Agenda – Executive Policy Committee – July 6, 2016

REPORTS

Item No. 2 Web-based Central System for Community Centre Volunteers/Community Centre Volunteer Recognition/Online Cultural Sensitivity Training Program

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That the Executive Policy Committee approve the Public Service and General Council of Winnipeg Community Centres to work collaboratively with up to six Community Centres in order to pilot Option 1 - Freeware Volunteer Management System in order to make scheduling, tracking, and communicating with volunteers easier.

2. That the Executive Policy Committee approve a $100 City of Winnipeg healthy living recreation facility/Leisure Guide program credit incentive program to be awarded annually to two Community Centre volunteers from each Community Centre that meet pre-established recognition criteria; subject to:

    a. the Public Service and General Council of Winnipeg Community Centres working collaboratively in order to develop easy-to-administer and measureable award recognition criteria for each Community Centre; and

    b. the cost of the $100 City of Winnipeg healthy living recreation facility/Leisure Guide program credit incentive program be funded from existing Community Services Department operating budgets.

3. That the Executive Policy Committee approve the Public Service and GCWCC to work collaboratively with the Broadway Neighbourhood Centre Inc., Just TV program in order to produce an online inclusivity and cultural sensitivity training video that targets Community Centre volunteers and captures Winnipeg's unique and rich cultural diversity; and

    a. that the cost of the video production be absorbed from within the existing Community Services Department's 2016 operating budget.

4. That the Executive Policy Committee approve the Public Service and GCWCC to work collaboratively with Volunteer Manitoba in order to enhance Community Centre volunteer recruitment, training, and retention by:

a. developing a Community Centre recruitment listing filter at volunteermanitoba.ca;

b. raising awareness with Community Centre Boards regarding the benefits of participating at Volunteer Manitoba's volunteermantoba.ca. recruitment site;

c. conducting a recruitment, selection, retention, volunteer appreciation, performance, working with special populations, etc. training seminar for Community Centre Board members; and

d. that the one-time cost of doing the aforementioned is $4,000 and that it be cost shared equally and absorbed by the Public Service and GCWCC within the existing 2016 Community Services Department operating budget and the 2016 General Council of Winnipeg Community Centre operating grant from the City of Winnipeg.

5. That the Proper Officers of the City and the General Council of Winnipeg Community Centres be authorized to do all things necessary to implement the intent of the foregoing.

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On June 8, 2016, the Executive Policy Committee granted an extension of time of 30 days for the Winnipeg Public Service to report back on the matter.

On April 13, 2016, the Executive Policy Committee received the recommendation of the Winnipeg Public Service as information. Further, Executive Policy Committee directed:

1. That the Winnipeg Public Service be directed to work with all volunteer groups utilizing a web-based volunteer system, such as those used by Volunteer Manitoba, to develop a customized web-based volunteer program for City of Winnipeg facilities that makes scheduling and communicating to volunteers easier.

2. That a "credit" incentive program be developed to thank volunteers for donating their valuable time to the community.

3. That an online training program be developed for volunteers regarding inclusivity and cultural sensitivity while serving the diverse community through City facilities.

4. That the Winnipeg Public Service report back with options for implementation of the above for the meeting of the Executive Policy Committee on June 8, 2016.

ADMINISTRATIVE REPORT

Title: **Web-based Central System for Community Centre Volunteers/Community Centre Volunteer Recognition/Online Cultural Sensitivity Training Program**

Critical Path: **Executive Policy Committee**

AUTHORIZATION

Author	Department Head	CFO	CAO
P. de Graaf C. Caron	C. Wightman	M. Ruta	D. McNeil

RECOMMENDATIONS

1. That the Executive Policy Committee approve the Public Service and General Council of Winnipeg Community Centres to work collaboratively with up to six Community Centres in order to pilot Option 1 - Freeware Volunteer Management System in order to make scheduling, tracking, and communicating with volunteers easier.

2. That the Executive Policy Committee approve a $100 City of Winnipeg healthy living recreation facility/Leisure Guide program credit incentive program to be awarded annually to two Community Centre volunteers from each Community Centre that meet pre-established recognition criteria; subject to:

    a. the Public Service and General Council of Winnipeg Community Centres working collaboratively in order to develop easy-to-administer and measureable award recognition criteria for each Community Centre; and

    b. the cost of the $100 City of Winnipeg healthy living recreation facility/Leisure Guide program credit incentive program be funded from existing Community Services Department operating budgets.

3. That the Executive Policy Committee approve the Public Service and GCWCC to work collaboratively with the Broadway Neighbourhood Centre Inc., Just TV program in order to produce an online inclusivity and cultural sensitivity training video that targets Community Centre volunteers and captures Winnipeg's unique and rich cultural diversity; and

    a. that the cost of the video production be absorbed from within the existing Community Services Department's 2016 operating budget.

4. That the Executive Policy Committee approve the Public Service and GCWCC to work collaboratively with Volunteer Manitoba in order to enhance Community Centre volunteer recruitment, training, and retention by:

    a. developing a Community Centre recruitment listing filter at volunteermanitoba.ca;

    b. raising awareness with Community Centre Boards regarding the benefits of participating at Volunteer Manitoba's volunteermantoba.ca. recruitment site;

    c. conducting a recruitment, selection, retention, volunteer appreciation, performance, working with special populations, etc. training seminar for Community Centre Board members; and

    d. that the one-time cost of doing the aforementioned is $4,000 and that it be cost shared equally and absorbed by the Public Service and GCWCC within the existing 2016 Community Services Department operating budget and the 2016 General Council of Winnipeg Community Centre operating grant from the City of Winnipeg.

5. That the Proper Officers of the City and the General Council of Winnipeg Community Centres be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

On December 3, 2014 the Executive Policy Committee directed:

1. The Winnipeg Public Service to consult with the General Council of Winnipeg Committee Centres to explore the costs and feasibility of creating a web-based solution that will provide all the coordination tools to bring volunteers into a central system that makes scheduling and communicating with volunteers easier, and report back to the appropriate Committee of Council in 180 days.

On April 13, 2016 the Executive Policy Committee directed:

1. That the Winnipeg Public Service be directed to work with all volunteer groups utilizing a web-based volunteer system, such as those used by Volunteer Manitoba, to develop a customized web-based volunteer program for City of Winnipeg facilities that makes scheduling and communicating to volunteers easier.

2. That a "credit" incentive program be developed to thank volunteers for donating their valuable time to the community.

3. That an online training program be developed for volunteers regarding inclusivity and cultural sensitivity while serving the diverse community through City facilities.

4. That the Winnipeg Public Service report back with options for implementation of the above for the meeting of the Executive Policy Committee on June 8, 2016.

EXECUTIVE SUMMARY

There are currently 63 Community Centres in Winnipeg that are run by volunteer Boards. Furthermore, thousands of Winnipeg volunteers contribute their time to sport and recreation programming, maintenance, fundraising activities, administration, etc. at their neighbourhood Community Centres. In 2015, there were 17,389 volunteers who gave 1,223,147 hours of their time to Community Centres.

