services totals.		
<b>With appropriate agreement, testimonials about volunteer involvement are shared within the organization to promote volunteer involvement.</b>	YES			
<b>The organization keeps informed of new legislation, Human Rights Codes and other</b>	YES			

relevant guidelines for record management, privacy and confidentiality practices.				
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**Provide comments on innovative approaches employed or challenges faced by your organization in keeping records related to the volunteer program.**

1. Leisure Services needs consistent volunteer forms and tracking sheets and centralized records. The Museum has a data base program that could be examined for applicability to other programs.

**AUDIT SHEET: Standard 12 – Evaluation**

**Figure B-13**

<b>Elements of Volunteer Resources Management</b>	<b>Currently in Place to a Large Degree</b>	<b>Currently in Place to Some Degree</b>	<b>Not Currently Being Done</b>	<b>Not applicable or Not Relevant</b>
<b>Performance goals are established annually for the volunteer program.</b>		Are in place for programs depending on volunteers to run, such as Mayor’s Youth Council, camp, play buddies	Goals are usually buried in the goals set for the event.	
<b>Achievement of performance goals is assessed on an annual basis.</b>		Yes for above	NO	
<b>Volunteer involvement goals are evaluated regularly by the Department/ Municipality.</b>			NO	
<b>Opportunities exist for volunteers to give feedback to the organization about their involvement.</b>	Informal opportunities exist.			

**Provide comments on innovative approaches employed or challenges faced by your organization when evaluating the volunteer program and volunteer involvement.**

**APPENDIX C**

**City of Hamilton Policy and Position Description**

**Volunteer Management**

**Policy and Procedure Manual**  
**City of Hamilton Community Services Department**

<b>Chapter</b>	07	Volunteer Management	07-01-01
<b>Section</b>	01	Introduction	
<b>Subject</b>	01	Volunteer Management Philosophy and Policy Framework	2006-09-25
<b>Approved by:</b>	Department Management Team - 2006-12-18		

**Intent**

The Community Services Department acknowledges that volunteers are a vital human resource. Volunteers contribute to the overall sustainability of their individual communities and to the effective delivery of municipal programs and services.

By establishing a Volunteer Program, the Department demonstrates their philosophical belief that:

- Volunteers enhance service provision by increasing the potential scope, quality, accessibility, availability, and affordability of programs, services and opportunities to Hamilton residents
- Volunteers contribute to the sense of community pride and ownership, and can provide opportunities for personal growth, skill development, social interaction and enjoyment for clients and volunteers
- Volunteers are a valuable and integral community resource, requiring and warranting appropriate volunteer management practices

**Policy**

The Department has adopted the overall volunteer management philosophy and policy framework of the Canadian Code for Volunteer Involvement as a guide to the development of the department's Volunteer Management policies and procedures. Adopting this framework ensures a positive, productive and fulfilling experience for the volunteer, while providing safe and worthwhile services to program participants and the community.

Volunteers will be bound by the Policies and Procedures of the City of Hamilton, the Community Services Department, and the operating programs where they are relevant to their role and the service they are providing. All volunteers will adhere to applicable workplace health and safety policies and procedures. The Department will develop policies and procedures to address issues related to volunteers that are not covered in existing City or department policies.

Volunteer placements will respect the various collective agreements between the City of Hamilton and its employees. Volunteers will not displace employees.

Effective volunteer involvement is everyone's responsibility.

## Procedure

- |                                 |  |
|---------------------------------|--|
| Volunteer Management Specialist | <ul style="list-style-type: none"><li>○ Develop Volunteer Management policies and procedures for Department Management Team approval</li><li>○ Provide consultation and training for Volunteer Program Supervisors</li></ul> |
| Volunteer Program Supervisor    | <ul style="list-style-type: none"><li>○ Abide by approved policies and procedures when engaging volunteers</li><li>○ Consult with Volunteer Management Specialist as appropriate</li></ul>                                   |

## Definitions

The following definitions are used throughout the Volunteer Management policies and procedures,

***A Volunteer:***

A Volunteer offers his or her time and skills to a community while receiving no monetary benefit for this involvement.

