COMMUNITY ENGAGEMENT WITH THE 2015 CANADA WINTER GAMES
DEVELOPMENT OF A STRATEGIC VOLUNTEER ENGAGEMENT PLAN

by

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ABSTRACT

The 2015 Canada Winter Games is challenged with positioning over 4,500 volunteers in key roles to deliver a successful multi-sporting event.

This project provides an examination of volunteer trends in Canada, British Columbia and British Columbia's northern region with a focus on the volunteer, volunteerism and volunteer engagement. This study explores who the volunteer is, their values and motivators, volunteer management, and the socio-economic impacts of volunteerism in determining the value of volunteering within the community.

Literature and survey findings suggest that volunteerism is evolving seeing the volunteer and the organization working more as collaborative partners. Additionally, for successful recruitment and retention of volunteers, organizations need to consider their volunteer management practices.

Based on literature and survey findings, recommendations are provided to assist the 2015 Canada Winter Games Society in developing a strategic volunteer engagement plan.
# TABLE OF CONTENTS

**ABSTRACT**

**LIST OF TABLES AND CHARTS**

**ACKNOWLEDGMENTS**

**CHAPTER ONE**

1.1 Introduction  
1.2 Project Overview

**CHAPTER TWO**

2.1 Literature Review  
2.2 Understanding the Volunteer  
Volunteers in general  
Sport specific  
2.3 Volunteer Management  
Volunteer management in general  
Sport specific  
2.4 Socio-Economic Impact of Volunteerism on the Community  
Employer-supported volunteerism  
2.6 Volunteerism in Northern British Columbia

**CHAPTER THREE**

3.1 Interview Results

**CHAPTER FOUR**

4.1 Recommendations  
4.2 Additional Research Required

**CHAPTER FIVE**

5.1 Conclusion

**BIBLIOGRAPHY**

**APPENDICES**

Appendix A  Survey Questions
Appendix B  Survey Results
LIST OF TABLES

Table 1 Reasons for volunteering, volunteers aged 15 years and over, 2010
Table 2 Reasons for not volunteering, non-volunteers aged 15 years and over, 2010
Table 3 Comparison of Transactional and Collaborative Approach to Volunteer Management
Table 4 Volunteer rate and volunteer hours, population aged 15 years and over, 2010
Table 5 Types of formal employer support, volunteers aged 15 years and over with employment, 2010
Table 6 Summarization of Survey Similarities and Findings
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CHAPTER ONE

1.1 Introduction

Prince George will host the 2015 Canada Winter Games (CWG) in February, 2015. Hosted every two years in select communities across Canada, the 18 day event will host 19 sports and include over 2,300 athletes, 950 coaches, and 500 officials from 10 provinces, and three territories. The Canada Winter Games is Canada’s largest multi-sport competition for young athletes. The Prince George 2015 Canada Winter Games Host Society consists of local and regional community and business leaders along with Federal and Provincial Governments and Canada Games Council representatives working together to provide key strategic initiatives to ensure the success of the 2015 Canada Winter Games.

The following principles and ensuing messaging has been developed and provided by the 2015 Canada Winter Games Society:

Vision Statement

“Together, we’ll write a northern story of spirit and passion inspiring unique and magical experiences for all Canadians.”

Mission Statement

“To design and create the best Canada Games experience that our region, people and resources can deliver leaving lasting memories and sustainable legacies for our sport and broader communities.”

Messaging

“The 2015 Canada Winter Games will be the largest multi-sport and cultural event to ever be held in Prince George and Northern British Columbia and is forecasted to generate an economic impact of $70-$90 million while building champions and inspiring dreams amongst Canadian youth. Athletes from 10 Provinces and 3

1
Territories will compete in 19 sports with the dream of becoming Canada’s next champions. In 2015, choose your path, leave your tracks, and journey with the 2015 Canada Winter Games as we host the nation and share a northern story with all of Canada.”

Among many operational commitments, one of the main priorities for the 2015 Canada Winter Games Society is to engage and enlist over 4,500 local, regional and national volunteers to host the Games. Prince George’s 2015 Canada Winter Games Society sought an examination of community and volunteer engagement, which will contribute to the development and implementation of a volunteer engagement plan. One of the foundations of the ‘Community Engagement Plan’ is a ‘Community Awareness Plan’ that includes strategies for communication and engagement activities. A component of the ‘Community Awareness Plan’ is to identify a comprehensive approach to volunteer engagement through the understanding of the volunteer, and effective volunteer management practices.

1.2 Project overview

This project explores how to actively engage volunteers to participate, and become, valuable contributors to the success, and lasting legacies of the 2015 Canada Winter Games. The following document recommends approaches to volunteer engagement that will contribute to an effective communications and marketing plan targeting volunteers both locally and regionally.

The 2015 Canada Winter Games Society will benefit from a strategic understanding of the volunteer, volunteer management and the socio-economic impact of volunteerism which will help position the Games in delivering a successful and memorable event. Additionally, research will help gain an understanding of best practices and successes in volunteer engagement from provincial, national and international sport organizations.
This research project is a qualitative analysis of the volunteer, volunteer engagement and the socio-economic impact of volunteerism on the community. The research for this project includes several focus areas: a literature review that offers an analysis from a general perspective of volunteerism that leads to a focus on volunteerism in sporting events, followed by volunteerism in the northern region, and survey results of best practices on volunteer engagement, and management, from six provincial, national and international sport organizations. Each sport organization was selected to ensure a broad cross-section of type and size of sporting event and volunteer engagement experience was reached. Key leaders in each organization were recommended by the CEO of the 2015 Canada Winter Games and were chosen based on current and historical roles within the organization and experiences with volunteer engagement as well as established professional and personal relationships.

Survey methodology included one-on-one telephone interviews with each sport organization with predetermined questions. Survey questions were designed to draw out each sport organization’s best practices used in volunteer engagement during major sporting events.

The questionnaire, as shown in Appendix A, was developed following a qualitative approach that consisted of nine questions targeted at identifying relevant strategies for engaging volunteers: The questionnaire was a guide only. Flexibility in the interview process allowed free-flowing discussion, and resulted in additional valuable individual responses from the interviewees. Nine interviewees from six organizations were contacted via email through the 2015 Canada Winter Games Society with an introduction to the interviewer. Subsequently, an email was sent to each of the interviewees to explain the project and provide important details. The email included consent and confidentiality information previously approved by UNBC’s Research Ethics Board. Dates and times for the telephone
interviews were set and five interviews were completed. The remaining four interviewees wanted to participate but were unable due to scheduling challenges, or believed that their colleague from the same organization could represent the organization well. If needed, interviewees were contacted at a later date for further clarification on responses.

The results and findings are summarized and include recommendations that can be implemented by the 2015 Canada Winter Games Society.

CHAPTER TWO

2.1 Literature Review

The following literature review on the volunteer, volunteerism and volunteer engagement, is based on scholarly journals and survey results from various Canadian and International volunteer and sporting organizations, as well as government agencies. As a social science, the study of, and resulting theories on the volunteer, volunteerism and volunteer engagement are vast. Journals and studies that contribute to the specific needs of this project were used to provide valuable insight. In addition, theories have been included to help the reader understand the historical implications and evolution of volunteerism and what that means for the unique volunteer, the organization and ultimately the community.

This literature review provides significant variations in the definition of the volunteer, volunteerism and volunteer engagement. Definitions of the volunteer, volunteerism and volunteer engagement, are dependent on the terms of service that are being provided and the organization that requires the service. However, Volunteer Canada’s code for volunteer involvement (2012; p. 22) with the inclusion of Fixler’s (PowerPoint; 2012) volunteer engagement definition below serves the purpose of this paper. These definitions establish a clear understanding of the varied facets to the volunteer, volunteerism and volunteer
Volunteer Canada’s Canadian code for volunteer involvement offers definitions for each of the following areas that assist organizations to develop standards for volunteer involvement:

1) Volunteer is defined as any person who gives freely of their time, energy and skills for public benefit without monetary compensation;

2) Volunteerism refers to the concept of contribution of time, resources, energy and/or skills given of one’s free will, without monetary compensation; and

3) Volunteer engagement, from the volunteer’s perspective, is a continuum that includes being informed about an issue, being supportive of a cause, actively participating, to taking leadership in either a passive or active level of engagement. From an organizational perspective, volunteer engagement can be defined as a “strategy that builds organizational capacity through employee and volunteer collaboration and the development of high impact, meaningful volunteer opportunities that create greater influence and outcomes for the organization” (JFFixler Group, 2012).

This research provides an examination of volunteer trends in Canada, British Columbia and the northern region, with a focus on understanding the volunteer, volunteer management and the socio-economic impact of volunteerism on the community. A break-down of the areas of focus include:

1) Understanding the Volunteer: who the volunteer is, what their values and motivators are, and the importance of the volunteer experience;

2) Volunteer Management: the management of, cultivation and networking, negotiation and agreement, support, measurement; acknowledgment and sustainability of volunteer recruitment and retention; and
3) Socio-Economic Impact of Volunteerism on the Community: the effects of community engagement in defining the value of volunteering within the community. Each area is then further divided to include a broad overview of volunteerism, followed by volunteerism specific to sporting events from a national and regional perspective as well as cultural implications in volunteerism that impact Canada and the northern region.

2.2 Understanding the Volunteer

Decades of studies show volunteer values and motivators vary dependant on specific areas or sectors of business that holds an interest for the volunteer. There is currently considerable debate on the construct of the volunteer and what motivates them to volunteer or to remain as a volunteer. Yet the outcomes of the studies share similarities in their results.