Working collaboratively, the Public Service has consulted with the General Council of Winnipeg Community Centres (GCWCC), Volunteer Manitoba, and the Broadway Neighbourhood Centre Inc. Just TV program. Considerable online research regarding web-based volunteer management systems and cultural sensitivity videos has also been conducted. Furthermore, the Public Service has sent the attached Community Centre volunteer survey (see Appendix 1) to Community Centre Board Members/representatives. The purpose of this survey is to further define web-based system requirements, online cultural sensitivity content for videos, volunteer training, and bulk purchasing efficiency opportunities.

Web-Based Volunteer Management System

The Public Service has identified four available options for non-mandatory web-based Volunteer Management software. These options include a freeware system, an unintegrated system, an integrated system and an in-house developed system. All of the options provide functionality for the administrators and programmers to create and staff volunteer opportunities and for volunteers to have online access to register and schedule hours.

After review of the four options, the Public Service is recommending to pilot Option 1 – Freeware Volunteer Management System with up to 6 Community Centres. This option allows for the most flexibility for Community Centres and the quickest implementation time beginning as early as September, 2016.

The obvious advantage of this system is there are no associated costs to bring all of the 63 Community Centres on-line and there are also no associated support and maintenance costs.

In other options, the costing is based on the number of Community Centre participating. Based on the preliminary system requirements (see Appendix 2), the freeware would meet most if not all of the requirements.

The Public Service will be responsible for stakeholder meetings, data analysis, and establishing system requirements, which would take approximately 22 working days. After this process is completed, a Freeware software solution that meets stakeholder requirements will be recommended to Community Centre Boards. Implementation could begin as early as September 2016 depending upon Community Centre availability. The implementation, training and support for the system would be managed at the Community Centre level.

Volunteer Incentive Program

In order to enhance Community Centre volunteer appreciation, the Public Service is recommending that Council approve a $100 City of Winnipeg healthy living recreation facility/Leisure Guide program credit for Community Centre volunteers. Working collaboratively, the Public Service and GCWCC will develop measureable and easy-to-administer criteria. Based on these criteria, each Community Centre will be entitled to award two volunteers the $100 program credit annually. This system will be developed by September 2016 and all costs will be absorbed within the existing Community Services Department's budget.

Online Inclusivity and Cultural Sensitivity Training Program for Community Centre Volunteers

The Public Service and GCWCC will partner with Just TV of the Broadway Neighbourhood Centre Inc. (see Appendix 2) in order to develop a Winnipeg-made online cultural sensitivity training video for all Community Centre volunteers. This multi-media production will focus on Winnipeg's unique and rich cultural diversity, Indigenous Peoples, newcomers, diversity, inclusivity, cultural sensitivity, and stories. Production will be completed in September of 2016 and is projected to cost $5,000. All costs will be absorbed within the 2016 Community Services Department's budget.

Web-Based Recruitment Enhancement and Training with Volunteer Manitoba

In order to help enhance Community Centre volunteer recruitment and training, the Public Service and GCWCC are recommending the development of a Community Centre recruitment listing filter at volunteermanitoba.ca. and for Volunteer Manitoba to conduct a volunteer management training seminar on recruitment, selection, retention, etc. for Community Centre Board members. Total one-time costs for both of these initiatives for implementation September of 2016 is $4,000. These initiatives will be cost shared equally by the Public Service and GCWCC and absorbed within 2016 approved budgets.

IMPLICATIONS OF THE RECOMMENDATIONS

Web-Based Volunteer Management System

The implementation of a pilot Volunteer Management system Option 1 – Freeware Volunteer Management System will allow for Community Centre administrators and programmers to create and staff volunteer opportunities and for volunteers to have online access to register and schedule hours. Each Community Centre would be given the opportunity to participate in the program if they chose to do so. This option would require no financial support for the software and there would be no financial support required for system administration services.

If after implementation further investigation shows there are gaps in the requirements, a report for additional mill-rate support from Community Services would be submitted to fund further enhancements which could range from $240 - $1,000 annually if purchased on an individual basis. To better manage these costs the vendor would be asked to provide volume discounts.

Implementation could begin as early as September 2016 depending upon Community Centre availability.

Volunteer Incentive Program

The $100 City of Winnipeg healthy living recreation facility/ Leisure Guide program credit for Community Centre volunteer award recipients would help to further enhance appreciation of our Community Centre volunteers. This system will be developed by September 2016. All costs of this program will be absorbed within the Community Services Department's budget.

Online Inclusivity and Cultural Sensitivity Training Program for Community Centre Volunteers

The implementation of a Winnipeg-made online cultural sensitivity video that captures Winnipeg's unique and rich cultural diversity will enhance awareness and help to build cultural bridges. This system will be developed by September 2016 and all costs of production (i.e., approximately $5,000) will be absorbed within the existing 2016 Community Services Department's budget.

Web-Based Recruitment Enhancement and Training with Volunteer Manitoba

The implementation of a web-based Community Centre recruitment listing filter at volunteermb.ca will help to increase Community Centre volunteer recruitment. Volunteer management training by Volunteer Manitoba will enhance Community Centre Board members recruitment, selection, retention, etc. skills. Total one-time costs for both of these initiatives for implementation this September is $4,000. These initiatives will be equally cost shared by the Public Service and GCWCC and absorbed within the 2016 approved budgets.

HISTORY/DISCUSSION

The Community Centre volunteer model has been in place since the 1950's. The GCWCC was formed in 1972, wherein volunteers and City staff played various roles in Community Centre operations. There are currently 63 Community Centres in Winnipeg. Each Community Centre Board is operated by a voluntary Board of Directors. Community Centres are organized into five districts that align with the City's five Community Committees. Each Community Centre District Board meets monthly. District Board members also attend monthly GCWCC Board meetings.

Significant volunteer support is required to run the majority of Community Centre programming and operations.

A number of Community Centres struggle with accessing and retaining volunteers. The main source of volunteer participation comes from parental involvement where the family is involved with the Centre through sports and other programming.

Many Community Centres have a link on their website for the recruitment of volunteers, and many volunteers are recruited by the catch phrase "if there is no coach, there is no team". Some Community Centres utilize the Volunteer Manitoba website to advertise for the recruitment of volunteers. Although there have been examples of when a volunteer may take their passion to

another Centre, over 99% of Board volunteers are volunteering within their own Community Centre catchment boundaries.

In 2015, there were 17,389 volunteers who gave 1,223,147 hours of their time to Community Centres.

On April 13, 2016, the Executive Policy Committee received as information the Central Systems for Scheduling of Community Centre Volunteers/Scan of Community Centre Recognition report submitted by the Public Service.

Web-Based Volunteer Management System

It is recommended that a Volunteer Management System be selected to manage the high number of Community Centres and volunteers based on the preliminary system requirements identified in Appendix 1. The system would allow for Community Centre administrators and programmers to create and staff volunteer opportunities and the volunteers would have online access to register and schedule hours.