***Volunteering:***

Volunteering is the most fundamental act of citizenship and philanthropy in our society. It is offering time, energy and skills of one's own free will (Making a Case for Volunteer Centres, Volunteer Ontario 1996)

***Volunteer Program Supervisor:***

Community Services staff that supervise volunteers directly or supervise the staff who work with volunteers

***Volunteer Management Specialist:***

Community Services staff that develops and maintains policies, procedures and materials that support a comprehensive Volunteer program across the Department

## References

- Canadian Code for Volunteer Involvement, Volunteer Canada, 2006
- Making a Case for Volunteer Centres, Volunteer Ontario 1996

## Resources

N/A

## History

Written by: Emanuela Gennaccaro Ducharme, Volunteer Management Specialist, Strategic Services Division

Approved by DMT 2006/12/18

## CITY OF HAMILTON

### **PUBLIC HEALTH & COMMUNITY SERVICES DEPARTMENT (STRATEGIC SERVICES – VOLUNTEER DEVELOPMENT – LOCATION – 1 HUGHSON ST. N.)**

### **VOLUNTEER MANAGEMENT SPECIALIST – CUPE 5167 (INSIDE WORKGROUP) (1 PERMANENT FULL TIME POSITION)**

#### **SUMMARY OF DUTIES**

Reporting to the Manager of Strategic Planning and Continuous Improvement, the Volunteer Management Specialist is responsible for developing and maintaining policies, procedures and materials that support a comprehensive Volunteer Program across the divisions of the department. The Specialist will keep current on legislative and industry standards related to the effective and responsible use of volunteers. They will provide in-house expertise to programs utilizing volunteers in areas that include volunteer needs assessment, position risk evaluation, development of screening criteria, volunteer recruitment, volunteer training, volunteer performance evaluation, and volunteer recognition. The Specialist will support and work closely with volunteer managers and coordinators to effectively implement the policies developed, and maintain working relationships with key contacts in other City departments and outside agencies where interaction is required.

#### **GENERAL DUTIES**

Identify overall standards and key values to guide the volunteer program.

Develop departmental volunteer policies and procedures through consultation, negotiation, researching and analyzing policy options, drafting policy recommendations for approval. Once adopted, provide training and consultation support; monitor and evaluate policy implementation.

Develop and provide leadership in implementation of a consistent department wide screening process consistent with the Canadian Code for Volunteer Involvement, Volunteer Canada, and federal and provincial standards.

Develop and provide leadership in the implementation of volunteer processes to ensure legislative compliance and responsible practices across the department.

Identify, design and deliver on-going training programs and support tools that instruct and support volunteer program managers in areas including volunteer role definition, role risk evaluation, development and implementation of role appropriate screening procedures, recruitment, volunteer evaluation and recognition.

Establish criteria and standards for the department volunteer database to ensure information management practices meet privacy requirements while supporting effective volunteer screening, placement and recognition practices.

Serve as a subject matter expert to inform or assist volunteer managers or senior management in issue resolution of volunteer related matters.

Plan and implement appropriate volunteer retention and recognition strategies.

Evaluate the overall effectiveness of the volunteer program through developing measurable goals and criteria for evaluation. Implement appropriate evaluation tools including surveys, and report on activities annually.

Proactively research trends and issues related to volunteer management. Prepare reports for consideration of division and department management. Implement new ideas for program enhancement or expansion.

Act as department's representative for volunteer programs through public and volunteer professional associations. Strengthen the City's affiliation with local community resources.

Work collaboratively with volunteer managers and the Health & Safety staff to ensure volunteer position assessment includes consideration for Health and Safety risks, and that position appropriate personal and workplace safety training is provided.

Participate in task forces, committees or corporate initiatives as required.

Work within a departmental budget for the department volunteer program.

Perform other duties as assigned which are directly related to the major responsibilities of the job.

## **QUALIFICATIONS**

1. Demonstrated knowledge of the theories and principles of Volunteer Management normally acquired by the completion of a Community College diploma in Volunteer Management or related field, or equivalent combination of related experience and education. Experience in a unionized public or private sector organization is an asset.
2. Experience in program planning; project management, program co-ordination and program evaluation related to volunteers.
3. Proven consultation skills across several levels within the organization, which demonstrates an ability to apply a broad perspective requiring an integrated knowledge of volunteer management and the diverse business needs and risks that exist across different areas of the department.
4. A thorough knowledge of volunteer related legislation, contractual obligations and sound risk management practices.
5. Demonstrated written and verbal communication skills, interpersonal skills, facilitation skills and presentation skills.
6. Excellent organizational skills and ability to work independently.
7. Ability to exercise discretion, judgement and work with a degree of autonomy.

8. Experience in a computerized work environment. Working knowledge of Word, Excel, Outlook, PowerPoint.
9. Certification or eligibility for certification with PAVR-O is an asset.

**SALARY:**

**Salary Grade 23**

\$27.57 - \$28.82 - \$30.75 - \$31.33 per hour

**This is a newly created position. The salary grade assigned to this position will be re-evaluated within six months of the filling of this position.**

# **APPENDIX D**

## **Community Survey**

Insert Survey

Insert Survey

Insert Survey

Insert Survey

Insert Survey

# **APPENDIX E**

## **Community Survey Results**

Insert Survey Results

Insert Survey Results