Volunteers in general. According to Strigas and Jackson (2003), understanding what motivates people to get involved in an organization, and freely provide their time, and expertise, is extremely important for a number of reasons:

a) Organizations can use this knowledge to design their marketing efforts in a way that could appeal persuasively to this free labour during recruitment time (Clary et al., 1998 Cnaan & Goldberg, 1991; Switzer, et al., 1999);

b) When volunteer opportunities for involvement appeal to the individual motives, then that volunteer tends to be more effective at their assigned tasks and more satisfied with their experiences (Clary and Snyder, 1991; Clary et al., 1998; Switzer et al.,1999);

c) Certain sets of motives have been proven strong predictive factors of volunteer retention (Clary and Miller, 1986; Clary and Orenstein, 1991; Switzer et al., 1999); and

d) If the benefits from the experience match their initial motivation, volunteers tend to offer their services again in the future (Clary et al., 1998; Switzer et al., 1999). (p. 112)
The Canadian Voluntary Sector Awareness Project discussion paper “We are Greater than the Sum of our Parts” holds that the most important factor in common for volunteer organizations is that “We all exist, in some way or another, to achieve a purpose that is other serving. We are all engaged in work that seeks to provide service, generate ideas, challenge the status quo, help people or communities in need, fix problems, bring to fruition a vision for something more, better, best” (Lachance, et al., 2010, p. 1). Given the multitude of choices for the volunteer to spend their time, Lachance et al., (2010) demonstrates that the scope and types of work undertaken by Canada’s volunteer supports the notion that there is diversity in values and drivers motivating people.

The results of Statistics Canada’s “2010 Canada Survey of Giving, Volunteering and Participating” support Lachance et al., (2010) when the survey asked Canadians, aged 15 years and over, why they volunteer. The results, as indicated in Table 1, show that the key motivating factor for Canadians to volunteer is their desire to contribute to their community. A little over three-quarters of individual respondents stated that they wanted to make good use of their skills and experience, while over one-half said that they had been personally affected by the cause the organization supported, or that they volunteered because they had friends who were involved (Statistics Canada, 2010).

As one of the key demographic groups in volunteerism, Aboriginal communities go beyond individual motivation by demonstrating a strong tradition of mutual support and giving back to nature and to the community, their communal effort is usually referred to as “helping-out” (Hientz, et al., 2010). These strong traditions create a sense of well-being, security and connection among individuals and families; they know others will be there to help if needed (Edwards, 2011). Aboriginal people do not see the link between helping-out and volunteering and it is not discussed or promoted in many communities, rather it is a way
of life to collectively keep the community strong (Edwards; City of Vancouver: Social Planning Department; Little, et al., 2005).

Table 1 Reasons for volunteering, volunteers aged 15 years and over, 2010

<table>
<thead>
<tr>
<th>Reasons for Volunteering</th>
<th>Percentage of Volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>To make a contribution to the community</td>
<td>93</td>
</tr>
<tr>
<td>To use skills and experiences</td>
<td>78</td>
</tr>
<tr>
<td>Personally affected by the cause the organization supports</td>
<td>59</td>
</tr>
<tr>
<td>Friends volunteer</td>
<td>48</td>
</tr>
<tr>
<td>To explore one's own strengths</td>
<td>48</td>
</tr>
<tr>
<td>To network with or meet people</td>
<td>46</td>
</tr>
<tr>
<td>To improve job opportunities</td>
<td>22</td>
</tr>
<tr>
<td>To fulfill religious obligations or beliefs</td>
<td>21</td>
</tr>
</tbody>
</table>

I. Reasons for volunteering with the organization to which the volunteer gave the most hours (main organization).


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Although the labels vary from Statistics Canada’s Survey, Clary et al., (1998) offered a similar set of six motivational functions that demonstrate little change in values and motivational factors served by volunteerism.

These were labeled:

a) Values: addresses the need of volunteers to actively express their concern for those in need;

b) Understanding: expresses the desire of volunteers to gain knowledge, acquire experience, practice skills and test abilities;

c) Social: satisfies volunteers need to participate in volunteer activities that are viewed favourably by significant others, close friends, associates, the community, or even to spend time with family members and friends;

d) Career: involves opportunities for volunteers to engage in voluntary work to gain the experience and insight required for employment in a particular profession;
e) Protective: expresses the need of people involved in voluntary work to alleviate personal negative feelings that are associated with the functioning of ego; and

f) Enhancement: indicates the desire of volunteers to experience satisfaction related to personal growth and self-esteem. (p. 1517-1518)

However, an individual's personality and temperament also play a role; researchers have identified some key traits that are associated with high levels of volunteer commitment, including “agreeableness, conscientiousness and emotional stability” as well as being an extroverted personality (Lodi-Smith & Roberts, 2007). These functions were found to have internal consistency and stability among divergent groups of people (Strigas & Jackson, 2003).

In order to understand the volunteer, it is important to recognize that the experiences volunteers are looking for change significantly as they move through different stages of life, along with evolving priorities, circumstances and interests (Hientz, et al., 2010). Statistics Canada’s “2010 Canada Survey of Giving, Volunteering and Participating” survey results state that twice as many university graduates were likely to be top volunteers than people with less than high school. People with school-aged children at home were about twice as likely to be top volunteers as people whose children were all under the age of six. In addition, young volunteers are more likely to continue volunteering later in life. Ages 15 to 24 years contribute as volunteers, but it tends to be on their terms; they bring new ideas, energy and passion into volunteering. Baby boomers that are in early or semi-retirement have numerous competing opportunities and demands for their time, such as care of grand-children, travel, work and leisure prospects so are seeking volunteer roles that allow for flexibility. Having spent a lifetime juggling volunteer commitments as well as employment and family roles, baby boomers can offer a multitude of skills to volunteer groups’ (Shire, 2007).
“Bridging the Gap”, Volunteer Canada’s research project on the changing culture of Canada’s volunteer sector, found that overall, today’s volunteer is more goal-oriented, autonomous, tech-savvy and mobile. They want a two way relationship that meets the goals for both themselves and the organization; they believe that volunteering is personal and stems from individual preferences and motivations; they want to transfer and develop skills by gaining or sharing experiences; and they want to volunteer in groups for social and business networking (Hientz et al., 2010).

According to Hientz et al., (2010) many surveyed organizations across Canada reported similar trends in their volunteer programs:

a) Volunteers tend to be younger;
b) Leadership volunteers are older;
c) New Canadians are seeking opportunities; and
d) Canadians want a group experience over individual roles and tasks.

These trends have moved organizations to create new and targeted marketing and engagement strategies that cater to the unique characteristics and cultures of today’s volunteer. Organizations need to take into consideration the specific purpose of these strategies. For example, their promotion may be targeted to help volunteers choose an organization to volunteer for, or they may be targeted to encourage the volunteer to remain. (Clary et al., 1994).

Volunteers choose their recipient organizations for a variety of reasons. Once a volunteer has decided to devote their time, a different set of variables will determine their commitment and intentions to remain as a volunteer. People who hold compatible beliefs with the organization’s beliefs stress higher levels of personal fulfillment rather than material achievement or gains of power (Catano, Pond, & Kelloway, 2001). Catano et al., (2001)
explains that those who understand and identify more with the organization are more committed to it and its goals, and are more actively engaged in the organization. Commitment can be seen as a strong belief in, and acceptance of, the organization’s goals and values as well as a willingness to exert considerable effort on behalf of the organization, and ultimately the desire to maintain organizational membership (Porter et al., 1974).

Intentions to remain volunteering relate to the satisfaction levels with specific job duties. Alternatively, volunteer commitment is based on creating a relationship between the volunteers and the organization, and is achieved by ensuring recognition and reward (MacLeod & Hogwarth, 1999). MacLeod and Hogwarth (1999) concluded that commitment and intentions to remain can be viewed as distinct components to volunteer engagement. Research shows that when volunteers are deciding whether or not to commit to volunteering they weigh the cost vs. benefits and believe the costs are higher. Table 2 shows the resulting barriers to volunteering from Statistics Canada’s “2010 Canada Survey of Giving, Volunteering and Participating”. The most commonly reported reason given by people for not to volunteer is lack of time which corresponds with volunteers seeking short-term commitments. A little less than half of the respondents indicated that they did not become involved because no one had asked them to, suggesting that they might sign up to volunteer if they were approached the right way.
Table 2 Reasons for not volunteering, non-volunteers aged 15 years and over, 2010

<table>
<thead>
<tr>
<th>Reason for not volunteering</th>
<th>2010 percentage of non-volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did not have the time</td>
<td>67</td>
</tr>
<tr>
<td>Unable to make a long-term commitment</td>
<td>62</td>
</tr>
<tr>
<td>Preferred to give money instead of time</td>
<td>52</td>
</tr>
<tr>
<td>No one asked</td>
<td>45</td>
</tr>
<tr>
<td>Had no interest</td>
<td>27</td>
</tr>
<tr>
<td>Health problems or physically unable</td>
<td>26</td>
</tr>
<tr>
<td>Did not know how to become involved</td>
<td>22</td>
</tr>
<tr>
<td>Gave enough time already</td>
<td>17</td>
</tr>
<tr>
<td>Financial cost of volunteering</td>
<td>17</td>
</tr>
<tr>
<td>Dissatisfied with a previous experience</td>
<td>7</td>
</tr>
</tbody>
</table>

1. Includes people who had not volunteered in the 12 months preceding the survey but who may have volunteered before that period.


In order to completely understand the complex relationships of volunteer motivation, commitment and influence on the intentions to remain, the factors of each must be understood (Knoke & Wright-Isak, 1982). Overall, volunteers want to give freely of their time and expertise in hopes to generate pride and support for their contribution as Canadians.

**Sport specific.** Volunteer studies, specific to sports volunteerism, show a common list of volunteer motivators that have been classified in the late 1990s and early 2000s into five distinct components:

1) Altruistic Value;
2) Personal Development;
3) Community Concern;
4) Ego Enhancement;
5) Social Adjustment (Wang, 2004).
Each of these components have been further defined by Wang to allow for a multi-dimensional conceptualization of the Volunteer: Altruistic Value represents a person's intrinsic beliefs in helping others and contributing to society; Personal Development refers to a volunteer's desire to receive self-oriented benefits pertaining to personal growth and learning of new skills; Community Concern reflects people's sense of obligation and/or involvement in their communities; Ego Enhancement deals with positive strivings of the ego; and, Social Adjustment reflects motivations regarding relationships with other people.

Although Wang's listing can somewhat be applied today it is by no means static. Volunteerism is an ongoing evolution of expectations and unique needs for both the organization and the volunteer.

