Canadian Journal of Volunteer Resources Management

Le journal canadien de gestion des bénévoles

2007

Volume 15.3

DOLLARS AND SENSE

L'ARGENT ET LE BON SENS

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ISSN 1192-1676

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EDITORIAL

In our last issue we looked outwards to volunteering abroad. In this issue we look inwards to the financial stability of our agencies. Much as we might prefer to focus on other aspects of our jobs, finding sources of revenue beyond core funding is often essential to the health of our programs.

This issue of CJVRM explores the controversial notion of calculating the economic value of volunteers in an article by Cathy Barr. Our Peer Expert, Valerie Tannage, looks at the other side of the coin. She explains why governments need to accept the fact that volunteers are not free and provide funding for a volunteer resource infrastructure.

With the pressure of work, it can be difficult to get out into the community. Gayle Downing shares her experience on the importance of networking with politicians and members of Chambers of Commerce. Collaboration increases an agency's visibility and creates opportunities to gain corporate dollars in exchange for raising the profile of donor companies. On the related subject of corporations, take time to read the article by Ken Leggett on the win-win situation of working with corporate volunteers.

As it is increasingly difficult to stretch core funding to match your vision, Lisa Alderman encourages you to review your proposal writing process.

Looking at alternative sources of finance is always timely. Discover new ways to create donor interest. Get online with Boyd McBride and Dan Loftus and explore the power of the Internet to access the potential for online giving. Still on the topic of donors, Pat Gillis and Derek deLouche present reasons for you to consider the prospect of your volunteers becoming donors.

Jenny Harwood's reflections on hosting a special event will encourage you to give it a try.

However you choose to support the vision and mission of your agency, you will find the articles in this issue will provide you with inspiration to try something new.

Chris Harwood
Editorial Team

ESTIMATING THE ECONOMIC VALUE OF VOLUNTEER ACTIVITY

by Cathy Barr

Virtually all of Canada's charitable and non-profit organizations rely on volunteers to some extent and 54% rely entirely on volunteers (Hall et al., 2005). Across the sector, volunteers are engaged in governance activities, fundraising, event planning and service delivery. Traditionally, charities and non-profits have focused on explaining the value of their volunteers in qualitative terms. For example, they describe what volunteers do for their organization, its clients and the broader community. An alternative way to explain the value of volunteer activity is to assign a dollar value to it. The notion of calculating the economic value of volunteer activity is, not surprisingly, controversial. According to Arden Brummell (2001), putting a dollar value on volunteerism "cheapens and undermines the basic concept". Linda Graff (2005) argues that it "serves to mask the real value of volunteer involvement". It is undoubtedly true that the value of volunteers can never be fully expressed in economic terms, just as the value of a human being can never be fully expressed in economic terms. It is equally true, however, that in our society unpaid activities are generally both invisible and undervalued. Attaching a dollar value to them is, therefore, one way to make them visible and demonstrate their value.

Our federal government recognizes this. Since 1978, Statistics Canada has periodically estimated the economic value of unpaid household work (Macredie & Sewell, 1999). Since 2004, the Satellite Account of Non-profit Institutions and Volunteering has produced estimates of the economic value of the non-profit sector that include the value of volunteer activity. According to the most recent estimate, the value of volunteer activity in Canada's non-profit sector is $14 billion (Hamdad, Hoffarth & Joyal, 2006).

Basic Calculations

There are several ways to estimate the economic value of volunteer activity. The simplest method is to add up the hours that volunteers contribute to your organization and multiply that figure by a given wage rate (e.g., minimum wage in your province, the average industrial wage). The Satellite Account uses this method, multiplying the total number of hours Canadians volunteer (based on the National Survey of Giving, Volunteering and Participating) by the average wage rate of community and social service occupations derived from census data.

A more accurate method is to apply different wage rates to different volunteer positions. For example, the time volunteers spend serving meals can be assigned the average wage of food and beverage servers while the time board members spend governing the organization can be assigned the average wage of managers. This method involves three basic steps.

1. *Create volunteer position descriptions*. This step is essential to determine the appropriate wage rate to assign to each position.
2. *Track the number of hours contributed by volunteers in each position*. The key point here is that you need to be able to match the hours to the positions.
3. *Multiply the number of hours contributed by volunteers in each position by a wage appropriate for that position*. Until recently, this was a rather daunting task but thanks to Imagine Canada's Volunteer Value Calculator (VVC) it is now much easier. This free online tool helps you match your volunteer positions with equivalent paid positions. It then automatically provides you with the appropriate wage for each position.
The VVC is available at http://volunteercalculator.imaginecanada.ca.

To develop an even more accurate estimate of the economic value of volunteer time, you can add the cost of benefits to your calculations. The VVC can help you do this as well.

Table 1 presents an example of these calculations. The organization in the example has 67 volunteers who contribute a total of 4,958 hours per year. If this organization had to pay for this labour at market rates, it would cost them $92,624. If they had to pay for benefits as well as wages, the total cost would be $106,518.

Table 1. Sample data

Volunteer Position	Number of volunteers	Average number of hours per year	Total number of hours per year	Average hourly wage	Total wages	Benefits	Total replacement cost
Board Members	6	40	240	$33.27	$7,984.80	$1,197.72	$9,182.52
Office Helpers	10	120	1200	$15.24	$18,288.00	$2,743.20	$21,031.20
Conference Organizers	15	150	2250	$19.15	$43,087.50	$6,463.13	$49,550.63
Newsletter Editors & Writers	5	40	200	$23.70	$4,740.00	$711.00	$5,451.00
Webmaster	1	36	36	$27.68	$996.48	$149.47	$1,145.95
Peer Counsellors	12	50	600	$16.31	$9,786.00	$1,467.90	$11,253.90
Drivers	18	24	432	$17.92	$7,741.44	$1,161.22	$8,902.66
Total	**67**		**4958**		**$92,624.22**	**$13,893.63**	**$106,517.86**

Note: Wage rates are national rates from the Volunteer Value Calculator, which uses data published by Statistics Canada.