Various systems have been reviewed including: Volgistics, eCoordinator by Samaritan Technologies, Congran, VolunteerSpot, Better Impact, Sumac, VolunteerLocal, and Cervis. Each of these systems have some different and some similar options available and depending on the results of the system requirement analysis, further investigation will be conducted to select the most efficient and effective system for Community Centres. Some of the system features available are:

- tracking of volunteer information such as contact information, skills, hours and availability;
- on-line self-registration and scheduling of hours for volunteers;
- automated communications between volunteers and staff;
- matching of volunteers with opportunities, based on their qualifications and interests; and
- reporting on volunteer information such as skills, hours worked, job, location, etc.

Option 1 – Freeware Volunteer Management System

- No financial impact to the City of Winnipeg for the freeware systems.

This option would be a freeware system managed solely at the Community Centre level. Freeware software is defined as programming that is offered at no cost. No request for proposal process is required under this option.

Based on Community Centre requirements, a system would be recommended for the Centres. This would give each Community Centre room for customization and at the same time would provide consistency in such areas as reporting between Centres.

For this type of system, the Community Centres would be responsible for implementation and support of the system. This model would allow for a quick implementation time if multiple Centres are available to be brought on-line at the same time.

The timelines for the initial planning phase would take approximately 22 working days and would include conducting Stakeholder meetings, data analysis, establishing system requirements, and a recommendation to Community Centre Boards. Once this phase is complete the Community Centres would be responsible for the scheduling and implementation of the system.

This is freeware software so there is no associated cost for the basic software. Most, if not all freeware, does have the option to upgrade to enhanced features. If after implementation further investigation shows there are gaps in the requirements a report for additional mill-rate support from Community Services would be submitted to fund further enhancements which can range from $240 - $1,000 annually if purchased on an individual basis. To better manage these costs the vendor would be asked to provide volume discounts.

Option 2 – Unintegrated Volunteer Management System

- Approximate 1st year software costs ranging from $10,000 to $63,000 for implementation and setup and system administration service costs up to $65,000
- Approximate 2nd year support and maintenance fees ranging from $67,000 - $77,600

This option would be an unintegrated system managed at the Community Centre level with support from GCWCC. Based on Community Centre requirements a system would be recommended and purchased for the Centres. This would give each Community Centre room for customization and at the same time would provide consistency between Centres.

For this type of system with the support of GCWCC and the vendor the Centres would be responsible for the implementation of the system. This model would allow for a quicker implementation time if multiple Centres are available to be brought on-line at the same time.

To initiate the RFP Council approved Materials Management Purchasing Policy, a purchasing commitment would need to be established for a minimum and maximum number of Community Centres system orders.

The planning timelines would include conducting Stakeholder meetings, data analysis, establishing system requirements, training and implementation which would take approximately 57 working days. Also, in this scenario it is anticipated that the purchase will be over $5,000 so a formal Request for Proposal (RFP) process would be followed. The preparation, posting, evaluation and awarding of the RFP would take approximately 120 working days. The total number of days to complete this option would be approximately 117 working days or 6 months. This timeline would also be dependent upon GCWCC and Community Centre availability during the summer months.

Based on preliminary requirements, considering volume pricing for all 63 Community Centres, the costs could be up to $63,000 annually including maintenance and support.

Year 1 Costing

Estimated implementation and set-up fees for a minimum of 10 Community Centres - $10,000
Estimated implementation and set-up fees for a maximum of 63 Community Centres - $63,000

Procurement of scalable system administration services up to - $65,000
Total costs - $75,000 - $128,000

Year 2 Costing

Estimated support and maintenance fees for a minimum of 10 Community Centres - $2,000
Estimated support and maintenance fees for a maximum of 63 Community Centres - $12,600
Procurement of scalable system administration services up to - $65,000
Total costs - $67,000 - $77,600

These costs would be variable and would reflect the commitment of the Community Centres. For example, if 10 Community Centres opt into the system the costing would be based only on those 10 Community Centres.

Option 3 – Fully Integrated Volunteer Management System

- Approximate 1st year software costs of $60,000 and system administration services up to $65,000
- Approximate 2nd year support and maintenance fees up to $12,000 and system administration services up to $65,000

This option would be to purchase an integrated web-based Volunteer Management System that would encompass all 63 Community Centres. This system would allow for system integration and consistency. It would also track all volunteers in one system in order to see the full scope of their involvement within the Centres. It would be managed by a System Administrator at the GCWCC.

The timelines would include conducting Stakeholder meetings, data analysis, establishing system requirements, training and implementation. Also, in this scenario it is anticipated that the purchase would be over $5,000 so a formal Request for Proposal (RFP) process would be required. The preparation, posting, evaluation and awarding of the RFP would take approximately 120 working days. The total number of days required to implement all 63 Community Centres would be approximately 2 years.

Based on preliminary requirements the cost could be as high as $60,000 for the implementation and set-up in the initial year and $12,000 annually the following years for maintenance and support.

Year 1 Costing
Estimated implementation and set-up fees - $60,000
System administration services up to $65,000

Year 2 Costing
Estimated support and maintenance fees - $12,000
System administration services up to $65,000

The system costs for this option are fixed and will not be reflected by the commitment of the Community Centres. For example, the costing doesn't change whether 1 or 63 Community Centers opt into the system. In this option the cost per Community Centre can become extremely high if only a few Centres participate.

Option 4 – In-House Developed Volunteer Management System

- Approximate 1st year development and licensing costs of $16,500 and staffing costs of $300,000
- Approximate 2nd year licensing costs of $3,500 and staffing costs of $110,000

This option would be to develop an in-house Volunteer Management web-based system.

The biggest advantage of developing in-house would be the level of customization. The disadvantage would be the building of a team of resources including a Business Analyst and two Programmer Analysts from either internal or external resources. The knowledge and expertise to create sophisticated software capable of handling all the tasks expected is not currently available.

For resources after development this system would require a full time System Administrator at GCWCC and a half time City of Winnipeg Programmer Analyst. There would also be associated equipment costs for housing the data.

Year 1 Costing
Server and Redundant Server (Back-up Server) = $13,000
Database Licensing = $3,500

Full Time Business Analyst = $90,708
Full Time Programmer Analyst x 2 = $72,860 x 2 = $145,720
Full Time GCWCC System Administrator = $65,000

Year 2 Costing
Database Licensing = $3,500
½ Time Programmer Analyst = $43,554
Full Time GCWCC System Administrator = $65,000

To plan, develop and implement a system comparable to the systems currently available on the market would take well over a year's time. Also, without a firm commitment from the Community Centres, this option would be a costly endeavor with development, implementation and training costs for the 1st year of approximately $320,000.

The system costs for this option are fixed. For example, the costing doesn't change whether 1 or 63 Community Centers opt into the system. In this option the cost per Community Centre can become extremely high if only a few Centres participate.