Alternatively, Farrell et al., (1998) proposed two motivational factors specific to elite sport volunteering called commitment and external traditions. The commitment factor "contains incentives that link external expectations and personal skills with the commitment to volunteer" (Farrell, Johnston, & Twynam, 1998, p. 293). The external tradition factor expresses motivations related to external influences "(like family traditions and the use of free time) on an individual's volunteer career" (Farrell, Johnston, & Twynam, 1998, p. 293).

For sporting and special event volunteers, motivation is multifaceted. As demonstrated, managers need to be prepared to address a variety of motivations and cultures when seeking volunteers for special events (Farrell, Johnston, & Twynam, 1998). For example, two large sporting events hosted in Saskatchewan, the 2006 Saskatchewan First Nation Winter Games and the 2005 Jeux du Canada Summer Games, involved a large number of Aboriginal volunteers. Aboriginal communities were invited to participate in these events in a formal capacity. Aboriginal volunteer motivators' specific to these events revealed that Aboriginal volunteers wanted to help-out and contribute to the legacy of the
Games. The importance of being invited to volunteer for these events allowed them to show pride in their communities, and be visible. The formal inclusion impacted positive changes to impressions and stereotypes of Aboriginal people (Hoeben, et al., 2007). Limited knowledge of current trends or local cultures in volunteerism or ignorance of the real needs and motives of volunteers could be catastrophic for the expansion of volunteer human resources, the morale of the organization, or the execution of a special event (Strigas & Jackson, 2003). The costs of running quality sporting events continue to rise with increased competition and consumer demand (Strigas & Jackson, 2003) that puts more pressure on the organizations to recruit and retain the right volunteers.

2.3 Volunteer Management

The direction of volunteer management is changing and should be constructed to support inclusion and ongoing flexibility in sustainability and growth. According to Rehnborg et al., (2009), few organizations possess the knowledge to strategically maximize their use of volunteers to ensure that their organizations goals are met. Nor do they understand the critical importance of an infrastructure designed to facilitate and support volunteer engagement. Informed, top-management support is critical in order to maximize volunteer participation through: the management of diverse volunteer interests and resources; the facilitation of collaborative relationships among staff, volunteers, and clients; the protection against volunteer liabilities; and ensuring that volunteer labour connects with the organization's strategic goals (Rehnborg et al., 2009).

Volunteer management must include organization-wide accountability for the results of volunteer engagement efforts. Traditional hierarchical management roles become replaced with working partnerships and collaboration with volunteers (JFFixler Group, 2012).
Volunteer management in general. “Advances in technology, shifting demographics and increased resource pressures encourage organizations to re-evaluate their volunteer policies and practices and incorporate different approaches” (Hientz, et al., 2010, pg 1) to designing a volunteer engagement plan. When organizations design a volunteer engagement plan, several questions should be considered to ensure that the relationships with volunteers cultivate partnerships and focus on a shared vision. Such questions include:

1) How do volunteers perceive their relationship with the volunteer manager and organization – how do volunteers talk about the organization?;

2) How are volunteers communicated with – does the communication allow for dialogue or just one-way announcements?;

3) How are volunteers referred to – ‘my’ or ‘us’?; and

4) Is the relationship and collaboration authentic – have the volunteers helped to shape the plan, do they have ownership, or are they inheritors of plan? (Steinhorn, 2012).

In Table 3, Steinhorn (2012) compares the traditional transactional volunteer management approach of ‘Us & Them Relationships’ to a collaborative ‘We Relationships’ approach as it applies to the engagement and management of volunteers. Something as simple as the use of terminology creates a shared vision for improved relationships and reduced segregation of volunteers. Most managers refer to volunteers as ‘my’ volunteers. Using the term ‘our’ volunteers replaces the segregated view with a more collaborative relationship where everyone, staff and volunteer, work together toward a shared vision. ‘We Relationships’ encourage a collaborative environment where volunteers are engaged in a shared vision for the organization.
Table 3 Comparison of Transactional and Collaborative Approach to Volunteer Management.

<table>
<thead>
<tr>
<th>Us &amp; Them Relationship</th>
<th>We Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer placements are based on existing needs, numbers, and schedules</td>
<td>Volunteer/Staff partnerships are negotiated based on skills the volunteer is willing to share and on the strategic needs of the organization</td>
</tr>
<tr>
<td>You are a provider of service or recognition</td>
<td>You are a collaborator</td>
</tr>
<tr>
<td>Your volunteer does things for you and you do things in return to recognize your volunteer</td>
<td>You and your volunteer do things together and acknowledge each other’s contributions</td>
</tr>
<tr>
<td>You have a similar relationship with other volunteers</td>
<td>You have a unique relationship with this volunteer</td>
</tr>
<tr>
<td>The relationship’s potential is limited by existing positions and available slots</td>
<td>The relationship’s possibilities are abundant, powerful, and limitless</td>
</tr>
</tbody>
</table>

Source: (Steinhorn, 2012)

Further to Steinhorn’s ‘We Relationship’ approach, Brudney and Meijis (2009) conceptualized a new regenerative approach to volunteer management based on the view of the volunteer as a natural resource. The focus is on the community’s use of the volunteer and the need for a more sustainable approach. The regenerative approach contrasts the traditional instrumental approach where the management structure is community-focused as opposed to organizational-focused. A comparative assessment follows on the regenerative and instrumental approaches from the perspective of the Community, the Resource, and Organizational Management (Brudney & Meijis, 2009).

The traditional instrumental view of the Community was organizational-centred where the focus was on the organization. Under the regenerative approach the organization has broadened its accountability to include the community. With the regenerative approach, stakeholders and the organization are now accountable to the entire community, implying that more parties need to be involved in meeting the immediate and future needs of community volunteers. To be effective, users, funders and local government, become involved in the management from the perspective of sustainability and coordination in
sharing resources. These entities should focus on the long-term results, and needs, in building volunteer management infrastructure.

The Resource itself is to attract and keep volunteers engaged, taking into consideration the depiction of the goal of the volunteer. Life-time valuation, and conception of the volunteer moves away from the instrumental view where the value of the volunteer was historically placed on the replacement cost to the organization. The value of the volunteer under the regenerative approach is accrued not only to the host organization but also to the volunteer and to society as a whole. The valuation is based on the enhancement of skills, self-confidence, and civic engagement as well as the transmission of an ethic of service to the next generation.

Organizational management relating to volunteer management has traditionally been focused on the recruitment of the volunteer rather than retention as seen in the preparation of job descriptions for volunteer positions that meet organizational needs, the organization then recruits accordingly. In the regenerative approach, volunteer involvement emanates from the assets that volunteers possess, their preferred available times, and the assignments that organizations envision to accommodate them. This is accomplished through negotiation between the organization and the volunteer that assists in arriving at both realistic and satisfying work assignments that help organizations as well as support the types of experiences that volunteers seek. This construct invigorates and renews the volunteer and ultimately the organization (Brudney & Meijis, 2009).

Historically, the 'organizational-focused' approach to volunteer engagement was all encompassing not taking into consideration for the cultural diversity in Canada. Statistics Canada’s 2010 Canada Survey of Giving, Volunteering and Participating demonstrate that new immigrants to Canada are volunteering sooner than previous immigrants. “Having
immigrant volunteers is of significant benefit to organizations, including increasing diversity and accessibility of a service to immigrant populations in general, broadening organizational skill capacity, broadening linguistic skills, and adding new outlooks and perspectives to an organization" (Hieatz et al., 2010)

Effective volunteer management has moved from an ‘organizational-focused’, instrumental based approach to a more ‘individual’, regenerative based approach recognizing the individualism, including cultural backgrounds, of the volunteer. Adapting a volunteer management program accordingly is critical for sustaining and growing the opportunities for volunteer engagement that meet both the needs of the volunteer and the organization itself. According to Volunteer Canada’s “Bridging the Gap” report, there tends to be a disparity between the volunteer and the organization. There are several gaps between what experiences volunteers are seeking and what organizations are offering. Some of the primary gaps identified include:

1) Canadians are looking more for group activities but organizations do not have the capacity to offer them;

2) People with professional skills are looking for tasks that involve something different from their work lives;

3) Organizations want to clearly define roles and boundaries of the volunteer but many volunteers want the flexibility to initiate what they have to offer, (i.e., create their own volunteer opportunity);

4) Organizations still want long-term commitment but volunteers are looking for short-term opportunities; and

5) Organizations focus on what they need but, besides helping others, many volunteers come with their own goals that need to be met.
The report recommends striking a balance between designing specific, set roles and being open to volunteers determining the scope of what they can offer; being well organized but not too bureaucratic; and matching skills to the needs of the organization but not assuming that everyone wants to use the skills related to their profession, trade or education (Hientz, et al., 2010).

**Sport specific.** Management of volunteers for sporting events can be different than ongoing volunteer opportunities within the community. Sporting events are shorter in duration and are most often a one-time occurrence (Farrell, Johnston, & Twynam, 1998).

However, volunteer management strategies used for general ongoing volunteerism can be applied during recruitment, retention and daily operations of short-term sporting events.

Farrell et al., (1998) suggests that a volunteer experience, and satisfaction, is directly related to the overall management and organization of the event. Key management considerations go beyond fulfilling volunteer needs and extend to enhancing volunteer satisfaction through positive experiences during recruitment, during the event and post event follow-up. Organizations, volunteer managers and staff, can create a satisfying experience for volunteers in several ways: building meaningful relationships and getting to know the volunteer’s unique needs and talents; developing integrated HR strategies similar to paid staffing; being more flexible and accommodating in recognizing volunteer constraints and other time commitments; being sensitive to differences with respect to volunteers’ genders, culture, language and age; capitalizing on technology options by providing more online opportunities; clearly outlining the purpose of the volunteer activity and how it will help people, as well as following-up by letting the volunteer know the impact of the time they contributed; and telling the volunteer what is needed and when, but not how to do it and what
time to do it (Hientz et al., 2010). In order for volunteer satisfaction to remain high throughout the event, and to encourage commitment for future events, managers need to pay attention to attributes that will influence volunteer satisfaction with their experience at the event.

