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EDITORIAL

Special events include a wide variety of activities from hymn-a-thons to cake walks. They can be as simple as gift wrapping or as complicated as a fantasy raffle. Either way special events are both labour-intensive and planning-intensive. They can represent a windfall or financial disaster for an organization.

Special event volunteers play a key role in the success of your event. Often they are recruited specifically for the event. These volunteers require the same amount of screening and training as regular volunteers. With time pressures, this is not always easy to do.

In the main article, "Weekend Blues", Vicki Button writes with humour and enthusiasm in describing her first experience as manager of volunteers for a blues festival. She provides tips for other special event managers of volunteers. Vicki discusses the fun and the stress of organizing hundreds of volunteers for a whole weekend.

Liane Davidson’s article, “Special Events Fundraising” focuses on planning “A-thons”. She outlines the benefits and process for working with a sponsor. Liane provides a planning checklist and advice on how to organize your volunteers.

In the “Great Canadian Volunteer Expedition of 1996”, Jackie Yuriuk demonstrates her pride in her volunteers. She talks about the thrill of being involved in the selection process and attending the award ceremony of the Governor General’s Caring Canadian Award.

We close with Angela Thompson’s book review of “Organizing Special Events and Conferences”. I hope you will find this issue’s articles useful in planning future special events. Good luck!

Carol Ann Spencer is a member of the editorial team.
She is also an active volunteer.
GREAT CANADIAN VOLUNTEER EXPEDITION OF 1996

by Jackie Yurick - British Columbia

The South Fraser Regional Crisis Line in British Columbia is answered by volunteers twenty-four hours a day, three-hundred and sixty-five days a year. As program coordinator, I'm always looking for creative ways to acknowledge the tremendous contribution made by these people. With each additional year of service, the search for a worthy token of appreciation becomes more of a challenge.

This year, information about a new award honouring volunteers came across my desk. Nominations for the prize created by the Governor General of Canada, were being sought from each of the country’s provinces and territories.

"Hmm", I thought. This would be a great way to acknowledge the contribution made by Elly Arnold; a volunteer with a remarkable eighteen years of service. I set about filling out the nominations forms, gathering letters of support and crossing my fingers!

In late May the telephone call from Government House came. Elly had been selected as the B.C. recipient of the Governor General’s Caring Canadian Award. She and a guest would be flown to Ottawa at the end of June to participate in the Great Canadian Volunteer Expedition of 1996. But my biggest surprise was to come when Elly chose me to be the one who would accompany her on this adventure.

In the days that followed we had great fun sharing our news with the crisis line volunteers, agency staff, and of course, family and friends. Letters and telephone calls outlining what was to happen once we arrived in Ottawa came from the National Capital Commission. It was they who were organizing the dinners, receptions and sight-seeing events that would define the expedition.

And then, outfitted with words of congratulations, itineraries and airplane tickets, Elly and I embarked upon what was to become an incredible once in a lifetime experience.

The NCC had arranged for us to stay with a local family. Our hosts, Brian and Betty Hartley met us at the airport along with a representative from the commission. She had in tow with her a Rodgers Cablevision employee; camera, bright lights and all!

The first event of the expedition was a formal dinner. Those charged with welcoming us had done their homework and were well informed about how I had come to be there as Elly's guest. Richard Berthelsen of Government House was most sincere in thanking me for nominating her and although it was she being honoured, I too felt special. Elly would later joke about the co-dependency aspect of our relationship. Without me she wouldn’t be in Ottawa receiving this award and without her, I wouldn’t be there either!

Saturday morning was spent sight-seeing and oh, the sights we saw; Parliament Buildings, National Art Gallery, Canadian Mint, Museum of Civilization, Prime Minister's Residence, Rideau Canal.

After lunch, it was back to Sussex Drive for the Governor General's Garden Party where our 'Caring Canadians' were presented to Their Excellencies, The Right Honourable Romeo LeBlanc and his wife Mrs. Diana Fowler LeBlanc.

Following a quick change of clothes we were off to a barbeque hosted by Volunteer Canada. During the evening when suggestions about how to better support volunteerism were invited, I couldn’t help but slip into my coordinator’s role. Every year I’m disheartened when many of my volunteers are unable to attend the festivities of National Volunteer Appreciation Week because it conflicts with student's final exams.

Day 3 started with a tour of the Parliament Buildings and a rehearsal for the Canada Day Show. Next, it was Gatineau Park, lunch at Mackenzie King Estate and a side trip to Meech Lake. Then dinner...again. By now I was getting worried that the dress I planned to wear the next day wouldn't fit.