Recommendation – Option 1

The Public Service is recommending to pilot Option 1 – Freeware Volunteer Management System with up to 6 Community Centres. This option allows for the most flexibility for Community Centres and the quickest implementation time beginning as early as September, 2016.

As this is freeware there are no associated costs for Option 1.

The timelines for this option include conducting Stakeholder meetings, data analysis, establishing system requirements and providing a recommendation to Community Centre Boards, which would take approximately 22 working days.

Tasks	Timelines
Conduct Stakeholder meetings	10 days
Data analysis	5 days
Establish system requirements	5 days
Provide recommendation	2 days
TOTAL	22 days

If after implementation further investigation shows there are gaps in the requirements a report for additional mill-rate support from Community Services would be submitted to fund further enhancements which can range from $240 - $1,000 annually if purchased on an individual basis. To better manage these costs the vendor would be asked to provide volume discounts.

Volunteer Incentive Program

Research supplied from Volunteer Manitoba (VM) indicates the following:

> *'Recognition is one of the pillars of volunteer management. In their Volunteer Recognition Study (2013)[1], Volunteer Canada found that 80% of volunteers want to be thanked by the organization they volunteer for by hearing about the impact of their work. Nearly 70% of the sample stated they would like to be recognized by being thanked in person on an ongoing, informal basis.*
>
> *When it comes to motivation, 92% of volunteers are motivated by giving back to the community.*
>
> *Informal recognition should be ongoing and built into the volunteer program budget at each site for small scale appreciation i.e., a barbeque, thank you cards, etc. External recognition events such as Volunteer Manitoba's Volunteer Awards Dinner are great opportunities to recognize volunteers outside the Community Centre network.'*[2]

Currently, the GCWCC hosts an annual 'Above and Beyond Banquet' for past presidents and Community Centre volunteers, which the Mayor or the Mayor's representative attends. This annual event is an opportunity to honour approximately two nominated volunteers (chosen by their Community Centre), and the Centre's Past President, who is awarded the City of Winnipeg Community Service Award. Community Centre nominated volunteers receive a recognition letter from the GCWCC.

[1] "Volunteer Recognition, How do Canadians want to be recognized for their volunteer contributions?" Dixon & Hientz, (2013). https://volunteer.ca/recognition

[2] Source: Volunteer Manitoba

Each Community Centre covers the costs of the Banquet tickets for the nominated volunteer and/or past-president (and guest), as a token of their gratitude. The GCWCC also requests donations from Councillors in order to help support the event.

Furthermore, some Community Centres hold their own recognition events.

$100 City of Winnipeg Healthy Living Recreation Facility/Leisure Guide Program Credit

The Public Service is recommending a $100 City of Winnipeg healthy living recreation facility/Leisure Guide program credit incentive based on pre-established recognition criteria.

The Public Service and General Council of Winnipeg Community Centres working collaboratively will develop and implement easy-to-administer and measureable award recognition criteria by September of 2016. Based on these criteria, each Community Centre would determine two award recipients annually. As a result, it is anticipated that approximately 125 volunteers will receive this recognition incentive annually.

The costs associated with implementing this initiative will be absorbed within the existing Community Service Department's budget.

Online Inclusivity and Cultural Sensitivity Training Program for Community Centre Volunteers

The following groups and organizations were either consulted face to face and/or contacted several times between April 14 and May 13, 2016.

- City of Winnipeg Corporate Education
- Community Services Department Human Resources Division
- City of Winnipeg Indigenous Relations Division
- City of Winnipeg Materials Management
- Volunteer Manitoba
- General Council of Winnipeg Community Centres
- Broadway Neighbourhood Centre Inc. – Just TV

City of Winnipeg Corporate Education has indicated that an online cultural sensitivity training program does not exist. As a result, online training presentations, webinars, free online awareness videos, videos for purchase, and customized online training videos were explored. Face-to-face training of Community Centre Board members was also identified. Attached in Appendix 3 is a Volunteer Training – Diversity and Inclusivity Community Centre Initiative training plan.

Online Training Presentations

Within existing resources and costs, the Public Service could develop a 10-15 minute recorded presentation and post it online for ongoing training. It would be customized to meet Winnipeg's service delivery needs.

Webinars

Webinars are live interactive presentations that can also be recorded for participants to view at a later date. Several topics could be developed on an ongoing basis. The costs for webinars range from $89 to $299 per month.

Free Online Awareness Videos

Numerous free cultural online videos can be found online. These free videos are generic and therefore, not customized to the Community Centre target group.

Videos for Purchase

Specific inclusivity and cultural sensitivity videos can be purchased. Cost associated with videos range from $29 to $400 per individual for a video series. These videos tend to be generic.

Customized Online Videos

The Public Service contacted a private video producer and also the local non-profit Broadway Neighbourhood Centre Inc. Just TV program. A video can be produced for approximately $4,000. Costs vary depending upon production time, video length, talent actors, singer songwriters, etc. Quality customized videos can be produced at approximately $1,000 per minute.

Working collaboratively with the GCWCC and Volunteer Manitoba, the Public Service determined that the best way to reach 17,000+ volunteers was to produce customize videos that capture Winnipeg's unique and rich cultural diversity.

The Public Service and GCWCC are recommending working with the local non-profit Broadway Neighbourhood Centre Inc. Just TV program in order to produce an online inclusivity and cultural sensitivity video.

The free Just TV program supports youth through a 3-tier approach: voice through video, mentorships, and an apprenticeship video skill training component. Many graduates of Just TV obtain and maintain employment, contract as free-lance artists, return to high school, or pursue post-secondary degrees (see Appendix 4).

The Public Service (including Corporate Education Branch, Indigenous Relations Division, and Community Services Department) and the GCWCC would work collaboratively with Just TV in order to produce this online video.

Video production would commence in the summer of 2016 and be completed this September. The video would be placed online at Community Centre sites, the GCWCC homepage, and Winnipeg.ca. Discs will also be made available for each Community Centre. The total costs of producing one video are estimated at $5,000. All costs of production will be absorbed within the 2016 Community Services Department budget.

Opportunities with Volunteer Manitoba (VM)

The Public Service and GCWCC met with VM in order to explore options. VM's services include enhanced recruitment and training services (see opportunities 1 and 2 below). (VM does not offer web-based volunteer scheduling.) VM has also recommended an overall Community Centre option (see opportunity 3 below).

Opportunity #1 - Enhanced Volunteer Recruitment ($1,000 one-time cost)

Volunteer Manitoba (VM) provides a free volunteer recruitment website for not-for-profit organizations, government services and faith institutions. Positions are vetted through VM and promoted through the Winnipeg Free Press, social media and face-to-face presentations. VM's website is at the top of the list of any Google search with the key words "volunteer Winnipeg" or "volunteering Manitoba". In 2015, the volunteer opportunities section of VM 's site had 533,388 unique visitors.

The following Community Centres are current registered users on www.volunteermanitoba.ca: Champlain, Central Corydon, Lord Roberts, Maples, and Norquay.