Communication with other volunteers and recognition of volunteers are significant predictors of volunteer satisfaction. Volunteer managers for big events must take into consideration volunteers' expectations based on motivations that include communication and recognition. Recognition provides one method for volunteer satisfaction that creates a favourable social consequence for the volunteer (Fisher & Ackerman, 1998). Recognition, as defined by Fisher and Ackerman (1998), is the "public expression of appreciation given by a group to individuals who undertake desired behaviours". If volunteers believe that their help is critical to the organization, and that others will be made aware of their contribution, people are more likely to engage with the organization. It is only when volunteers believe that their contribution is important and more socially desirable that recognition increases the number of hours donated to the organization. For example, volunteering might increase through a combination of advertising highlights and recruiting efforts that consistently send a message of perceived high desirability and social visibility. Organizations must be sensitive to the context under which they establish recognition programs, and use promotional appeals based on the significance of their own need (Fisher & Ackerman, 1998).

2.4 Socio-Economic Impact of Volunteerism on the Community

The results of the "2019 Canada Survey of Giving, Volunteering and Participating" report show that one in two Canadians contributed their time, energy and skills to groups and organizations such as charities and non-profit organizations. They provided varied leadership on boards and committees; canvassed for funds; provided advice, counselling or mentoring;
visited seniors; prepared and delivered food; served as volunteer drivers; advocated for social causes; coached children and youth. In short, they shaped their communities, and enabled non-profit organizations to deliver programs and services to millions of their fellow Canadians (Statistics Canada, 2010).

Volunteer work is important not only to individual volunteers but to Canadian society as a whole. According to the 2011 United Nations State of the World’s Volunteerism Report, “...volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation” (Leigh et al., 2011, p. i).

Volunteer Canada’s discussion papers on measuring the social and economic value of volunteering and ensuing views claim that “Volunteers and the act of volunteering bring multiple benefits to organizations, communities and people. Organizations receive enormous contributions of time, talents and skills. Communities are healthier and more cohesive through active citizen engagement. People receive important services from volunteers and, through volunteering, people gain experience, improve their employment and educational options and have a greater sense of belonging and well-being” (Volunteer Canada, 2013).

As exhibited in Table 4, Statistics Canada’s recent survey findings from the “2010 Canada Survey of Giving, Volunteering and Participating”, show that about 13.3 million people volunteered their time through a group or organization. Canadians volunteered nearly 2.1 billion hours in 2010, the equivalent of close to 1.1 million full-time jobs.
Table 4 Volunteer rate and volunteer hours, population aged 15 years and over, 2010

<table>
<thead>
<tr>
<th>Volunteer rate</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total population (thousands)</td>
<td>28,285</td>
</tr>
<tr>
<td>Number of volunteers (thousands)</td>
<td>13,282</td>
</tr>
<tr>
<td>Volunteer rate (percentage)</td>
<td>47</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Volunteer hours</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total annual volunteer hours (millions)</td>
<td>2,068</td>
</tr>
<tr>
<td>Full-time year-round job equivalents¹ (jobs)</td>
<td>1,077,083</td>
</tr>
<tr>
<td>Average annual volunteer hours (hours)</td>
<td>156</td>
</tr>
<tr>
<td>Median annual volunteer hours (hours)</td>
<td>55</td>
</tr>
</tbody>
</table>

¹ statistically significant difference (α=0.05) from 2010
1. Assuming 40 hours of work per week for 48 weeks.


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The economic value on the data of volunteer hours contributed is not easily expressed (Wisener, 2009). In the Canadian Centre for Philanthropy report on “Assigning Economic Value to Volunteer Activity”, Goulbourne and Embuldeniya (2002) identified eight measures of economic value to volunteer activity, and categorized them into three strategic areas: human resource productivity, volunteer program efficiency and community support measures.

The human resource productivity measure assists organizations in understanding the value of the volunteer as a personnel resource. The organization can estimate the value of the volunteer as a personnel resource in three ways:

1) By placing a dollar value assigned as a wage rate, including benefits, to each hour of volunteer activity;
2) Calculating total number of volunteer’s hours and converting them to the equivalent of full-time positions; and
3) By calculating how much volunteers extend the value of the organization’s personnel.
The volunteer program efficiency measures the organization’s return on investment in the volunteer program, and compares the number of paid management staff involved in the volunteer program to the number of volunteers. The community support measure describes the volunteer contributions as a form of community support. Ways to measure the support include a volunteer capital-contribution where out-of-pocket expenses incurred by volunteers are calculated, and by a community investment ratio where a comparison is made between the amount the organization invests in the volunteer program and the time invested by volunteers to the program.

Knowing the economic values of volunteerism in Canada assists organizations and communities in communicating and measuring the vital impacts of volunteerism. Value-based measurements can be included in annual reports, budgeting, and in funding proposals (Goulbourne & Embuldeniya, 2002). However, varied research has expressed the concerns and risks in measuring the economic impacts of volunteerism. When volunteer effort is stated in economic value terms it overshadows or diminishes all other aspect of what volunteering offers (Wisener, 2009). For example, finding a way to express the personal value to volunteering is not easily captured as a monetary value and not all volunteers gain the same benefits in the same way. Wisener points out that some of the risks include inaccurate quantification and that when economic value is attached, monetization may not be appropriate and possibly exclude important qualitative benefits.

**Employer-supported volunteerism.** Employers are essential to supporting volunteerism within their own corporations; philanthropic behaviours of a company contribute to the overall well-being of a community. Engaging in corporate community involvement provides benefits to the company. Companies can improve brand reputation, recruit and retain talented employees, increase social capital and invest in professional
development—all while making a positive impact in the communities in which they work and live (Volunteer Canada, 2013).

Employer support of volunteering differed from industry to industry. In 2010, volunteers were more likely to report receiving employer support when they worked in the public administration and utilities industries (70%), and in finance, insurance, real estate and leasing (66%) (Statistics Canada, 2010) allowing for targeted marketing approaches for specific industries in engaging employers.

In 2010, over half of employees in Canada and British Columbia who did volunteer work reported that they had received one or more formal means of support to do so from their employer (Statistics Canada, 2010). Table 5 shows the types of employer support that are more common than others.

Table 5 Types of formal employer support, volunteers aged 15 years and over with employment, 2010

<table>
<thead>
<tr>
<th>Type of Formal Employer Support</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval to change work hours or reduce work activities</td>
<td>34</td>
</tr>
<tr>
<td>Use facilities or equipment</td>
<td>29*</td>
</tr>
<tr>
<td>Recognition or letter of thanks</td>
<td>24*</td>
</tr>
<tr>
<td>Paid time off or time to spend volunteering while on the job</td>
<td>20*</td>
</tr>
<tr>
<td>Donated prizes, gift certificates, food</td>
<td>2E*</td>
</tr>
<tr>
<td>Donated financially to the organization</td>
<td>1E*</td>
</tr>
<tr>
<td>Sponsored an event, paid entry fee or membership fee</td>
<td>1E*</td>
</tr>
</tbody>
</table>

* statistically significant difference (α=0.05) from the reference group
E* use with caution

Note: Only respondents who answered all the questions on formal employer support are included.

Volunteers contributed more time to volunteering most when employers approved changes to their work hours or reduced their work activities. Somewhat less common was the use of facilities or equipment for volunteer activities, receiving recognition or a letter of thanks from the employer, and paid time off or time to spend volunteering while on the job.
Employees were more likely to report having gained work-related skills from volunteering if their employers had provided formal support.

2.6 Volunteerism in Northern British Columbia

British Columbia supports approximately 37 Volunteer Centres across the province; there are six centres in the northern region, from Williams Lake to Dawson Creek and Prince George to Prince Rupert. Each centre is challenged with finding the right resources such as skilled staff and adequate funding to effectively engage the community in volunteer activities. Current staff are volunteers themselves, are retired, or are part-time employees that provide other social services and programs for the community. These volunteer, or community service centres are considered the hub for information in rural British Columbia.

Although there is little information on volunteerism in Northern British Columbia, a 2008 provincial report on the 'State of Volunteering in British Columbia', conducted by Volunteer British Columbia, identified seven key themes that have impacted its volunteer membership organizations across the various regions of the province:

1) Flexibility and creativity in the engagement of volunteers is prevalent across the province - as demographic and economic circumstances fluctuate, flexibility in how volunteer positions are structured and how effort is mobilized is a key factor in making volunteer experiences effective for both the volunteer and organization;

2) Redefining the right roles for the right volunteers remains an ongoing process, especially as the demand for more specialized, project-based volunteering grows - a rethinking of how roles are defined that changes the focus to the interests of how volunteers want to volunteer;

3) The challenges of recruiting and retaining volunteers are changing, in particular with respect to how young volunteers or more seasoned volunteers want to be engaged, but
also in the recruitment of longer-term and leadership volunteers - job design needs are in continual flux adapting to the changes in volunteer interests;

4) A growing use of technology is greatly benefiting access to volunteering - a growing use of technology positively impacts the reach for volunteers for organizations and volunteers are using online sources when seeking volunteer opportunities;

5) There is an importance to being able to tell your story effectively to prospective volunteers - regardless of the shifting nature of how and when people volunteer, the why of volunteering has remained fairly consistent – a connection to the cause;

6) A volunteer leadership deficit is emerging, particularly around governance of volunteers - core volunteer numbers continue to decrease while there was a growing interest in project-based, time-limited volunteering;

7) There continue to be challenges in involving a more diverse population of volunteers, especially volunteers from different cultural backgrounds - cultural differences, language barriers, and that volunteering definitions were not inclusive of varied volunteer actives posed key reasons (Volunteer British Columbia, 2008, p. 4).