July 1st dawned sunny and warm in Ottawa but I doubt if anything could have rained on our parade.

The day began at Rideau Hall with the presentation ceremony of the Governor General's Caring Canadian Awards. At the reception which followed, the Governor General personally thanked me for nominating Elly and encouraged me to forward the names of other deserving volunteers to the selection committee.

The mood was jovial when we boarded the bus which would chauffeur us to Parliament Hill. Our excitement continued to grow as we joined thousands of fellow Canadians celebrating Canada's birthday.

This day's show paid tribute to the athletes, astronauts and 'unpaid, unsung, sometimes unappreciated' volunteers of Canada. And it was spectacular; Snowbird jets thundering overhead, 21 gun salutes echoing in the background, and all the pomp and pageantry one would expect to accompany such a gala occasion.
I was filled with pride when Elly and the others were honoured with the audience’s applause. Tears trickled down my cheeks as The Right Honourable Romeo LeBlanc declared, "If you still need convincing that this is a great country, look at them".

Despite the merriment, I found myself feeling rather melancholy as our attention turned to the farewell dinner. It’s remarkable how such a diverse group of people could become so close, so quickly, with only the commonality of volunteerism. And, of course, the facilitating sincerity and expertise of our guides, Stephanie Kelly and Bruce Devine.

The Canada Day fireworks display put the finishing touch on the day, the expedition and our adventure.

Promising to keep in touch Elly and I returned home, truly the proud Canadians our T-shirts proclaimed us to be.

These days back at my desk I find myself asking, "What the heck am I going to do for Volunteer Appreciation next year?"

*Jackie Yurick has been with the newly named South Fraser Regional Crisis Line of Surrey Community Services since 1985 when she joined the program as a volunteer.*

After pursuing post-secondary education in the Community Social Services Worker program at Douglas College she was hired to staff in 1988.

Today, as program coordinator, she is responsible for the day-to-day management of the crisis line and more importantly, for the volunteers who provide the service.

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**LE PRIX DU GOUVERNEUR GÉNÉRAL POUR L’ENTRAIDE**

par Jackie Yurick - Colombie Britannique

Des bénévoles répondent vingt-quatre heures par jour, trois cent soixante-cinq jours par année à la ligne téléphonique de crise de la région South Fraser en Colombie Britannique. En ma qualité de coordonnatrice de ce programme, je suis toujours à l’affût de nouvelles façons de reconnaître le travail incroyable de ces gens. A mesure que les années passent, les marques d’appréciation appropriées deviennent de plus en plus difficiles à dénicher.

Cette année, j’ai été mise au courant d’une nouvelle distinction en l’honneur des bénévoles. Les mises en nomination pour le prix du Gouverneur général étaient ouvertes à toutes les provinces et à tous les territoires.

"Humm", me suis-je dit, ce serait un moyen exceptionnel de remercier Elly Arnold pour son travail; c’est une bénévole qui compte dix-huit années de services fidèles. J’ai donc rempli le formulaire de mise en nomination, j’ai obtenu des lettres d’appui et je me suis croisé les doigts.

A la fin du mois de mai, j’ai reçu un appel téléphonique du bureau du Gouverneur général. Elly avait été choisie comme représentante de la Colombie britannique pour recevoir le prix du Gouverneur général pour l’entraide. Elle s’enverrait avec quelqu’un de son choix à Ottawa à la fin de juin et participerait à la Grande expédition des bénévoles canadiens de 1996. Je n’étais pas au bout de mes surprises car Elly m’a alors demandé de l’accompagner dans cette aventure.

Dans les jours qui suivirent, nous avons eu beaucoup de plaisir à annoncer la bonne nouvelle aux autres bénévoles de la ligne téléphonique de crise, au personnel de l’agence, de même qu’à nos familles et amis. La Commission de la capitale nationale nous a envoyé des lettres et nous a téléphoné pour nous informer du déroulement de notre séjour à Ottawa. Ils s’occupaient de l’organisation des repas, des réceptions et des visites guidées de cette expédition.

Puis, munies de mots de remerciements, d’itinéraires et de nos billets d’avion, Elly et moi sommes parties en voyage, un voyage vraiment unique.