In order to enhance volunteer recruitment, VM has offered to expand this free operational service to all Community Centres. VM would customize a Community Centre listing filter and vet and list all Community Centre volunteer job opportunities on their site. The one-time cost associated with building this web initiative is up to $1,000. Community Centre volunteers would be responsible for preparing job postings, screening applications, and hiring.

Opportunity #2 – Volunteer Management Training for Community Centre Board Members ($3,000 one-time cost)

VM offers an annual series of training workshops in three streams: Volunteer Management, Organizational Development, and Board Governance (see Appendix 5). Workshops are attended by employees in the not-for-profit sector and individuals who sit on volunteer Boards of Directors. Customized workshops topics for Community Centre Board Members could include basic recruitment, selection, retention, leading, communication skills, risk management, working with special populations, etc. Half-day customized training is offered for $700 and full-day sessions are $1400. Total costs associated with a full-day training session targeting approximately 150 Board members would be $3,000. The course would be evaluated in order to determine future offerings.

Opportunity #3 – Formal Community Centre Volunteer Management Office ($900,000 - $1,000,000)

Volunteer Manitoba has recommended that Council consider a formal Volunteer Management Office for Community Centres based on the breadth of needs at each Community Centre and the volume of current volunteers in the Winnipeg Community Centre system. This office would require 6 new staff members at the GCWCC, including one manager of volunteer programs and five district volunteer coordinators aligned with the five Community Centre districts.

The new Volunteer Management Office would be responsible for:

- assessing, designing and implementing a volunteer program based on the *Canadian Code for Volunteer Involvement* (see Appendix 6 for the 14 standards)
- recruiting, screening, training, scheduling and evaluating volunteers at each Community Centre site
- liaising with their Districts' Boards to ensure that volunteer roles meet the needs of each Centre
- ensuring a program budget exists for each volunteer coordinator to cover the costs of criminal record checks, volunteer recognition, promotions
- providing volunteer management training for volunteer coordinators where necessary through Volunteer Manitoba's customized training services
- conducting cultural sensitivity training

Preliminary incremental annual budget estimates for a new Volunteer Management Office is $275,000 for salaries and approximately $10,000 per Community Centre for non-salary costs (i.e., criminal record checks, child abuse registry checks, finger printing, training, recognition, promotions, Manitoba Association of Volunteer Administration (MAVA) membership fees, miscellaneous program costs, administration, etc.)

The new Volunteer Management Office of the GCWCC would essentially formalize the human resource function for the 17,000+ Community Centre volunteers.

The Public Service is recommending implementing opportunities #1 and #2 by this September. A stronger web presence at Volunteer Manitoba will help to recruit Community Centre volunteers. Furthermore, in order to enhance Community Centre Board member volunteer management skills, the Public Service and GCWCC will hire Volunteer Manitoba to conduct a training session regarding volunteer recruitment, selection, retention, appreciation, etc.

Total one-time costs for both of these initiatives for implementation are $4,000. These initiatives will be equally cost shared by the Public Service and GCWCC and absorbed within the 2016 approved budgets.

Formal Community Centre Volunteer Management Office is cost prohibitive.

FINANCIAL IMPACT

Financial Impact Statement

Date: June 22, 2016

Project Name:

Web-based Central System for Community Centre Volunteers/Community Centre Recognition/Online Cultural Sensitivity Training Program.

First Year of Program: 2016

	2016	2017	2018	2019	2020
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 9,000	$ -	$ -	$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ 9,000	$ -	$ -	$ -	$ -
Less: Existing Budget Amounts	9,000	-	-	-	-
Net Budget Adjustment Required	$ -	$ -	$ -	$ -	$ -

Additional Comments:

Direct costs in 2016 of $9,000 includes $5,000 for the production of a Winnipeg-made online video training program for volunteers regarding inclusivity and cultural sensitivity. The funding for this initiative is to be provided from with the 2016 Community Services Department operating budget. An additional $4,000 will be spent to develop a Community Centre recruitment web filter at volunteermanitoba.ca. This one-time $4,000 cost will be cost shared equally by the Public Service and GCWCC within 2016 Community Services Department operating budget and 2016 GCWCC operating grant from the City of Winnipeg.

The annual cost beginning in 2016 for a $100 City of Winnipeg healthily living recreation facility/Leisure Guide program credit incentive program will be provided from within the Department's 2016 and future years operating budget and will not require an increase to the Department's annual operating budgets.

"original signed by"

Kelly Lemoine, CPA, CA
Manager, Finance and Administrative Services
Community Services Department

CONSULTATION

In preparing this report, there was consultation with:

- The General Council of Winnipeg Community Centres
- Volunteer Manitoba
- The Broadway Neighbourhood Centre Inc.
- Materials Management
- Corporate Education
- Indigenous Relations Division

OURWINNIPEG POLICY ALIGNMENT

01-5 RECREATION

Direction 2: Work with community partners to provide services that are responsive to the community's recreation and leisure needs.

Direction 3: Directly provide, or facilitate through partnerships, equitable access to a base level of recreation, culture and leisure services for all Winnipeggers.

Direction 4: With community partners, participate as a leader in planning and delivering recreation and leisure services in Winnipeg.

Direction 5: Provide or facilitate community development and recreation opportunities for vulnerable youth.

Direction 6: Plan for sustainable and connected recreation and leisure infrastructure.

SUBMITTED BY

Department: Community Services
Division: Community Development and Recreation Services
Prepared by: P. de Graaf, Manager of Community Development and Recreation Services
C. Caron, Manager of Information Services
Date: June 22, 2016

Appendix 1 – Community Centre Volunteer Management Survey



SurveyMonkey_7971 0342 (7).

Preliminary Volunteer Software System Requirements

Community Services Department

City of Winnipeg

Prepared by: Cheryl Caron

Version 1 - May, 2016

Contents

Section 1 Purpose 23
Section 2 General System Requirements 23
2.1 Major System Capabilities 23
2.2 Major System Conditions 24
2.3 System User Characteristics 25
Section 3 Security Requirements 25
Section 4 Training Requirements 25
Section 5 Initial Capacity Requirements 25
Section 6 Initial System Architecture 26
Section 7 System Acceptance Criteria 26
Section 8 System Analysis 26
Section 9 Document Revision History 26

Section 1 Purpose

The purpose of the System Requirements document is to specify the overall system requirements that will govern the purchase and implementation of the Volunteer Software system. The document will also establish initial security, training, capacity and system architecture requirements, as well as, system acceptance criteria agreed upon be the project sponsor and key stakeholders.

The purpose of the Volunteer system is to easily manage volunteers through an online interface. The system will allow for the administrators (conveners) to create opportunities and manage volunteers. The volunteers will have access to register and schedule for available opportunities.

Section 2 General System Requirements

2.1 Major System Capabilities

The following requirements have been established as major system capabilities.