From a regional perspective, the “2008 State of Volunteering in British Columbia” research identified key challenges in recruiting and retaining volunteers. Two distinct challenges included: the volunteers’ expression of lack of time and the organization’s struggles to attract, recruit and keep enough skilled volunteers. They found that organizations were spending a great deal of staff time and resources to provide adequate training; retention dramatically decreased as a result. Organizations invested significant time into recruiting and training volunteers who did not stay engaged, but simply completed their short-term commitment and then left the organization. Fear of the job was one substantial reason for lack of retention; volunteers often believed that they were not qualified, or that the
organization's expectations were more than what volunteers could offer. Training requirements were high, and volunteers could not commit to the time for orientation and training. Significant deterrents for short-term and younger volunteers were the enhanced security requirements that took a longer time to process. Leadership positions were seen as difficult and were not filled due to the perceived risks and financial and legal obligations. Additionally, aging volunteers face health and mobility challenges preventing them from helping-out. Due to a lack of staff and time, statistics are a challenge for voluntary organizations to monitor. Placing special needs volunteers was also a factor for volunteer organizations due to the lack of qualified skills required to create and supervise special needs roles (Volunteer British Columbia, 2008).

According to the 2011 Census, “the percentage of the population aged 65 and over in Prince George was 11.6%, compared with a national percentage of 14.8%. The percentage of the working age population (15 to 64) was 70.6% and the percentage of children aged 0 to 14 was 17.8%. In comparison, the national percentages were 68.5% for the population aged 15 to 64 and 16.7% for the population aged 0 to 14” (Government of Canada, 2011).

Given Statistics Canada’s “2010 Survey of Giving, Volunteering and Participating” results, the highest volunteerism rate is by those aged 15 to 24 years, with sport and recreation as one of the sectors that received the most support. With the highest working age population at 70.6%, Prince George is well positioned to engage volunteers.

CHAPTER THREE

3.1 Interview Results

Given the individuality of each interview, the following provides a combined summary of each of the respondent’s responses as it relates to each survey question. In
addition, Appendix B provides a comprehensive listing of interviewee responses as it relates to each survey question. The free flow of conversation resulting from the pre-designed questions led to other areas of discussion between both the interviewee and interviewer and is also identified in the interviewee responses below. Survey interviews were conducted with Presidents and CEOs as well as major event officers from national and international sport organizations. Each organization varies in their mandate, use of, and need for volunteers; four organizations were provincially (British Columbia) focused; one working with over 500 community sport organizations in hosting 283 events in 58 different communities across the province; another hosting two to three annual provincial events utilizing up to 3,000 volunteers for each event. Nationally and internationally focused sport organizations varied with hosting three to seven national events and up to two international events annually utilizing between 300 to 4,000 volunteers per event.

Each question response below has been expressed directly from the respondents. Due to the request of several interviewees, any identifying terms or comments have been removed to ensure anonymity, and therefore, anonymity has been applied to all interviews to maintain consistency in this project.

1. **What was your goal in engaging volunteers?**

   As we have seen in the literature review, organizational goals in engaging volunteers vary greatly. Views and perceptions of volunteer engagement are still focused on organizational-centered approaches but are slowly evolving into a regenerative approach focusing on the individual volunteer.

   Each respondent wanted to ensure that the volunteer had the best experience possible, whether it was athletes, volunteers or event goers, they believed it was up to the organization to provide the resources to ensure an exceptional volunteer experience. The
volunteer hours for any event are invaluable both economically and socially, and they become an integral ingredient for the sport or event to occur.

The ultimate goal for these organizations was to get the job done and it is important for any organization to understand how the job will be completed. They want the volunteer's experience to be as positive and enjoyable as possible and to make sure that the individual or the collective have the resources to do their jobs. Encouragement, guidance, occasional handholding, and/or pulling or pushing the volunteers are required to guide and develop the volunteer to ensure the job gets done well. If the volunteer experience is positive, the time that volunteers spent will be memorable and they will return or help other organizations. Senior management involvement in creating a positive and satisfying experience is just as important to ensure volunteers do the right tasks at the right time with the right attitude.

Most of the organizations interviewed had high expectations of service. From operational and logistical components it is a necessary requirement for them to execute an event of high caliber. Dependant on the event, there may be a couple of different models for one organization. Different events have different needs when it comes to volunteers. Dependant on whether or not it is a national or international scope the requirement may be more modest. Most organizations interviewed expand through a central “volunteer house committee” within each community to help build the volunteer infrastructure needed to successfully put on an event.

Volunteer engagement is dependent on the scope and type of events that a community has hosted in recent history. Existing volunteer leadership is a major consideration for key positions for those events in which several questions are asked in engaging the community: are there enough volunteers to share the workload; are the people coming
forward knowledgeable; is there a strong network in place; are they able to build groups that can reach out into the community for support; and, can they be relied upon for key positions.

2. What was your strategy in engaging, recruiting and retaining volunteers?

The respondents rely on different strategies for different communities: such as determining what the volunteer needs are; making sure volunteers are treated in a respectful manner in terms of what volunteers are being asked to do; and, to determine what volunteers are getting out of the event for themselves. The majority of the organizations have policies in place that include volunteer recognition. The organizations felt that recruitment and retention of volunteers is no different than a job which falls in line with Fixler’s focus on matching the needs of the organization to the skills and talents that volunteers have to offer. Fixler indicates that the traditional, hierarchical role of management should be replaced with working partnerships and collaboration with volunteer conflicts with this construct of the traditional workplace.

Collectively there were similarities in responses on how to treat volunteers; give them responsibility, respect and appreciation. Do something for them afterwards, something that says “we really appreciate what you guys did”. Acknowledging volunteers is important to the organization the best way to do that is simply by thanking them. The organizations felt that any volunteer training was more valuable for the volunteer as opposed to giving them a jacket or mittens that they will never wear again.

Normally, there is a plan in place to make sure volunteers are happy and smiling and greeting everyone that is coming to the community. The volunteers are the front line or the last line that visitors experience when coming to the event, city or province. The plan has to be integrated into, and drives the whole strategy, on how volunteers are going to be
handled. Volunteers bring excitement; they bring enthusiasm to the event. As soon as volunteers have a bad experience, they don’t want to volunteer again.

The organizations have obligations to their corporate partners and government agencies, which need to be met. Organizations often start recruiting volunteers by sitting down with the community’s Mayor and developing a nomination committee. Selected individuals are typically groups of people that have influence and knowledge of the community.

According to one respondent, “a volunteer’s motivation is totally different, it’s their self worth, their sense of community, it’s their sense of place, and it’s their desire to give back. So I think volunteers have different motivators for getting involved and doing what is right”.

Each organization relies on the event host committee to train volunteers and this provides opportunities for volunteers to gain newly acquired skills. For example, one organization has created a formal working relationship with WorldHost to develop certified customer service and conflict management skills. Some organizations strategies are expressed as “just their culture”, where the organization is the leader, giving volunteers the tools to do the job – “really getting out of their way, not nit picking, not nagging, and just giving them just the right amount of rope”.

Volunteers need to have the opportunity to engage, whether it is with the athletes or the dignitaries, volunteers want to showcase their community. Organizations also need to talk to their volunteers to make sure they are having a memorable experience.

One respondent saw a shift in the paradigms of how volunteers work, kinds of volunteer apparel, the appreciation awards, the importance of volunteer orientation and information, as well as the expectations being shared. Many volunteers are now asking
for a financial compensation in lieu of gifts and expect social recognition. Some volunteers want to be linked to an event and want to be linked to people responsible.

3. What and how did you communicate to the volunteers?

Volunteer manuals were the primary source of communication across the board. Manuals consistently provide information on jobs, events, and policies and are considered no different than coming to work for a new employer. Organizations wanted to make sure they were not taking advantage of the time volunteers have provided. They wanted to ensure the volunteer knew exactly what was expected of them.

There are touch points along the way, core volunteers and board of directors, are in constant communication with the organization’s office. Effective communication builds a great sense of trust and requires ongoing efforts through constant communication that is always a work in progress, and some take longer than others. Generally when the “rank and file” volunteers come on, it is the host community’s job to communicate to them about what is coming up, what is going on, what is the next big event, what is the next training session. It is just about communication. And again, communication efforts are planned within a given timeline. If there is a public event and there is a speaking opportunity, there is always messaging around the volunteers and their enthusiasm. Communicate with and develop a relationship with the previous host community, an informative transfer of knowledge and reports can assist in understanding the best practices of that community.

More often the organizations depend on the host committee and their knowledge of the community. Four of the organizations explained that they do not mandate a volunteer infrastructure or methodology. The organizations rely on existing host community groups with their volunteer and professional networks already in place. They rely on the
infrastructure that already exists within that community as opposed to the organization going into the community and developing a new volunteer task force.

4. Describe your successes in engaging volunteers.

Large scale events are not easy. Hosting events in communities with a volunteer infrastructure already in place makes it easier to engage volunteers. Organizations expressed that some key successes in volunteer engagement were through effective communication and dissemination of information. In addition, learning best practices and challenges from previous host communities, helped to successfully apply that knowledge to the next event. Success is often based on the level of the volunteer’s interest.

Getting the message out through technology provides a wider and often immediate response. Messaging that states opportunities for volunteers, offering them an organized website that provides information on what types of volunteer opportunities are available and how to register to volunteer, as well as allowing them to fill out the application online provides opportunities for volunteers to have control over and feel engaged in the process.

5. Describe your failures in engaging volunteers.

Respondents described experiences and observations of events that they had attended, and expressed genuine concern over how to treat a volunteer.

Engaging volunteers is all about relationships and how they are communicated to as well as how organized the event is. It is important for the organization to understand and recognize that these volunteers are giving their time because they want to, and to make sure that their time is being used as efficiently as possible. Treat everyone with upmost respect and thank them continuously whether it is the top person from the organization or paid staff.
Some of the challenges for the host organization are understanding the volunteer’s capacities: whether it is the expectations from local host groups or lack of proper screening. There is fine line in terms of what the appropriate level of servicing for the volunteer is, and the amenities being offered to maximize the volunteer’s capabilities. What is the appropriate amount of apparel or perceived equity of apparel to the volunteer? Perceived value varies dependant on the volunteer’s needs and motivators.