Beyond the Basics

Once you have collected the data and performed the basic calculations, there are a variety of other calculations you can perform that will help you further understand and explain the economic value of volunteer activity in your organization. The VVC can help you calculate three types of measures.1

1. *Human resource productivity measures describe how volunteers extend your organization's personnel resources beyond your existing budget.* For example, if the sample organization has only one staff member whose salary and benefits total $42,000 a year, volunteers extend the value of the organization's personnel by 72%.
2. *Volunteer program efficiency measures help you evaluate and explain the value of*

your volunteer program. For example, if the sample organization spends $20,000 *a year on its volunteer pro*gram, it receives a return of $5.33 for every dollar invested.
3. *Community support measures* help you demonstrate the extent of community support for your organization. For example, if volunteers' out-of-pocket expenses total $5,338 and only $2,178 of this is reimbursed, then volunteers contribute a total $3,160 in non-reimbursed expenses to the organization.

Using this Information
Estimates of the economic value of volunteer contributions will be of interest to your board members, staff members, funders, donors, volunteers and the community at large. You can use the information in:
• annual reports;
• funding proposals;
• reports to funders;
• fundraising campaigns and literature;
• volunteer recruitment campaigns and literature;
• financial statements;
• lobbying efforts and
• project, program and event evaluations.

To ensure that the value of volunteering is not viewed exclusively in economic terms, it is advisable to present estimates of the economic value of volunteering along with information about why your organization involves volunteers, what volunteers do for your organization and the many benefits of volunteering.

Notes
1 To calculate some measures, you will need to track additional information such as the expenses that volunteers incur to carry out their activities.

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Cathy Barr is the founding Director of the Insurance & Liability Resource Centre for Nonprofits at Imagine Canada. She is responsible for helping small and medium-sized nonprofit organizations better manage their risks and become more sophisticated insurance consumers. Cathy previously served as Imagine Canada's Director of Research and Director of the Canada Volunteerism Initiative's Knowledge Development Centre. .

REFLECTIONS ON HOSTING A FUNDRAISING EVENT

by Jenny Harwood

I acted as the coordinator of volunteer resources for the Festival City 10K Run in Stratford, Ontario for the first 3 years of the event. It includes a 10 km run, 3.5 km run/walk and a short run/walk for children. I had no prior training in volunteer management and had to learn the process as I went along, as no one on the organizing committee had experience recruiting and supervising volunteers for an event on this scale. You may find yourself in a similar situation. Here are some of the things I learned.

I discovered the importance of community contacts when fundraising. The event was new and consequently there was no existing volunteer base to draw from. For the first two years, volunteers were drawn primarily from St. Michael Catholic Secondary School together with friends and family of the organizing committee. This provided the minimum number of volunteers required to run an event of this size. However, as the event gained in popularity, more volunteers were needed.

Advertising for volunteers in the local newspaper was unsuccessful. Our charitable recipient was the local hospital. The Stratford General Hospital Foundation provided us with guidance through the planning process and assisted with hospital staff volunteer recruitment. However, many staff members were running in the event which left many others scheduled to work and few people spare to volunteer. Several businesses were approached to advertise for volunteers, with poor results. In the third year contacts were made with senior staff and managers at the Scotiabank main branch and the Scotia Intek/Scotia Mortgage Centre in Stratford. We had finally found an organization that was willing to commit time and energy to our event. The collaboration was extremely successful and resulted in the recruitment of approximately 30 additional volunteers. Scotiabank provides significant incentives, for example premium parking spaces, additional vacation days and prize draws, to employees who volunteer within their community.

This year I am on maternity leave and unable to continue in my previous role. The new coordinator has significant business contacts in the community and is a member of a service club. This has greatly facilitated her ability to recruit additional volunteers.

High schools are large institutions and volunteers are probably best recruited from smaller units within the school. To get volunteers for our run we targeted one of our local high schools - St. Michael Catholic Secondary School. We approached the religion teachers, as their students were required to complete 10 community service hours per year to obtain course credit. We also contacted school guidance counsellors. I found that many students prefer volunteer positions that allow them to complete the required hours in one or two sessions, rather than by making a regular commitment. Our event had the additional advantage of occurring at the beginning of the school year, which allowed students to complete their requirement early. Some of the students have turned out to be extremely helpful volunteers and they have returned in subsequent years. Advertising for volunteers at the high school also resulted in several teachers volunteering for the event as well. University students could be another good source of volunteers if the event does not conflict with exams and there is a university in the area. We also recruited volunteers from the local Montessori School as it is never too early to develop community spirit and a sense of volunteerism.

Group briefings allowed volunteers to select or be assigned to roles that suited them. Position descriptions with specific instructions were distributed so that volunteers knew exactly what would be expected of them and they were able to refer back to this information again on race day. This helped to alleviate the pressure of a myriad of repeated questions. It also had the added advantage of allowing route marshals to familiarize themselves with their section of the route, thus facilitating redirection of traffic. It is valuable to identify adult volunteers prior to the event who are capable and willing to act as section leaders. These leaders can be responsible for key areas of the event and the other volunteers in this section. Examples in our case included food preparation, registration, venue/site planning and course sections. These leaders can be provided with in-depth training prior to the event date thereby facilitating the flow of set-up and organization once the day arrives. This is well worth the time investment!