- System
    - must be a managed hosted system (cloud-based) with all data residing in Canada
    - must be located at a secure data centre
    - must be available on the Internet
    - must be available 24 hours per day (24 x 7 x 365 up time)
    - must support Internet Explorer, Firefox, Safari and Chrome
    - accessible by mobile device
    - administrators can maintain a database of contact and biographical information
    - export data in various formats
    - data encryption (128 bits to 256 bits)
- Volunteer
    - ability to advertise volunteer opportunities and collect volunteer application forms online through various web pages that have been developed by individual Centres
    - customize volunteer sign up questions
    - ability to track volunteer qualifications
    - volunteers can fill out applications, choose assignments, get confirmations, and receive reminders without administrator involvement
- Scheduling
    - only qualified/approved applicants can schedule
    - system must match skill set and times with needs
    - ability to build scheduled openings and fill openings as volunteers sign-up
    - volunteers can select own hours

    - ability for volunteers to cancel hours if they are not available within a specified time line
    - perpetual scheduling – schedule on regular intervals like every Monday, first and third Thursday, etc.
    - ability to track volunteer by shift, job, group or time
    - ability to print and save schedules in a variety of formats
    - ability to download shifts to Outlook, Google or ical calendars
- Communications
    - email groups of volunteers directly from the system
    - SMS text volunteers from system
    - volunteers to provide feed-back regarding activities
    - target volunteers based on skills, interests, and activities with bulk emailing
    - reminder emails to volunteers
- Incentives/Awards
    - track volunteer hours
    - create incentive programs
- Training
    - availability of hands-on training for administrative leads and video tutorials for conveners and volunteers
    - training option availability via onsite or web meeting
- Reporting
    - ability to track and report on volunteer hours per Centre and inclusive of all Centres
    - ability to report on specified types of volunteers, e.g. coaching, canteen worker, etc.
    - provide lists/calendar views of schedules for administrators and volunteers

- Support
    - phone support 5 x 24
    - email/chat support 7/24
    - searchable wiki/user manuals

2.2 Major System Conditions

The system must be an internet managed hosted system and have the following internet connections available including dial-up, wireless, and broadband.

2.3 System User Characteristics

The following system characteristics have been identified based on the functions of the position:

- The two Administrative lead positions who are responsible for the overall system and information will have the ability from the work place to:
    - access all information
    - create programs
    - sign up and approve volunteers
    - create comprehensive reports for all centres
- The nine Convener positions will have the ability from the Centres to:
    - create volunteer opportunities
    - approve volunteers and register for opportunities
- The 17,000 volunteers will be able to do the following from various locations including at home and places of work:
    - register on the Internet
    - view and schedule available hours

Section 3 Security Requirements

- All data will be housed within Canada
- System information will be property of the City of Winnipeg
- No information will be provided to outside sources
- All data must be encrypted

Section 4 Training Requirements

- Administrative leads will require in-person training of approximately one week
- Conveners will require access to video tutorials for all functions of the software
- Volunteers will require access to video tutorials for scheduling

Section 5 Initial Capacity Requirements

The following identifies the current data amounts, planned number of users, and estimated number of transactions.

- In 2015, 63 community centres reported that over 17,000 volunteers had donated 1.2 million volunteer hours
- The initial system will include one administrative lead, 63 conveners and over 17,000 volunteers
- Throughout the year seasonal peaks are identified as May and September
- During the system analysis process current data transactions will be identified

Section 6 Initial System Architecture

The following outlines the system architecture including the data platform, tools and operating system requirements for the application or project.

- This will be an internet based managed hosted system – cloud based
- The following internet connections must be available including dial-up, wireless, and broadband
- System must support Internet Explorer, Firefox, Safari and Chrome
- Reporting will be done on an Adobe Reader platform and Excel format
- The system must run on Windows 7 and 10

Section 7 System Acceptance Criteria

The acceptance of the final product will be agreed upon by the project sponsor and key stakeholders that will be using the system. The established acceptance criteria is that the new system will successfully run in production for a period of three months for a minimum of three centres prior to sign-off.

Section 8 System Analysis

A system analysis will be completed for all 63 Centres to describe how and if current systems are being used by the business. Data conversion requirements, relevant data flows, system interfaces to existing systems, reporting capabilities, etc. will be documented.

Section 9 Document Revision History

Version	Date	Name	Description
V1	May 18, 2016	Cheryl Caron	Creation

Volunteer Training -Diversity and Inclusivity

Community Centre Initiative

ANALYZING THE TRAINING REQUIREMENT

1. STATEMENT OF TRAINING NEED AS REQUIRED

Training for the Volunteers was recommended and that an online training program be developed for volunteers regarding inclusivity and cultural sensitivity while serving the diverse community through City facilities.

There is a need to have the skills up-to-date and current and mirror other organizations with their intense training programs. In today's environment understanding and being able to identify, address and remove the barriers in processes, policies, practices, services and programs is essential in daily operations.

The organization must have the ability to develop the volunteer's skills such as cultural self-awareness and cross-cultural communication. With every change there is a need to have a training plan that provides the volunteers within the community centres with procedures while facilitating opportunities that result in effective and meaningful participation.

Virtually every aspect of Community Services is working with the members of the public in an environment with diverse cultural backgrounds. To provide an image of inclusivity and cultural sensitivity, it is important to create and maintain ongoing training.

To succeed as an organization, awareness should be embedded in everyday activities.

2. WHY IS TRAINING REQUIRED?

a. **Source of Request**:
City of Winnipeg Executive Policy Committee of Council

7(3) That an online training program be developed for volunteers regarding inclusivity

and cultural sensitivity while serving the diverse community through City facilities.

b. **Expected Benefits**:

The volunteers will gain the understanding and awareness of cultural sensitivity. The training will provide an overview on the various cultures and how communication is a critical part of

their positions. Volunteers will tend to appreciate familiarity and when communicating with someone who has different values it tends to cause challenges. The training will assist the volunteers to recognize the differences and appreciate those differences while communicating respectfully.

c. **Negative Consequences if Training Not Delivered**:

Poor media coverage and volunteer turnover rates will increase. If the employee lacks knowledge and training in their respective positions it will impair their ability to effectively manage their interactions with a diverse group.

d. Baseline Performance Level:

Volunteers will continue to lack in awareness and it will affect the level of customer service.

Optimal Performance Level:

Deal effectively with the diverse customer base and communicate effectively with respect and appreciation of the variety of cultures. The volunteers should understand and quickly develop the new skills to manage all forms communication including non-verbal communication.

e. **New/Changed Behaviour Desired**:

The Community Centre volunteers will feel equipped and confident to deal with the challenge of communicating with a variety of diverse citizens and have the confidence to ensure their communication is professional and respectful.

3. WHO ARE THE LEARNERS?

- Volunteers – Community Centres

4. WHAT IS THE TRAINING CONTENT?

a. Content

The training course will contain practical operations based on the examination of the current policies and procedures. To build capacity and sustainability in our community centres, we should ensure diversity is a part of our service delivery initiatives and governance structures. Topics would include diversity as defined as being inclusive of individuals from communities,

Indigenous Peoples, and newcomers of different ethnic, racial, religious and cultural backgrounds. Gender and socioeconomic status are also interconnected with these identities.