6. Are there any changes necessary to government policies, insurance, etc...that impact the use of volunteers?

The biggest obstacle expressed, as far as a provincial or regional scope is concerned, is the mandatory criminal record checks (CRC). More recently the provincial government has announced that all volunteer CRCs will be conducted at no charge. Volunteers will not have to pay for the service in order to volunteer. It is a huge windfall for not just sport but any other organization that benefits from having volunteers or needing volunteers, knowing that the cost of CRC will no longer be a barrier for adults wanting to volunteer.

7. Are you aware of any organizations or large events that have done or that do a good job of engaging volunteers? What do they do well?

BC Lions have a great customer service program where volunteers are easily identifiable and knowledgeable about their areas. The Olympics had one of the most successful volunteer programs. The legacy of volunteerism at the 1988 Olympics in the City of Calgary is still strong with the spirit of volunteerism. A database of volunteers was created during the 1988 Olympics and is still used and maintained today. The City treats their volunteers with respect. Calgary is known to host major events and they have a fantastic can-do attitude.
Hockey Canada is another organization that sees a great deal of success in the communities they host their events in. These communities have a lot of expertise involved here. Sport Tourism has been evolving for several years now with organizations offering resources to ensure success in all aspects of volunteer engagement.

Many of the organizations are being progressive in their strategies, ensuring legacies are realized from event to event whether it be through databases or software management to help facilitate volunteer engagement to make it easier for host communities.

It was expressed by two organizations that host communities are becoming progressive through pre-planning on how they will manage volunteers, how things will be administrated, how they coordinate and ultimately how they execute when they come to the table to host the event. Host communities know what they have, or how easily accessible resources are to quickly engage in any event.

8. **What are your recommendations for other host communities in engaging volunteers?**

All respondents expressed the importance of the volunteer experience, using events and sports is a great vehicle for leveraging people to get involved in their community. It brings communities together in the sense of spirit – volunteers are the fabric of a community. Providing the best experience possible for those volunteers is the best way to generate more volunteers.

Know exactly what is being asked of the volunteer, understand the various job levels required for the event. Provide clear job descriptions or questions that can be asked of the volunteer when people come to enquire about volunteering, question such as, what can you do, do you like working with kids, do you like working with the physically challenged, what is your interest, what do you want to get back. If you are able to point
them in the right area, and that area has a solid structure in place, it is very clear what you are asking that volunteer to do, so that they can look at the responsibilities, and they accept, or look at, another area that interests them.

People want to make a difference and want to give back. Provide them with an opportunity that is really clear and then they can figure out ways to meet expectations for event goers. Understanding what the expectations are, what the responsibilities are and what is expected on both sides, from the event organizers standpoint as well as the volunteer's standpoint, creates a good start to a long lasting relationship. Volunteers need to understand what the priorities and goals for the organization are.

It is important to have experience, use previous events as learning opportunities to create a volunteer network. Continue to build volunteer experiences in order to keep the volunteer network growing within the community. It is invaluable knowing who can be relied on, knowing what the capabilities are, so that when an event is hosted in the community you know what your deficiencies are, what your strengths are, how to recruit new volunteers and keep existing volunteers.

9. What are your recommendations for other host communities in engaging outlying communities?

Work with and visit the outlying communities to get an understanding of what resources are available, how they want to be involved. Talk to municipal governments, such as the Mayor and Council members as well as community leaders. Ensure they are part of the communications plan and are kept consistently engaged in the process. Get a clear understanding of how the communities will be impacted by the event and communicate these impacts clearly. Define ways a community can contribute or how
the host community can contribute to the outlying areas. Host communities need to recognize that they cannot host alone.

Wherever volunteers are coming from, they are eager and want to do something to be a part of the event to feel like they are giving back. Travelling volunteers require additional resources to accommodate. Such as where are they going to stay? Billeting? Volunteers can stay with other local volunteers.

Rely on local knowledge and perceptions of the community to help build relationships. For volunteers, knowing their efforts and contributions are going to reap benefits, any success will impact the region, and not just the community the event was hosted in.

The following Table 6 summarizes key similarities and findings in the organization’s responses to the survey questions. Additionally, recommendations based on this project author’s informed analysis are included under each finding and are further defined in Chapter Five.
Table 6 Summarization of Survey Similarities and Findings

<table>
<thead>
<tr>
<th>Survey Questions</th>
<th>Key Similarities and Findings</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What was your goal in engaging volunteers?</td>
<td>• Focused on organizational-centered approach</td>
<td>• Move to a regenerative approach</td>
</tr>
<tr>
<td></td>
<td>• Create the best experience possible for volunteers</td>
<td>• Engage volunteers in open communication pre, during and post event</td>
</tr>
<tr>
<td></td>
<td>• Determine economic and social value of volunteers</td>
<td>• Enlist economic and social measures as recommended by the Canadian Centre for</td>
</tr>
<tr>
<td></td>
<td>• Senior management involvement is key to successful volunteer engagement</td>
<td>Philanthropy</td>
</tr>
<tr>
<td></td>
<td>• High expectations of service from the volunteers</td>
<td>• Senior Management and staff needs to be involved in the process in enlisting</td>
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<tr>
<td></td>
<td>• Different models used based on event type and experience of community</td>
<td>volunteers</td>
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<td></td>
<td>• Use of community to build volunteer infrastructure</td>
<td>• Create effective, short-duration, virtual training sessions through the use of</td>
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<td></td>
<td>• Existing volunteer leadership is a major consideration when choosing a community to host</td>
<td>technology and online services</td>
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<tr>
<td></td>
<td>an event</td>
<td></td>
</tr>
<tr>
<td>2. What was your strategy in engaging, recruiting and retaining volunteers?</td>
<td>• Rely on different strategies for different communities</td>
<td>• Collaborate and communicate with local Volunteer Organizations, such as</td>
</tr>
<tr>
<td></td>
<td>• Recruitment and retention is no different than a paid position</td>
<td>Volunteer Prince George. Include them in the planning from the ground level</td>
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<tr>
<td></td>
<td>• Give volunteers responsibility, treat them with respect and show appreciation</td>
<td>• Create partnerships and collaborate with volunteers</td>
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<td></td>
<td>• Volunteer training is becoming more important to the volunteer than trinkets</td>
<td>• Include these strategies in daily operations by integrating them into HR</td>
</tr>
<tr>
<td></td>
<td>• Volunteers are front line workers</td>
<td>strategies</td>
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<tr>
<td></td>
<td>• Recruiting begins with community leaders</td>
<td>• Provide training opportunities that can be applied to work or everyday life;</td>
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<tr>
<td></td>
<td>• Policies in place that include organizational standards for volunteer recognition</td>
<td>leadership, first aid</td>
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<tr>
<td></td>
<td>• Relies on event hosts to conduct the training</td>
<td>• Develop a standard training model and tools that assists event hosts in</td>
</tr>
<tr>
<td></td>
<td>• Obligations to corporate partners and government</td>
<td>delivering consistent training methods</td>
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<tr>
<td></td>
<td>• Build personal relationships</td>
<td>• Engage an employer volunteer program as part of the in-kind</td>
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<td></td>
<td></td>
<td>contribution—employers assist in determining the value of the volunteer</td>
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<tr>
<td></td>
<td></td>
<td>• Create the opportunity for the volunteer to participate in the ongoing event</td>
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<td></td>
<td></td>
<td>activities</td>
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<tr>
<td>Survey Questions</td>
<td>Key Similarities and Findings</td>
<td>Recommendations</td>
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| 3. What and how did you communicate to the volunteers? | • Volunteer manuals are the primary source of communication and considered no different than paid staff manuals  
• Effective communication requires ongoing efforts  
• Attend community events to present status of the event  
• Develop a relationship with the previous host community  
• Organizations do not mandate volunteer infrastructure or strategies  
• Organizations rely on existing volunteer infrastructure within the host community | • Incorporate the use of technology in communications  
• Encourage transfer of knowledge from event to event and community to community |
| 4. Describe your successes in engaging volunteers. | • Effective communication and dissemination of information  
• Learning best practices and challenges from previous events  
• Use of technology provides immediate response and reaches outlying areas | • Create virtual training opportunities to reach rural communities |
| 5. Describe your failures in engaging volunteers. | • Engaging volunteers is about relationships, and how well organized the event is  
• Important to recognize the volunteers  
• Lack of understanding volunteers capacities or capabilities  
• Lack of understanding of volunteers perceived value of recognition | • Refine screening process to gain an understanding of the volunteer’s individual needs and skills |
| 6. Are there any changes necessary to government policies, insurance, etc... that impact the use of volunteers? | • Mandatory Criminal Record Checks  
• Not too many policies that impact or hinder the efforts of the organizations in volunteer engagement | • Continue to advocate politically for volunteers and their contributions to society |
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| 7. Are you aware of any organizations or large events that have done or that do a good job of engaging volunteers? What did they do well? | • Making all volunteers identifiable to the event  
• Treating volunteers with respect  
• “can-do” attitudes  
• Legacies are being realized and promoted | • Create an ongoing database for volunteers in the northern region  
• Design and implement an ongoing volunteer management plan  
• Create an inventory of assets in the northern region; volunteers, services, businesses  
• Assist in building capacity to for local businesses |
| 8. What are your recommendations for other host communities in engaging volunteers? | • Host more events, they bring communities together  
• Provide the best experience possible for the volunteer is the best way to generate more volunteers  
• Know exactly what is being asked of the volunteer  
• Understand various job levels  
• Provide clear job descriptions  
• Ask the volunteer, screening questions that are clear  
• Understand what the expectations are for both the event and for the volunteer  
• Continue to build volunteer capacity | • Engage the volunteer right away  
• Share volunteer stories, a great way to keep them engaged after the event  
• Recognize that people want to make a difference and want to give back  
• Communicate the event goals and priorities |
| 9. What are your recommendations for other host communities in engaging outlying communities? | • Visit outlying communities to get an understanding of the resources available  
• Understand the true impact to the outlying communities  
• Define ways the community can contribute  
• Travelling volunteers require additional resources; accommodations, etc.  
• Rely on local knowledge/ perceptions to build relationships | • Keep outlying communities part of the overall planning and communications  
• Communicate the impacts to their communities  
• Understand any legacies that will impact these communities  
• Develop a hosting plan for out of town volunteers |
CHAPTER FOUR

4.1 Recommendations

The 2015 Canada Winter Games Society has identified and recognized volunteer engagement as a priority. The following recommendations address key findings from the literature review and best practices from the survey responses. Implementation of these recommendations will contribute to the success of engaging volunteers to actively participate in hosting the Games as the northern region celebrates 18 days of sporting, cultural and historical events. Some recommendations are itemized with a brief description.