Careful planning of the logistics for the event is crucial. On the day, volunteer sign-in was staggered for different positions, depending on start time. All volunteers signed in at a central location or via cell phone for the adults who were to be route marshals. High school students were required to sign in at the central location. A prioritized list of volunteer duties made it easy to reallocate volunteers to key tasks if the allocated volunteer did not show up. Position descriptions for each volunteer role helped to communicate expectations clearly. A certain number of volunteers were not initially assigned to a specific task and were placed in positions where the original volunteer had failed to show.

Additional job descriptions were available for all positions and were given to volunteers who were reassigned or who forgot their copy on event day.

Volunteers in different age ranges bring different skills and characteristics and as such, need to be carefully matched to the volunteer roles needed for the event. In this case, volunteers were required to register participants, hand out race kits, set-up the event site, prepare food, manage timing chips and water stations, marshal the route and clean up after the event. Many of the volunteer positions require a degree of responsibility or physical effort, which makes it important to carefully match the volunteer to the task. Some volunteers were not able to perform the route marshalling duties due to their inability to stand for sufficient periods of time. Although St. Michael Catholic Secondary School was very supportive of the event and was a good source of volunteers, many of the volunteers were under 16 years of age. This restricted their use as route marshals to minor intersections only and they were used mostly to do set-up, clean-up and to run water stations.

On each event day there were volunteers who failed to show. The absentee rate was somewhat higher among the student volunteers than the adult volunteers. Teachers at the school had been able to flag those students who were likely to fail to attend or be poorly motivated. Those students were assigned positions accordingly. We have now developed a core base of student and adult volunteers who attend every year and are able to fill key positions with minimal supervision.

Create a website specifically for the event if it is going to be held every year. If possible, involve volunteers with expertise in this area; otherwise, use a commercial website developer. It can be expensive to create, add or revise information on the site. Check the cost of updating before you begin. Be sure to include contact information on your website so that individuals wishing to volunteer can sign up. Ask sponsors and sources of volunteers to place a link to your website on their own web page and provide links to their pages from your website. Make sure to include your website address on any advertisements you send out.

I would like to stress that while the coordination of volunteer resources for the 10K run was my responsibility, a lot more was done by many other people who were part of a wonderful team and did an outstanding job of coordinating the event, not to mention all the exceptional runners and sponsors who make this event a success each year.

Overall, it has been a challenging but rewarding experience. To anyone considering hosting a special event, I would say, “Go for it!”

As a manager of volunteer resources with a need for additional funding you will probably want to start small and build up to a larger event. This way you will gain experience as the event grows and you will grow with the event.

Happy fundraising.

Jenny Harwood is a physical therapist with Physiotherapy Alliance, Stratford, Ontario. For information about the run and to see their website visit http://festivalcityrun.ca/

ON-LINE GIVING – NO LONGER JUST 'NICE TO DO'

by Boyd McBride and Dan Loftus

In our age of consumerism, when meeting buyers' needs drives every company, charities cannot ignore the needs of donors and prospective donors. Nowhere is this more clear than in the consumer marketplace of the internet. There, charities find themselves in a world where seconds, not days or weeks, define turn-around time. Internet consumers can buy almost anything NOW, pay for it NOW and expect it to be delivered NOW. And it is not just tangible goods. We buy travel packages, spa treatments, advice and counsel. We go looking for love, looking for profit and looking for trouble.

Increasingly too, we go looking for hope. Hope for a better world. Hope for a cleaner environment. Hope for an end to AIDS, breast cancer and a host of other plagues on our times. When you google "sponsor a child" dozens of organizations vie for your attention and your monthly pledge.

The web is a busy place now. Thousands of charities have sites offering information and a chance to get involved – as do our private sector competitors. In fact, they are never more than a click away.

How is the voluntary sector responding? We see two things happening:

1. Larger charities with deeper pockets are embracing the web. Initially, they did so as a communications tool. Now they understand it as a marketing tool – a means of securing new donations.
2. Smaller charities, with an understanding of the power of the web, are also embracing it as a marketing tool but are doing so through service portals like CanadaHelps and PayPal which will process their donations for a fee.

Where is the success in this?
On-line giving works best for charities driving urgent, highly emotional and personalized giving campaigns. Think Red Cross and its tsunami appeal or the Canadian Breast Cancer Foundation's "Run for the Cure" where personal relationships are leveraged to raise funds.

On-line giving also works very well for charities with monthly giving "products" such as child sponsorship. Think World Vision and SOS Children's Villages. Those promoting only one-time gifts trail in third but even they are seeing their on-line giving numbers rise.

Why? People are more and more comfortable with e-commerce. Millions of Canadians now do their banking and shopping online, pay their bills using services like ePost, buy airline travel, hotel stays, concert tickets and everything else. They do all this now because it is easy to do, is demonstrably secure and more convenient. Online giving can save them car trips or, at the very least, postage and the hassle of remembering to mail things.

The best websites are interactive, with compelling video images and audio clips. They are updated daily and are responsive to people's particular interests.

What is the message in all of this for the multi-tasking staff person in a small charitable organization?

If you are not on the web already, find a way to get your agency there. If you have a static site, last updated in 2003, find a way to breathe some new life into it. If your site is alive and well, but not thriving, make sure you position it to take donations.