As the demographics has changed over the last few years with an influx of immigrants and refugees coming to our City, it has become imperative to create awareness within our scope of volunteers.

The development of a short video or training webinar to highlight the importance of culture awareness and the impacts of discrimination can have on the various generations. The course could also include the significant role the volunteer plays in the community. The course will put emphasis on the effective communication and differences within the multiple cultures. The volunteers will be given an opportunity to visually see the impacts through visual training videos and presentation.

b. Available Support Resources

Resources, internet, and past practices, training and support from Indigenous Relations, Human Resources, production analysts, Community Services, and the GCWCC.

c. Issues and problems in formulating content

There is a vast amount of information that is continually changing to develop the best practices. The challenge will be to assess and determine the most effective material and creating custom training to the volunteers that may range through the multiple generations. Each generation will learn at different rates and appreciate different styles of training.

d. Anticipation reactions/problems with content and training

Some employees may not embrace the training because of time restraints, resistance and workload pressures.

5. WHAT ARE THE TIMING ISSUES?

a. Start Date: June 2016
b. Length of Training – 5 minutes per video
    a. If successful, additional videos could be produced.
c. Frequency of Training – frequent overviews for new volunteers who are entering the role or if significant changes are made to the processes or information.

6. WHERE WILL THE TRAINING BE CONDUCTED?

Online

After-Training Task

What do the learners have to be able to do when they have completed the training?

At the end of the training session participants will be able to effectively describe what diversity means and how inclusiveness creates a healthier work environment.

Recognizing and appreciating the unique differences in a way that shows respect for the individual and ultimately creates a dynamic multidimensional organization.

Effectively communicate to the diverse cross-cultural citizens.

Enhancing community engagement by becoming diverse and knowledgeable about the different needs in the community.

Understanding the cultures of other volunteers that may see volunteering as a solution to the situation faced by many new Canadians. Volunteering is one way to not only meet people but to acquire skills, build networks, practice English and gain experience.

The learners will be able to understand what inclusion means such as, appreciating and using our unique differences by developing individuals' skills such as cultural self-awareness and cross-cultural communication.

Learning Objectives

Understand diversity and inclusivity.

Enhance community engagement and appreciate unique differences through respect and awareness.

Effectively communicate to the diverse cross-cultural citizens.

Effectively deal with any member of the public and volunteers with cross-cultural differences.

KR – Knowledge Required

A - Action

Objective #1 – Understand diversity and inclusivity.

Describe what diversity means and how to ensure the work environment is inclusive. (A)

Learn the responsibility of the volunteer in communicating with the various cross cultural citizens. (KR)

Objective #2 – Enhance community engagement and appreciate unique differences through respect and awareness.

Identify that when a conflict arises, consider the possibility that the root cause may be cultural in origin (A)

Learn to accept that different cultures have different perspectives (KR)

Objective #3 – Effectively communicate to the diverse cross-cultural citizens.

Identify the non-verbal language of those whose cultural background is different from your own (A)

Learn to be clear and concise and avoid slang, especially with those for whom English may be a second language. (KR)

Objective #4– Effectively deal with any member of the public and volunteers with cross-cultural differences.

Learn to build relationships through increased understanding and trust that will help to foster inclusion. (KR)

Identify the key objectives of building a team of diversified volunteers. (A)

Training Methods to be used:

- Multi-media video

Appendix 4 – Broadway Neighbourhood Centre Inc. Just TV Program[3]



Vision, Voice, Video…. Empowering youth to reach their potential since 2007

Support, Apprenticeship, Independence… the future of Just TV

Just TV supports youth through a 3-tier approach.

The first is relationship building, self-esteem building, giving youth a ***voice through video***.

The second is a ***mentorship*** component - alumni give back, support new participants and continue in their growth.

The final tier is the ***apprenticeship*** videography skills training component, under their trusted teachers youth learn the skills they need to take forward in their careers as professionals. This formula has given many youth the self-confidence to follow their dreams. Just TV alumni have obtained highly sought after jobs in the entertainment industry including Video Promotions at Native Communications Incorporated and Associate Producer at CBC in the Web Department.

Overcoming Obstacles… Building a strong foundation…

Just TV supports youth and helps those youth ***overcome*** the ***barriers*** and ***adversity*** that they face as part of their everyday lives. Youth are connected to resources and support systems which can help directly address and help to conquer these obstacles – allowing youth to focus on their bright futures. Just TV participants are connected to resources in the areas of addictions, behavioral health, child and family services, employment services, housing, navigating the justice system, food banks, family planning, mental health and connection to elders and mentors.

Reaching goals… Coming into their own….

Just TV has directly supported ***more than 50*** youth obtain and maintain ***employment***. Youth have secured both part and full time entry level positions. These jobs give youth the means and security to meet their basic needs and focus on their futures. Youth have obtained jobs in the areas of security, Retail, Green Team, Customer Service, Construction and Youth Care.

[3] Source: Broadway Neighbourhood Centre Inc.

Just TV Participants are provided with certificate training in the areas of First Aid/CPR, Income Tax workshops and Food Handlers Certification.

More than 20 youth are ***pursuing*** their ***dreams*** as contract and freelance ***artists***. Youth have obtained the skills to turn their love of art into careers with the freedom of entrepreneurship. These talented young people are working as dance instructors, videographers, photographers and music engineers.

Investing in themselves… Investing in the future of our community…

More than 40 Just TV participants have ***returned to high school*** or alternative programs to obtain their grade 12.

Just TV graduates have gone on to purse ***post-secondary*** degrees – their areas of interest include Engineering, Child and Youth Care, Kinesiology and Creative Communications.

Our youth have continued their learning through a multitude of ***internship opportunities*** offered in Winnipeg. Over the years 5 Just TV graduates have received placements that the National Screen Institutes – New Voices Program; this internship includes training and work placements. Youth have also been placed in Internships at the Winnipeg Film Group.

The City of Winnipeg's Oshki Annisihinabe Nigaaniwak has been an incredible partner; over the years they have provided 4 Just TV graduates with paid yearlong internships as videographers. The interns capture footage and create videos for the City of Winnipeg profiling not only the City and its programming but also the City of Winnipeg's community partners.

Since 2011 Just TV has partnered with Manito Ahbee – over the years ***more than 30 youth*** have received ***internships at the Aboriginal Peoples Choice Music Awards*** as Production Assistants, TV Assistants and Flashlight Assistant Directors.

Outstanding Youth… Young leaders are celebrated….

Just TV Participants and Alumni have received recognition for their efforts as they have received a number of ***awards*** including: Manitoba Aboriginal Youth Achievement Awards in the areas of Junior Creative Arts, Spirituality, Artistic Visual, 3 youth have been recognized with Citizen Equity Committee Youth Role Model Awards and numerous youth have received Oshki Annishinabe Nigaaniwak Next Step Awards.