1) Ensure volunteers have the resources to conduct their role in an informed manner and show volunteers that they are valued. Attention to these by the organization will increase the chance that volunteers will continue to support sport and recreation;

2) Create an integrated volunteer programme in conjunction with the City of Prince George that encourages local and regional volunteer services. For example, the programme could include areas of expertise for projects such as Volunteer Management programs, recruitment, retention, and acknowledgement, scheduling, as well as data management, communications, and multi-cultural inclusion strategies;

3) Employ a comprehensive training programme that incorporates partnerships with organizations that provide specialized training packages such as WorldHost, first aid, conflict management, cultural awareness training and leadership opportunities;

4) Create a volunteer ‘brand’ for the 2015 Canada Winter Games that will identify volunteers as a community volunteer. It is only when volunteers believe that their contribution is important and more socially desirable that recognition increases the number of hours donated to the organization (Statistics Canada, 2010);
5) Clearly market and promote goals and values of the 2015 Canada Winter Games through concrete messaging. Ensure the goals, objectives and values are part of the regular communication pieces and are integrated into all volunteer training activities. Emphasize the humanistic nature of the values and goals as a means of attracting and retaining volunteers;

6) Corporate community engagement and employee volunteerism is encouraged by both small and large companies. Communications planning will be essential to gaining community, corporate and volunteer commitment. Key messaging to businesses should include the impacts and benefits to their organization;

7) Connect to local, regional, provincial and national online volunteer matching databases (Organizations can register their cause or event on a volunteer matching databases where options are provided for volunteers to register their interests and skills and target a cause or event they want to contribute to or be a part of). Develop databases that support the documentation of lessons learned and evaluations that share the learning outcomes from previous major sporting events. These databases can be accessible to potential sport host committees or local government to evaluate future opportunities based on past experiences;

8) Integrate human resources and workforce teams to operate in unison. Ensure that there is minimal division between paid and unpaid operational staff;

9) Engage Volunteer Prince George and regional associations to provide an effective means of communication dissemination to rural communities on the progress of the Canada Winter Games and to encourage input. Many volunteer centres in the north are independent organizations that provide social services to the community at-large. Although these centres are the heart of the rural community, they are sparse with
little, or no, proactive volunteer engagement planning. These centres are essential to building volunteer and community participation in the north; effective engagement and communication with these centres will build relationships in the rural sectors of the north.

Research on best practices has presented some meaningful themes specific to Aboriginal engagement, recruitment and retention for volunteering. Little et al., (2005) suggests linking the concepts of helping-out and volunteering with organizations. Organizations need to be specific about what is offered in terms of opportunity, as well as skills that may be developed while volunteering (Nelson & Gruhn, no year). In addition, build respectful relationships with community elders through the attendance at, or organization of, community-based events and gatherings, (which would create a sense of comfort and ownership). Understand their needs, and sponsor workshops and projects that respond to those needs. Meet with Chief and Council, and Elders regularly to keep them informed of voluntary activities, the benefits they have on the Aboriginal community, and ways that local communities can own and control these activities. Invite Aboriginal community leaders to attend meetings and in-turn attend various Aboriginal meetings (Little, Auchterlonie, & Stephen, 2005). "Engaging Aboriginal volunteer leaders is a process that occurs within the context of culture and traditions, it is imperative to honour and respect these traditions" (Little, Auchterlonie, & Stephen, 2005).

Little et al., (2005) offers further recommendations on how the Aboriginal community wants to be engaged:

1) Create a welcoming environment by spending time on greetings, opening prayers and on inclusion;
2) Recognize that Aboriginal volunteers are less vocal and aggressive than non-Aboriginal volunteers by adopting inclusive and participatory practices;

3) Personally invite and encourage Aboriginal volunteer participation recognizing that Aboriginal volunteers may be shy or uncomfortable in unfamiliar groups;

4) Mentor or shadow new leaders to welcome them and ease them into their roles;

5) Provide orientation and clear information about the group and work, how it and the volunteer contributes to the community;

6) Create and follow a code of ethics that protects the volunteer;

7) Provide support and encouragement when mistakes occur;

8) Train leaders how to deal with criticism and to empower others;

9) Adopt strategies to reduce the burden of management and reporting functions that distract leaders from governance tasks; and

10) Regularly let volunteers know that they are making a difference and that their efforts are appreciated.

Aboriginal volunteer engagement messaging should be specific and should emphasize the impact that their volunteering has on their community such as increased visibility and exposure or improved image and wellness. Incorporate a circle symbol in the components of Aboriginal volunteer management. Some examples include: use messages associated with giving back, helping others, and improving one's community in recruitment approaches; create opportunities for family members to volunteer together; invite family members or friends to volunteer; illustrate the benefits of volunteering to the community or future generations; and use a talking circle for orientation and evaluation sessions (Edwards, 2011).
Create a multi-cultural division for volunteer engagement where marketing efforts and effective communication plans incorporate relationship building activities specifically targeted to multi-cultural groups.

The following recommendations can reach rural communities across the northern region:

1) Engage in rural outreach consultation and mentoring for community groups through local volunteer chapters;

2) Provide support, and promote accessible training opportunities for volunteers through regional and local volunteer agencies and on-site at regional and local businesses and corporations;

3) Increase online volunteer resources and support by developing networks with regional training providers – given our vast geography, connectedness that uses technology is key in engaging, recruiting, training and retaining volunteers;

4) Raise awareness of volunteer roles, activities, and opportunities available at the 2015 Canada Winter Games;

5) Publicize good news stories about volunteer experiences through local media, newsletters and social media;

6) Utilize and access volunteer expertise that is available regionally and locally;

7) Build pathways between schools and volunteer opportunities to promote career options to various related industries;

8) Create family friendly volunteer activities;

9) Encourage volunteer activities that bridge the generation gap and supports mentorship opportunities;

10) Develop branding initiatives and messaging that volunteers can identify with;
11) Encourage a greater role for corporate sponsorship and volunteers;

12) Encourage short-term groups and roles to make volunteer work attractive to a broader group;

13) Build effective channels and networks to connect community groups to broader cross section of the community to include youth and boomer participation; and

14) Develop local infrastructure to assist in sustainable planning for volunteer engagement that will lead to the enrichment of the community.

4.2 Additional Research Required

In order to better understand the motivation of Sport Volunteers, additional research must examine different sport contexts to determine exactly what motivates volunteer behaviour. Once motivations can be identified, organizations can target and serve these interests to provide the basis for continued commitment (MacLean & Hamm, 2007).

Conduct research to determine levels of motivators, commitment and satisfaction levels for volunteers of the 2015 Canada Winter Games. This research can be collected through volunteer committee meetings prior to the event, during the event and post event. The results will assist in the development of efficient volunteer management practices, and will capture volunteer statistics that currently lack for the northern region.

Further research and strategies are recommended for the following areas: employer volunteer programs strategies and benefits; the tourist volunteer, who are they, and how to engage them; multiculturalism and volunteering in the northern region; ethics in volunteering and how organizations can build on the values and integrity of volunteerism; volunteer mentorship between the generations; additional interviews determining best practices for provincial, national sport organizations as well as volunteer associations to determine the level of resources provided for volunteers and organizations.
5.1 Conclusion

Many themes presented themselves in this project; for sporting and special event volunteers, motivation is multifaceted: volunteers are looking for unique opportunities to make a contribution to their community, volunteers tend to be younger, leadership volunteers are older and new Canadians are seeking opportunities which leads organizations to create strategies targeted to varied ethnic groups and Canadians want a group experience over individual role and tasks. However, organizations still need to create engagement strategies that cater to the unique characteristics of today’s volunteer. Organizations need to evaluate their approach to volunteer engagement through their management practices. The regenerative approach encourages community wide accountability to engagement while focusing on the individual needs of the volunteer. Additionally, further understanding of both quantitative and qualitative socio-economic benefits to volunteerism in the community will assist in growing this sector in the north.

Prince George has proven itself a community built on volunteerism through the services provided and markets itself accordingly. Further research in the north will benefit ongoing sustainability of current and future volunteers and the services they provide.
BIBLIOGRAPHY


Appendix A Survey Questions

CONSENT

This survey is confidential, and the responses will be logged anonymously in the final report unless otherwise approved by you. (Your contact information is not revealed). However, if you approve to have your name used in the final report, please feel free to provide your name and contact information indicating confirmation to my email address (Virginia.sprangers@unbc.ca) at the end of this survey.

Before we begin please answer the following questions:

1. I am 18 years of age or older
2. I understand my participation is voluntary and confidential
3. I understand that I have been given an option to provide my contact information for the use of this study.
4. I agree to participate in this survey (circle one); YES NO

Interviewee Name: ____________________________________________

Current Title: ________________________________________________

Organization/Event: __________________________________________

Date: ________________________________________________________
SURVEY QUESTIONS

1. What was your goal in engaging volunteers?

2. What was your strategy in engaging, recruiting and retaining volunteers?

3. What and how did you communicate to the volunteers?

4. Describe your successes in engaging volunteers for ________________?

5. Describe your failures in engaging volunteers for ________________?

6. Are there any changes necessary to government policies, insurance, etc...that impact the use of volunteers?

7. Are you aware of any organizations or large events that have done or that do a good job of engaging volunteers? What do they do well?