How to do this?
To open a new site you need to define a project involving content development as well as the technical work of creating your website. You do not need to know how to do the latter, but you will have to recruit a volunteer to do it. This is a nice, time-limited task with recognizable results.

To enhance an existing web presence, managers of volunteer resources must ensure that they always have "techies" available to tweak and update their sites. While this is an ongoing task, it will not suffer from reasonable volunteer turnover – the fresh ideas, new competencies and differing visions of new volunteers can be assets. Nevertheless, the site and the volunteers will need to be managed for continuity. Volunteers with communication skills can definitely help with an information architecture.

You will also need to develop a plan for how you will promote the content and what activity it will encourage (hopefully donations). Promotion does not need to be expensive; asking volunteers to get it indexed and ranked well in search engines will help greatly.

If your site is not taking donations you need to connect with CanadaHelps or another donation services provider. Have your "techie" work with them to ensure that your donors have the options you want them to have and are well served at the gift portal. You do not need to process your own on-line gifts and it will not be economical to do so until you get a lot busier on the web.

Even small charities can benefit from the growing donor interest in web-based information and giving, by setting up and maintaining a simple promotional site and ensuring that people drawn to it can easily make a donation.

Boyd McBride is the National Director of SOS Canada and learns more about on-line marketing every day from Dan Loftus, the charity's web marketing guru. For more information about SOS Children's Villages Canada visit www.soschildrensvillages.ca

EFFECTIVE PROPOSALS: A POWERFUL PROCESS

by Lisa Alderman

Proposal writing has become a critical skill in the not-for-profit sector. With increased emphasis on project-specific funding and increased competition for financial resources, organizations must learn to be more creative and more strategic about securing funding.

All proposals should include the basics:

1. cover letter
2. organizational profile
3. project goals and objectives
4. project evaluation
5. project budget

However, in today's environment, the basics might not be enough. Consider the following approach to "revitalizing" the proposal-writing process in your organization.

Is it a Match?

Before you decide to move forward with a proposal, you need to determine if there is a good match between the needs of the funder and the outcomes of your project. You also need to decide if you have the necessary resources and expertise to develop the proposal. If you do not, can you recruit someone who does?

In "sales school", they would call this step, "Can we win?" It may be the most important step in the proposal process. In fact, management schools and large

corporations around the globe have developed detailed assessment strategies and techniques to help their teams determine whether or not to "pitch" a particular piece of business. Why? Because it takes an enormous amount of time and resources to develop a winning proposal. The not-for-profit sector has even more at stake. Resources are scarce and prioritizing staff time is an ongoing challenge. You want to be very sure there is a solid chance that you will be successful before you make the investment.

Keep in mind, this is not about "spin". It is not about whether you can make your proposal "fit". This is about taking an honest look at the funder's criteria, values and history to determine if your organization and the specified project will align.

Getting Ready to Write

After careful consideration, you have decided to move forward. Good for you! Assemble a team, put on a pot of coffee and break out the flip charts. Spending some time getting ready to write will make the process flow more smoothly.

Discussing the project internally will help to focus your thoughts and communicate value. Consider involving staff, volunteers, clients and community partners to ensure you have a broad perspective. Take the time to record all ideas as you go. This information will prevent you from that daunting "blank page" phenomenon that happens to writers (particularly under a time crunch). Sound familiar?

Collectively, your group should be able to answer the following questions about yourself and about the project:

- Who are we (the organization, the project team)?
- Why are we different?
- How can we stand out?
- Why is this project important to us?
- Who needs it?
- How will it change the community?
- How will it change lives?
- How does the project meet the funder's needs?
- Why this grant?
- What do we know about the funder?

There should be consensus and conviction at this stage. After all, if you are not convinced, how can you convince others? Proposal writing is not just about conveying facts. Good proposals tell stories, alter perceptions, gain buy-in and build excitement.

Organize Your Thoughts
Armed with notes and ideas from the discussion, you can start to develop an outline that highlights the most compelling elements of your proposal. Look for themes that emerge from the brainstorming session and repeat them throughout the proposal. Repeating key themes helps the reader to identify and remember them. It also brings cohesiveness to the proposal and illustrates good planning and attention to detail.

Make sure the outline forces you to include the "what", the "why" and the "how" of the project, not just the mechanics of program delivery.

Putting Pen to Paper (or, more accurately, fingers on the keyboard)
Proposal writing is persuasive. Whether you are selling widgets or trying to secure funding for a community program, you must be persuasive to meet your objective. Consider the following five tips for writing more persuasively:

1. Develop a Frame of Mind
On a piece of blank paper, make some short notes about what you want the reader to think, to feel and to do after reading your proposal. Hang the paper in plain sight and look to it for inspiration. Everything you write needs to move the reader towards thinking, feeling and doing what you are hoping. Make sure your written "voice" coaches them in the right direction.

2. Use Simple Language
Write the way you speak. If the reader can imagine you speaking to them directly from the page, they will be more inclined to "listen" to what you are saying. Simple language allows the reader to focus on the content rather than the style.

3. Keep it Short
It would be hypocritical to write a long paragraph about this one. So, I will not.

4. Include Big, Bold, Lists and Quotes
Use sub-headings, call-out boxes, lists and quotes to draw attention to important key messages. The reader will always scan these items first, so they become effective tools for making a first impression on every page.

5. Tell a Story
Depending on the format of your proposal, stories can be in the body of the text, in a separate section or appendix or told through quotes scattered throughout the document.