One Just TV youth was the recipient of the Gordon Bell High Schools – Arlington Street Scholarship; a $100,000 bursary to a graduate who has overcome adversity with a positive outlook.

Paying it forward… Growing as we share our knowledge…

Just TV youth take their positions as ***role models*** seriously as they ***mentor a new generation*** of youth in Sagkeeng 1st Nations Community. Youth performed and presented videos as well as mentoring students through music and video workshops.

Over three weeks Just TV opened its doors to more than 30 new youth as we launched our inaugural summer music camps. Accomplished musicians led workshops teaching groups of youth techniques in the areas of vocals, guitar, percussion etc. Youth and instructors worked together to hone the skills and techniques that they learned and apply them to a free outdoor community concert and BBQ.

Our Voice Resonates… Youth share their unique perspective and educate our community through the arts…

Youth From Broadway Neighbourhood Centre have had the honor of ***presenting*** their, music, videos, voice and unique perspective ***at over 150 different venues*** including conferences, post-secondary institutes, news profiles, celebrations and other events. Some of these opportunities include being guest on APTNs in-focus program, presenting at the Provincial Child and Youth Care Conference, presenting and performing at the annual Crime Preventions Conference and performing during Juno week in the "TD Green Room" at the Fairmont Hotel. Youth have been profiled on CTV, Aboriginal Peoples Television Network, CBC, CJOB, Streetze FM and Freeze frame

Appendix 5 - Volunteer Manitoba Training & Development

Training & Development

Volunteer Manitoba has built a reputation over the years for delivering effective, engaging and relevant training for staff, Boards and volunteers. By partnering with you to meet your individual or professional development goals and training needs, we will help you to develop your capacity and become more efficient, focused and responsive. Our training services are a great way to build those essential skills needed for a career in the non-profit and volunteer sectors!
Our training is organized into 3 signature streams: Volunteer Management, Board Governance and Organization Development.

Volunteer Management

Volunteer Manitoba offers training in volunteer administration to help organizations manage and build their volunteer programs. Our Volunteer Management training is based on the principles of the Canadian Code for Volunteer Involvement and is designed for those who support volunteer engagement within their organization.

Board Governance

Volunteer Manitoba's Board Governance training is designed specifically for not-for-profit Board members, managers and staff who want to contribute to increasing the effectiveness and efficiency of their organization.

Organizational Development

Our Organizational Management series is designed to assist your organization develop and maintain effective management and organizational strategies.

Customized Training

At Volunteer Manitoba, we recognize that organizations sometimes require customized training to address their unique training needs. To meet this need, we can deliver cost-effective, customized training for your staff, Board and committees.

Customized Training examples: facilitating a strategic planning session for staff or Board, bringing one of VM's packaged workshops to an organization, or delivering a training session on a unique topic.

Half day customized training.....$700.00
Full day customized training.....$1400.00

Volunteer Manitoba is proud to be a leader in community engagement by promoting and encouraging volunteerism to all Manitobans. We aim to provide information, training and resources on all aspects of the voluntary sector and build strong communities with our working partners in government, business and the not-for-profit/charitable sector. We achieve this by supporting individuals and groups as they develop and enhance their capacity to meet community needs.

Appendix 6 - Volunteer Management and the *Canadian Code for Volunteer Involvement*[4]

Individuals who volunteer their time must be meaningfully engaged and adequately supported. Best practices in volunteer management are organized around fourteen standards otherwise known as the *Canadian Code for Volunteer Involvement*.[5] Building a volunteer program with these standards in mind ensures meaningful involvement for volunteers, community needs met and longer-term retention of your volunteer base.

Standard #1: Mission-based Approach
The organization's Board of Directors and senior staff acknowledge, articulate, and support the vital role of volunteers in achieving the organization's purpose or mission. Volunteer roles are clearly linked to the organization's mission.

Standard #2: Human Resources
Volunteers are welcomed and treated as valued and integral members of the organization's human resources team. The organization has a planned and integrated approach for volunteer involvement that includes providing appropriate resources to support volunteer involvement.

Standard #3: Policies and Procedures
A policy framework that defines and supports the involvement of volunteers is adopted by the organization.

Standard #4: Volunteer Administration
The organization has a clearly designated individual(s) with appropriate qualifications responsible for supporting volunteer involvement.

Standard #5: Risk Management and Quality Assurance
Risk management procedures are in place to assess, manage, or mitigate potential risks to the volunteers, the organization and its clients, members and participants that may result from the delivery of a volunteer-led program or service. Each volunteer role is assessed for level of risk as part of the screening process.

Standard #6: Volunteer Roles
Volunteer roles contribute to the mission or purpose of the organization and clearly identify the abilities needed. Volunteer roles involve volunteers in meaningful ways that reflect their skills, needs, interests, and backgrounds.

Standard #7: Recruitment
Volunteer recruitment incorporates a broad range of internal and external strategies to reach out to diverse sources of volunteers.

[4] Source: Volunteer Manitoba
[5] "Canadian Code for Volunteer Involvement," (2012). Volunteer Canada. www.volunteer.ca/ccvi

Standard #8: Screening
A clearly communicated and transparent screening process, which is aligned with the risk management approach, is adopted and consistently applied across the organization.

Standard #9: Orientation and Training
Volunteers receive an orientation to the organization, its policies, and practices, appropriate to each role. Each volunteer receives training specific to the volunteer role and the needs of the individual volunteer.

Standard #10: Support and Supervision
Volunteers receive the level of support and supervision required for the role and are provided with regular opportunities to give and receive feedback.

Standard #11: Records Management
Standardized documentation and records management practices and procedures are followed and are in line with current relevant legislation.

Standard #12: Technology
Volunteers are engaged and supported within the organization through the integration and intentional use of current technology. New opportunities to strengthen volunteer engagement and capacity through the use of technology are evaluated continually.

Standard #13: Recognition
The contributions of volunteers are acknowledged by the organization with ongoing formal and informal methods of recognition, applicable to the volunteer role. The value and impact of volunteer contributions are understood and acknowledged within the organization and communicated to the volunteer.

Standard #14: Evaluation
An evaluation framework is in place to assess the performance of volunteers and gauge volunteer satisfaction. The effectiveness of the volunteer engagement strategy in meeting the organization's mandate is also evaluated.

The field of Volunteer Management is supported by National Occupational Class for Managers of Volunteer Resources[6]. A professional designation exists though the Council for Certification in Volunteer Administration (CCVI). The national professional body in Canada, *Volunteer Management Professionals of Canada* is affiliated with provincial chapters across the country. In Manitoba, the Manitoba Association of Volunteer Administration (MAVA) exists as a professional network and operates an annual conference.

[6] http://www.hrcouncil.ca/documents/NOS_MVR.pdf

Most not-for-profit organizations have a paid Volunteer Coordinator, or, a staff person who is responsible for managing volunteers. In Manitoba, the salary scale for volunteer coordinators ranges from approximately $40,000 -$70,000 per annum. Those working in not-for-profits and fundraising agencies represent the lower end of the salary scale while those working in health care are at the higher end.