8. What are your recommendations for other host communities in engaging volunteers?

9. What are your recommendations for other host communities in engaging outlying communities?
Appendix B Survey Responses

1. What was your goal in engaging volunteers?

- To ensure there is enough volunteers to distribute the workload and that the organization provides stimulating, appropriate work for the volunteer
- To interview as many volunteers as we can to understand what volunteers want to get out of volunteering
- How do you measure you are doing well? – do not measure, assume ‘no news is good news attitude’
- Provide the best experience possible, whether it is athletes or event goers, coaching experience or an event host experience
- Get the job done
- Transfer of knowledge, financial resources
- Encouragement, guidance, hand holding
- Making sure the experience is positive – time a volunteer memorable
- Looking to rely on the host community and committee
- Historically host committees have a professional network that can be relied on for volunteer
- Volunteers are the face and backbone of competition

2. What was your strategy in engaging, recruiting and retaining volunteers?

- Different strategies dependant on community – attend recruitment fairs, direct facilitation looking at our needs
- Direct asks- if we need a ‘treasurer’ we go to a finance company, program coordinator we go to a rec. department
- Communities help and do well in recruiting through coffee clubs, community committees
- We also consider ethnic recruitment and design information in languages adaptable to make sure people have information they can access to make them feel comfortable
- Websites, posters, use local sport organizations, varies specific to position and the communities the event is being hosted in
- What do you do in rural communities? – posters, places where people go for coffee, small community papers, events, talk to people who volunteer and ask how they found out about the opportunity
- Have many families that are sport enthusiasts, professional people are the smallest fraction, students - post secondary and high school, any students under 15 years of age require direct supervision which can cause challenges, many off the street who heard about the organization through the paper wanting to contribute to be a part of the community and want to see if there are any roles that will fit their goals
- By having someone really understand what volunteers need
- You need to treat volunteers in a very respectful manner in terms of what you are asking them to do. What they are getting out of the event for themselves as they are giving their time. It really is no different than a job.
- You want to make sure that it is all based on positive experiences.
- Always have core group of volunteers.
- Have someone who understands what volunteers need — respectful manner — what getting out of the event really no different from a job — give responsibility, show respect.
- Job descriptions are key.
- Create plan to generate volunteers, make sure front line experience is a good as the last line.
- Integrated into plan, how to handle people.
- Volunteering for the right reasons — parents are in it due to kids involvement.
- Look for volunteers in community — have Mayor select and nominate people.
- Influence of people reduces the six degrees of separation.
- Skill sets look for ability to self direct, self guide and do it for the right reason such as a desire to give back, have a sense of place.
- Look at people attributes such as the ability to take direction a sense of the community.
- Generational — happy to do things with a satisfaction with doing a good job.
- Acknowledgements — thanking them, everyone for all roles and responsibilities.
- Recognition — honouring.
- Looking at the broad face of volunteering — gender to fans, trends.
- Not necessarily have a strategy.
- Setting a culture — volunteers feel valued, volunteers personal values.
- Policies are in place for volunteer recognition, training.
- Use World Host as part of training, conflict management, leading the leader with tolls to do the job.
- Volunteer is not only giving but taking away.
- ‘Corridors of Correctedness’ — consideration for obligations to sponsors and government.
- Rely on infrastructure of the community — networking know the group (host committee).
- Know the key areas and roles and responsibilities.
- Create positive experiences and link to the community and the event.
- Provide support that is suitable for the roles.
- Create a memorable experience.
- Whole experience, attitude, dignitaries, showcase community, personal experience, long lasting relationships, create opportunity where volunteers are vested in the event — build social status notoriety.
- Understand what brings the group together.
- Initial engagement — past experiences of host community, part of bid development, use local databases, recruit senior key volunteers and connection in community that bring additional volunteers.
- Social media drives awareness, brand awareness.
In development
Engage national level for volunteers
Hire person for development - key components - variety of uniforms, scheduling of shifts, retain of volunteers ensuring they attend event - 2 week event turns into 30 days of volunteering with training

3. What and how did you communicate to the volunteers?

- Community media – TV stations, radio – getting stories into local media through interviews, releases
- Attend sport group meetings
- Short brochures, online, websites
- Volunteer manual that outlined jobs, roles, schedules, expectations polices of the event – making sure we did not take advantage of the volunteers time
- Messaging, send to website, online post listings of jobs
- Number of area, touch points, Board of Directors constant communication with office
- Talking on phone, coach, mentor through rough sports
- Knowing sympathetic ear to talk to trust – two way
- Establishment of trust, crisis management, problem solving
- Host Committee – communication in guidance transfer of knowledge
- Public events – speaking opportunities, biannual events – summer to winter learning opportunities
- Use relationships with previous host committees – need human condition
- Through the host committee
- Information is valuable to the volunteer experience
- Operational knowledge – competition, logistics, key contacts, code of conduct
- Expected professionalism
- Handbook and orientation for volunteers
- Online tools, websites, social media, online registration processes, contact information for volunteers
- Regular communication strategies - newsletters, enews sent out every month to ensure current information gets in the hands of the volunteers
- Make sure information is easily accessible

4. Describe your successes in engaging volunteers?

- People love to volunteers in their community for one or two days
- Volunteer need to feel supported, valued that they did something, that they feel a part of something going on in their community
- Large scale events are easy
- Trust people, use 20 or so managers to oversee core team relationships
- Know who the core group of volunteers are in a community
- Skill sets attained
- Telling stories of volunteers
Rewards to community involvement
See empowerment for volunteers
Information on best practices from one event to another
Often reflected at the end of the event when volunteers still want to be involved
Kinds of volunteers – sport fans through clubs families; general sport fans; non-sport specific; those that embrace the volunteer culture

5. Describe your challenges in engaging volunteers?

- Challenges are daily, organizations need to make sure that volunteers show-up and validate that volunteers are there and ready to work
- Make sure you are honest about the need for their time
- Make sure they stay involved want to make sure the volunteer’s experience is good and that they meet the event requirements
- Make sure they are utilized properly so they stay
- Look after group volunteers
- Make sure there are no barriers to the intake process, use locals are good at it
- If volunteers don’t feel value they won’t do it
- Other events that did not take care of their volunteers
- Did not build the relationships with their volunteers or communicated how the event was to be managed and organized needed to understand that people are here to give time
- Did not use the volunteer’s time efficiently
- Reluctance in long-term commitments
- Wrong people chosen to lead the event, did not have capacity, lack of sense of responsibility
- Did not understand scope of job
- Lack of understanding of volunteers capacities
- How many hours should or should not provide
- Appropriate level of compensation – apparel perceived as equity in value
- Stars distract volunteers form roles or responsibilities
- Making sure everyone gets a taste of the event in order to enjoy the event
- Manage to be aware of volunteer
- Discipline is difficult
- Keep focus on primary support needed to execute the event

6. Are there any changes necessary to government policies, insurance, etc... that impact the use of volunteers?

- Length of time to get criminal record checks back
- Recent announcement that criminal record checks will no longer officially be charged to volunteers
- Use of online resources for people and organizations to reach each other such as Volweb – also allowing for people to self declare their commitment and hours contributed
- Government public support, celebration and recognition of volunteers in the communities
- Track hours volunteers contribute
- Criminal Record checks – how to deal with minors
- Work closely with local groups - RCMP and leverage relationships in working to streamline the processes
- Create volunteer online hosting manual – for domestic and internal events
- Help to drive the importance of volunteering
- Standardized concept of volunteering – smaller resources do not have the capacity to build or effective information sharing policies

7. Are you aware of any organizations or large events that have done or that do a good job of engaging volunteers? What do they do well?

- What keeps you volunteering? – belief in the organization, in their mandate, governance model and vision. Personal beliefs play a factor in looking at an organization to volunteer for, make sure the organization sticks to their mandate, if they have a good record and it is comfortable
- BC Lions – great customer assistance program at BC Place
- Calgary – spirit of volunteerism, built a database of volunteers, can do attitude, treat people well
- Anecdotally – successful events have seen their volunteers fed well, provided incentives keep in touch post event
- Community expertise in hosting events
- Volunteer is evolving, gaining sport tourism volunteer infrastructure
- Have databases that contribute in documenting and sharing learning outcomes
- Canada has had success from provincial to the Olympics and their culture of volunteerism – Canada embraces their volunteers to drive volunteerism
- Successful volunteer engagement generates participation across the country

8. What are your recommendations for other host communities in engaging volunteers?

- Build enthusiasm around the event, people want to be involved in something that is exciting and fun
- Organizations need to ‘make the ask’ to volunteers and need to know about the skills of local volunteers
- Teach them to volunteers – “I believe you have the knowledge”
- “Tell me what you would like to do” – find a way to take back and give the appropriate position – if job is not fulfilling to the volunteer then find them another position
- Create a fantastic experience – leverage the volunteer
- Have event as part of the fabric of the community
- Know what is being asked of the volunteer, understating the scope of the job and what is expected, clear and concise job descriptions - make sure a good structure is in place
• Communication is no different than in a paid job
• Provide opportunities for the volunteer to sink their teeth into
• They need to understand what the organization’s priorities, culture and goals are
• Measure successes after the event and communicate the results to the volunteers
• Giving and allowing to do the work
• Empower volunteers – give them tools/resources to succeed
• Measure programming reasonable time
• Utilize key learning outcomes from past events
• Knowing who can be relied on – a turn-key group
• Develop stats in recruitment
• Address issues before they happen
• Engage female athletes at all levels open doors to spread the message
• Event and organization leaders work closely with municipal governments and host communities, supports and sends strong message

9. What are your recommendations for other host communities in engaging outlying communities?

• Make them feel a part of the process – by figuring out what is going to be done
• Livestream opening ceremonies – have communities create a celebration leading up to and during the event for those that cannot be there in person – people could volunteer within their own communities in support of the event
• Talk to City Councils
• Update on how the event will impact communities what will do for individuals
• Talk to and get to know regional service groups, schools (making the event a part of the curriculum)
• Go to them – it will be less likely that they will come to you
• Call out for volunteers
• Define ways to help such as through billeting, accommodations, transportation
• Recognize that they cannot do it alone
• Share resource – forge relationships, cost sharing
• Create a regional approach
• Recognize that the consumer is part of the event, sounds efforts will have them return
• Rely on local knowledge and perceptions
• Build new relationships to talk about the impact on the municipal level with outlying neighbors
• National tour of event or component of the event for promotions to increase competition and ticket sales
• Help spread the message for volunteers in the North about the opportunities that are available