Regardless of the format, stories are a very effective form of persuasive writing. Take the reader to another place in his or her mind. Include elements that reach all five senses and use language that encourages the reader to stop and think for a moment.

> "Facts and figures are forgotten. Stories are retold."
> -- Jeffrey Gitomer

Proposal writing is an essential skill in the not-for-profit sector. It can also be an energizing process that motivates a team, defines objectives and brings focus to a collaborative effort.

Lisa Alderman is the Manager of Training & Consulting with the United Way of Windsor-Essex County. She has more than 13 years of professional experience in training, consulting, sales and communications in both the private and not-for-profit sector.

Resources:
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CORPORATE VOLUNTEERING – GOOD FOR COMMUNITIES, GOOD FOR BUSINESS
by Ken Leggett

Corporate volunteering makes sense. The community benefits, business benefits and Canada benefits. Does it matter that businesses are not altruistic when everyone profits? Big companies, in the end, are made up of people and most people are caring by nature. On that premise, businesses should want to support their communities and they do. Making money has to be their top priority but the fact is that corporate-supported volunteer programs support our communities, engage our employees and are good for the bottom line. If corporate volunteer grants were bad for business, they would not exist.

Sun Life Financial's Volunteer Program
Sun Life Financial is at the front lines of corporate volunteering in Canada. Many of its employees and advisors volunteer their personal time to charitable organizations in communities across Canada. Sun Life Financial feels that giving back to their communities through volunteer grants is an important part

of improving the quality of life for everyone.

The program recognizes individuals who volunteer a significant number of hours to charitable organizations. The program also encourages family volunteerism and considers the combined hours of the employee/advisor and members of their immediate families who volunteer at the same organization. Volunteers who submit their hours receive a cheque for $500 to present to the registered charity of their choice.

As well, Sun Life Financial employees and advisors can be nominated for a National Volunteer of the Year award. This award recognizes an individual's extraordinary involvement in his or her community each year. The award recipient receives $10,000 to donate to the charity of his or her choice. Up to three runners-up receive $3,000 each, to donate to their chosen charities.
Sun Life Financial's Volunteer Program started in 2003 as a way to direct a portion of its corporate giving to communities across Canada which may not have otherwise been reached. It was also a way to engage the workforce by supporting the charities that matter most to them.

Why corporate volunteer programs are good for business
1. Engaged workforce
You would be hard pressed to find a business leader or decision maker who would not consider an engaged workforce to be a critical factor in the competitive success of their company. Sun Life Financial's Volunteer Program provides a means of engaging its employees and at the same time delivering a source of employee pride. When employees feel that their personal values are supported by their organization, a stronger sense of loyalty often results. Loyalty is a contributing factor to measures like job satisfaction, productivity and retention - all components of an engaged workforce.

2. Active communities
Not only do the communities where we work, live and do business benefit from corporate-supported volunteer programs, business benefits too. Employee efforts, coupled with corporate donations, result in stronger, more active and more productive communities, which is good for business. Nobody loses.

3. Reputation
Difficult to quantify yet undeniably true, reputation affects the bottom line. Communications Consulting Worldwide Inc (CCW) recently analyzed what would happen to the stock of several major corporations if they were to switch reputations with a peer. For example, CCW found that if Coke had the reputation of Pepsi, its stock would rise 3.3% boosting value by $4 million. This study can be referenced at

http://www.ccworldwide.com/news/pdfs/What-Price-Reputation-BusinessWeek-july72007.pdf. A contributing factor in a company's reputation is their perceived Corporate Social Responsibility. Corporate volunteering programs are an integral part of a company's CSR and the best place to begin building your company's reputation is through the opinions of your employees.

Corporate volunteer programs represent win-win situations. The challenge is how to get more companies to participate in these programs. The more companies that support volunteerism, the stronger our communities will become and the results for business will be positive.

Ken Leggett is an MBA student and Communications Consultant specializing in corporate philanthropy at Sun Life Financial. He is currently responsible for the communication and execution of Sun Life Financial's employee and advisor philanthropy programs in Canada including the Volunteer Program, Matching Gifts, United Way campaign and Financial Centre Community Allowance Fund. For more information visit Corporate donations at www.sunlife.com.

BUILDING RELATIONSHIPS IN THE COMMUNITY
by Gayle Downing

I admit that when I thought about writing an article on building relationships I was not sure that I had anything to say! Then I realized that seeking, building and managing relationships with the business community has become a way of life for me. This is my first piece of advice: community relationships must become part of everything that you do. Funding is decreasing. More and more governments are advising non-profits to depend on the corporate world for funding. This is easier said than done!

It can take a lot of time and resources to build relationships, but funding is not available to agencies for this activity. For our community resource centre, I needed to approach businesses within our catchment area. I easily identified the big businesses, but the smaller ones were more of a challenge. Many of the large businesses had already decided which charity they will support; some had started their own foundation, such as Canadian Tire, and therefore were not open to any other philanthropic opportunities. By joining two Chambers of Commerce in our area and other local networking groups, I built relationships with local entrepreneurs. Five years later, I have realized that our centre is truly supported by small businesses right in our community.

Attitude is critical to networking. Admittedly, most businesses join networking groups to raise their profile and increase sales – not to examine their philanthropic goals. However, we provide them with an opportunity to show that they care and believe in giving back to their local community. We can usually provide media coverage, which increases their profile. Non-profit agencies must approach networking with the attitude that we really have a lot to offer businesses.

My previous experience in the corporate world taught me that we *assume* businesses know and understand non-profit agencies, our programs, our funding sources and our limited income. Clients get upset when a program is cancelled and frustrated when we buy office furniture. To them, this is irrational spending; surely their program is more important than office furniture – especially if that program deals with people in crisis!

A few years ago I started giving tours of our centre to potential donors. It is small and only has approximately 26 employees. I begin by discussing how we need two things to survive: money and volunteers! Then I describe how we are funded and the restrictions that come with the funding. I explain that money derived from fundraising can be spent at the discretion of the board. We need gifts-in-kind, such as office furniture; items donated for fundraising events and often an introduction to someone else who may be able to support us. During the tour I introduce them to staff members who speak specifically about their programs. Potential donors leave with a brand new understanding of our centre and what we do. Generally, they try hard to identify the various ways in which they can support us. In one case, it took four years for someone to find a way to support us. It all started with that initial tour! Business people are very excited when they realize there is a way to help, especially if it requires a minimal investment.

I also want to recognize our relationship with politicians at all three levels of government. By attending events and putting ourselves on their radar screen we hope to be remembered when new money becomes available. Politicians help us forge links with new partners. I make the politicians our community ambassadors!

I marvel that almost everyone knows who I am when I attend events! It was not that way five years ago – at that time no one knew me. Building relationships takes a tremendous investment of time and effort. There are many, many ways that I can support our partners while they are dedicated to supporting us. Sometimes there is a problem with a teenage daughter that our programs might address. At other times the business might need assistance to write a public service announcement or perhaps one of our partner's parents needs help remaining in their own home. It is truly a win-win-win situation: for the business, for our centre and ultimately for our clients in the community.

Our board is extremely pleased with the work that is being done and supports the time and energy that this takes. During the past three years, we have raised over $100,000 and received tens of thousands of dollars in "gifts-in-kind". We have used the money from fundraising events for activities that are difficult to fund. For example, our fundraising initiatives pay for a part-time intake worker for our Child & Youth programs. Now our counsellors can spend more time actually counselling youth. We also use fundraising money to provide over 750 backpacks full of school supplies. We pay school fees, fund field trips, pizza days, instrument rental and much more for our families.

Creating a successful fundraising or community partnership is one of the most important initiatives you can create for your organization.

Gayle Downing is the Volunteer Development Coordinator at the Eastern Ottawa Resource Centre. Gayle has worked in Volunteer Management for over 15 years and became certified in Volunteer Management in 1996. Gayle has an extensive background in fundraising, event management and media relations.

TRANSFORMING YOUR VOLUNTEERS INTO DONORS

by Pat Gillis

Volunteers as Donors

Most managers of volunteers are extremely protective of their volunteers, treating their program's database and individual volunteer's personal information with the utmost confidentiality. Managers of volunteers also acquire intimate knowledge and details about each volunteer at the interview and then throughout the supportive relationship developed with program volunteers. Managers of volunteers know that this personalized approach to supporting their volunteers has a dual purpose for recognition and sustainability. The more content and appreciated our volunteers feel, the longer their commitment and tenure with the agency will be.

However in the competitive non-profit sector, activities such as planned giving, fund development and stewardship are vital to ensure the sustainability of our agencies. When undertaking fundraising initiatives, non-profit agencies need to recognize and acknowledge that seeking donors from within their "family", including board members, staff and volunteers, is essential. At the outset of most fundraising or capital campaigns, agencies seek the commitment from those already involved in and committed to the agency's "cause" or mission to take the first philanthropic step up. Even if the agency is fortunate to have or acquires a professional team in fund development or a foundation, the message must come from the agency's staff, its board and their volunteers that they are engaged in the work of the agency and ready to provide financial support to meet its goals.

Statistics cited in the most recent Canadian Survey of Giving and Volunteering (2004), reflect the identity, motivations and barriers for Canada's volunteers and donors. When we look closely at these results we find many commonalities between decisions by Canadians to engage in volunteering and their attitude toward philanthropic activity.

The most common response regarding an individual's motivations to volunteer reflected a support for the cause – either a personal belief (95%) or a personal experience with the cause (69%). When Canadians were asked about their possible motivations for giving or making a donation, belief in the cause (91%) or personally affected by the cause (69%) were cited as motivators. The giving of one's time or financial resources is determined by a personal connection or commitment to an agency's cause.

The fundraising fundamental of beginning with those individuals who are closest to the cause demonstrates to the surrounding community that those who know the organization best have made the moral and financial commitment to support the work and mission of that agency. Therefore, the manager of volunteers plays an integral role in communicating the financial goals and needs of the agency to the volunteers. When the volunteers understand and embrace the fundraising needs, they will in turn take the message to the community and also demonstrate their own support with a donation. Developing a positive working relationship with the fund development team can create a process or method whereby the manager of volunteers can feel comfortable sharing contact with the volunteers to further the campaign initiatives of the agency.

Agencies can build the capacity of their volunteers to become involved as donors. According to the *Donor Pyramid* (deLouche, June, 2007) the momentum starts with the wide base of donors at the entry level through first time annual giving, direct mail initiatives, special events and media and door to door campaigns. The next phase is to seek ways to repeat that donation through personal contact, such as a meeting or phone call. Once again managers of volunteers are ideally suited to make this approach since they are familiar with each volunteer and their capacity to give. As donors become more engaged with the agency, there will be increased opportunities to make *special*

or major gifts, *capital giving* and hopefully an option for *planned giving*.

When fundraising initiatives or capital campaigns are undertaken by their organization, managers of volunteers need to see their volunteers, not as a population to be protected from solicitation, but as an integral part of the agency's "family". It is vital for the agency's constituents, clients, boards and the surrounding community to see that those closest to the cause – those who know their donations will not be wasted – are committed to the ongoing work of the agency.

As they say, "all you have to do is ask!" It might be uncomfortable for some to make this approach to the volunteers and that will largely depend on the manager's familiarity and personal relationships. However, there are many fundraising professionals available for assistance with the best method and the best approach for a successful "ask". Always ensure the most compelling case is made to convey the purpose and intent for the funds raised and the needs of your agency.

Managers of volunteers often know their volunteers very well. They understand their capacity to be involved as a volunteer and potentially their capacity to be nurtured into a major donor. Understanding each volunteer's unique motivation, interests, life style and capacity can assist the agency in building a strong commitment internally before the agency turns to the surrounding community. By understanding the mission and financial needs for ongoing operations, the volunteer can be the agency's strongest advocate and the manager of volunteers can play an integral role in building a strong donor base amongst the volunteers.

References:

Canadian Centre for Philanthropy, Volunteer Canada, 2004. http://www.givingandvolunteering.ca

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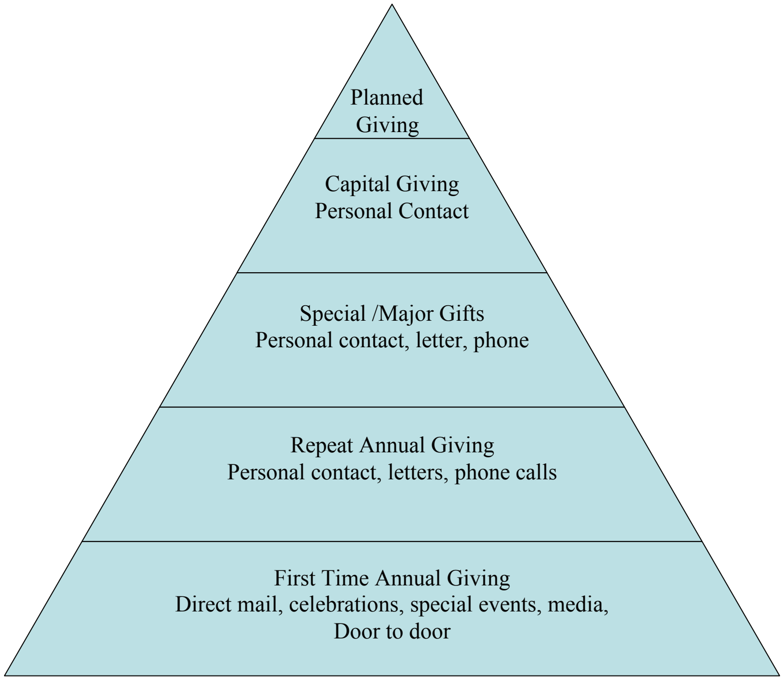
The Donor Pyramid



Note: This workshop was originally presented as:
Volunteers Keep Paying the Bills
As presented by: Derek deLouche & Pat Gillis
for the CAVR- MAVA Conference, June 11th, 2007, Winnipeg, Manitoba

Pat Gillis, MA CAVR, is the Director of Volunteer Resources at the Children's & Women's Health Centre of BC in Vancouver. She is responsible for the administration of 800+ volunteers, having raised over 5 million dollars. Pat's experience in the profession with volunteers and as a volunteer is reflected in this comprehensive look at volunteer management.

Derek deLouche, CFRE, is the Chapter Director of the Newfoundland & Labrador Chapter of the Children's Wish Foundation of Canada. Derek's experience in donor recruitment and retention demonstrates that the role of the manager of volunteers goes far beyond screening and placement. The financial future of our agency does depend on our relationship with volunteers – donors.

PEER EXPERT

by Valerie Tannage

Scenario:

My volunteer program requires additional funding in order to meet the needs of the aging population in our community. However, the government/funding body is resistant to adding any new monies, their justification being that volunteers are free. How do I show that spending on volunteer resource infrastructure is a sound investment?

Response:

Good golly Miss Molly, of course volunteers provide service without payment but there is a cost to managing volunteer resources! Volunteer roles have changed over the years and we now find, for example, that many volunteers are the front line of health care in the community.

Government prefers to maintain seniors in their homes for as long as possible, because providing community-based healthcare is more cost efficient than building and funding care facilities to accommodate the growing geriatric population. The home-based clientele is less healthy than when volunteers were dispatched through churches, for example, to provide a friendly smile and a chat. Clients are more frail and as a result, have an increasing number of medical appointments. Volunteers in communities throughout North America are being dispatched to provide transport and accompaniment to these medical appointments.

When the volunteers agree to take someone to a doctor's appointment, they need to know how to work with a client who is mobility or cognitively impaired. Therefore, they need to be trained and motivated by professional staff that screen clients and schedule volunteers. Demands for volunteer services rise each year due to an increasingly aging demographic; hence more and more scheduled appointments. As managers of volunteer services, we need to ensure that they know where to go, what to do when they get there and how to handle each individual case. From the ground up, this requires motivated and knowledgeable staff who, in turn, need viable networks, skill updates and knowledge transfer. Funding is needed to cover salaries of skilled personnel, to ensure optimum number of operating hours, the provision of proper screening, training, workshops and skill building. Funding is also required for appreciation and motivational incentives for volunteers, remuneration of volunteers for gas expenses (for which the onus presently is on the client), administrative costs, rental of space, insurance, etc. As it stands, we are not sufficiently covered for these expenses per annum, but we adapt and make sacrifices – but for how long?

The government/funding body must recognize the great support it receives form the voluntary sector in this respect , or else it will be charged with managing the necessary services for three and four times the cost. Usually a community recognizes the value of the services that volunteers provide to its citizens and supports them. This implies multi-level funding, so the onus is not on one particular funding body. If we did not provide these services to the elderly, the practice of "maintaining autonomy in the home" would start to collapse. An average taxi ride in our city costs $35.00 return. If an individual has three or four medical appointments in a month, fully one-quarter of his or her pension would be devoted just to this transportation. Given the choice of eating, paying rent, buying medication or getting to the doctor, what do you think they will forego?

In providing volunteers to both drive and accompany, there is a certain therapeutic benefit to the elderly client as a bond or relationship develops with the volunteer. There is also continuity. A centre like ours has more contact with the client than his/her own social worker. When changes occur in the dynamic of the client's condition and the client is without family nearby, we are usually the first to notice. In the name of crisis prevention, it is usually our partnership with social services that allows us to convey observations and pave the way for intervention. There is value added.

The older generation built our cities and laid the path for this remarkable existence we live. Do we not owe them something? Volunteers provide an essential need and human touch…but this growing need for services must be managed…and the management comes at a cost. Proving that these voluntary services require additional funding requires a statistical analysis of services provided and volunteer hours accumulated. It requires proof that as the aging demographic increases, so does the need to support the volunteers who are providing essential services. It is cost efficient. The proof, after all, is in the pudding.

Valerie Tannage is the Coordinator of Volunteer Services in the Town of Mount Royal

ITEMS OF INTEREST

Imagine Canada's John Hodgson Library at www.nonprofitscan.ca
Canada's non-profit information source.

Total Non-Profit Resources at www.tnpr.ca
An interactive, online web-based resource centre.

BOOK REVIEW

by Leah Eustace

Building Foundation Partnerships: The Basics of Foundation Fundraising and Proposal Writing
by Ingrid van Rotterdam.
Revised and updated by Canadian Centre for Philanthropy, 1999

With decades of experience in the Canadian non-profit sector, including stints with both the Trillium and Donner Canadian Foundations, Ingrid van Rotterdam was certainly well-positioned in the late 1990s to write what remains the only Canadian produced and published manual on raising money from foundations.

I recently dusted off my copy of Building Foundation Partnerships in preparation for conducting a workshop. I found that, although some of the facts and figures are out-of-date, van Rotterdam's advice and guidelines hold just as true now as they did eight years ago.

Over the past decade, the competition for foundation dollars has increased dramatically. As a result, foundations have, in many cases, narrowed their guidelines and become much more proactive in seeking out projects to fund.

These trends make it even more important for non-profits to stand out from the crowd of charities at foundation doors. To be frank, slapped together proposals just do not cut it anymore.

Van Rotterdam's manual is, therefore, worth a read (or re-read!) for anyone involved in grant seeking, whether they are new to the field or just need to inject new life into their efforts. Read this manual, lay the groundwork it recommends, use the checklists and worksheets provided, and I guarantee you will see more success from your grant-seeking efforts!

Leah Eustace, CFRE, is a Fundraising Consultant with the FLA Group. She is a member of the Canadian Association of Gift Planners and the Association of Fundraising Professionals.

JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

Objective
The Journal of Volunteer Resources Management is intended:

1. to serve as a credible source of information on the management of volunteers in Canada;
2. to provide a forum for the exchange of ideas and to encourage networking among managers of volunteers;
3. to provide a professional development tool for managers of volunteers;
4. to recognize and encourage Canadian talent in the field of management of volunteers;
5. to include in each issue at least two articles that will consider different views on a specific and predetermined theme.

Target Audience
The Journal's intended audience includes managers of volunteers, educators, media and funders of not-for-profit organizations across the country.

Submissions
All manuscripts will be accepted on diskette or via e-mail in either Microsoft Word or Word Perfect. Submissions should be written according to "Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn Press. External reviewers may be engaged to review content if deemed advisable by the committee.

The revised draft is edited for clarity and consistency by the Editorial Team.

The edited version is returned to the author for acceptance along with an approval form for signature.

The signed form is to be returned to the Editorial Team within a week along with any suggestions for final revisions.

Format and Style
Authors are asked to respect the following word counts:

	Words	Pages
Lead Article	1000	5-6
Secondary Article	700-800	2-3
Book Review	150	1

The lead article will look at the topic in some depth and will normally require the author to conduct research into current trends and perspectives on the subject.

The secondary article will adopt a more practical approach, including personal experiences and opinions.

Advertising
Limited advertising space will be allowed in the Journal, for materials of direct relevance to managers of volunteer service, and as long as it conforms to the guidelines set out by the Editorial Team.

Guidelines:
1. Only ¼ page and ½ page ads will be accepted.
2. Ad must be camera-ready.
3. A maximum of one page of ads will be permitted per issue.
4. Job ads are not recommended.
5. Cost is to be determined by the Editorial Team.

LOOKING AHEAD

National Volunteer Week
April 27 - May 3

Conference on Volunteer Administration
Building Through Inspired Leadership
May 6-8, 2008
Sheraton Hamilton Hotel
www.cavr.org

DEADLINES FOR SUBMISSIONS & THEMES

Issue	Deadline	Theme
Volume 16.1	articles due on the 28th of February	Partnerships and Alliances
Volume 16.2	articles due on the 31st of May	Intergenerational Volunteering
Volume 16.3	articles due on the 30th of September	Technology