La CCN avait organisé notre séjour auprès d’une famille locale: Brian et Betty Hartley qui sont venus nous accueillir à l’aéroport avec un représentant de la Commission. À l’arrière plan, il y avait aussi un employé de Rogers Cablevision,
la caméra, les projecteurs et tout le tralala!

La première activité de cette expédition était un dîner officiel. Le personnel à l’accueil était bien renseigné à savoir comment il se faisait que j’étais la compagne d’Elly. Richard Berthelsen, du bureau du Gouverneur général m’a remerciée très sincèrement d’avoir suggéré la nomination d’Elly et bien que c’était elle qui était honorée, je ressentais moi-même beaucoup de fierté. Elly me taquinait plus tard à propos de l’interdépendance de notre relation : sans moi, elle n’aurait pas reçu cette distinction à Ottawa et sans elle, je n’aurais pas été là non plus!

Dans la matinée de samedi, nous avons visité en touristes les édifices du parlement, la Galerie d’art nationale, l’Hôtel de la monnaie, le Musée des civilisations, la résidence du premier ministre, le canal Rideau.

Après le dîner, nous sommes retournées sur la promenade Sussex aux versants de la cité du Gouverneur général où ces “canadiens dévoués” ont été présentés à leurs Excellences le très honorable Roméo LeBlanc et sa femme, madame Diana Fowler LeBlanc.

Juste le temps de se changer et nous étions en route à un BBQ offert par Volunteer Canada. Durant la soirée, lorsqu’on a sollicité nos suggestions pour mieux appuyer le bénévolat, le chapeau de coordonnatrice des bénévoles a refait surface. Tous les ans, j’ai le coeur brisé de voir que plusieurs bénévoles ne peuvent pas participer aux festivités de la Semaine de l’action bénévole à cause de conflits d’horaires dus à des examens finals.

Le troisième jour a débuté par une visite des édifices du parlement et une avant-première du spectacle du Jour du Canada. Ensuite, ce fut le parc de la Gatineau, le dîner au domaine Mackenzie King et un détour au lac Meech. Et le souper… encore. Je commençais maintenant à m’inquiéter que la robe que j’avais choisie de porter le lendemain ne me ferait plus.

A l’aube du 1er juillet, il faisait soleil et chaud à Ottawa et je pense qu’il n’aurait pas pu pleuvoir sur la parade.

La journée a commencé à Rideau Hall par la cérémonie de présentation du prix du Gouverneur général pour l’entraide. Lors de la réception qui a suivi, le Gouverneur général lui-même m’a remerciée d’avoir mis en nomination Elly et m’a encouragée à soumettre d’autres noms de bénévoles au comité de sélection.

L’atmosphère était à la fête dans l’autobus qui nous amenait à la colline parlementaire. Nous sentions l’excitation monter lorsque nous avons rejoint les milliers de canadiens venus célébrer la fête du Canada.

Le spectacle du jour rendait hommage aux athlètes, aux astronautes et aux bénévoles qui travaillent dans l’ombre, qui sont méconnus et quelquefois peu appréciés. C’était vraiment spectaculaire : les avions Snowbirds qui virevoltaient au-dessus de nos têtes, le salut des 21 coups de canon à l’arrière plan et tout le céramonial et les pompes qui accompagnaient les galas de ce genre.

J’étais tellement fière quand Elly et les autres récipiendaires ont été applaudis par la foule. Des larmes ont coulé sur mes joues lorsque le Très honorable Roméo LeBlanc a déclaré : "Pour ceux qui ont encore besoin d’être convaincus que nous vivons dans un pays remarquable, regardez-les !".

Malgré les réjouissances, je me sentais un peu mélancolique à l’approche du souper d’adieu. Il est vraiment étonnant de voir comment un groupe de gens aussi disparates peuvent tisser des liens étroits en si peu de temps, n’ayant en commun que le bénévolat. Bien sûr, nos guides sincères et experts, Stephanie Kelly et Bruce Devine ont aidé à animer le groupe.

Les feux d’artifice de la fête du Canada ont couronné d’une façon flamboyante cette expédition et cette aventure.

Elly et moi-même avons pris le chemin du retour avec la promesse de rester en contact avec ces gens et superbelement fières d’être canadiennes comme le proclamaient nos gilets.

Maintenant, à mon bureau, je me creuse les méninges pour savoir "qu’est-ce que je vais faire pour remercier mes bénévoles l’an prochain?"

Jackie Yurick fait partie de la ligne téléphonique de crise de la région South Fraser des Services communautaires de Surrey depuis 1985 alors qu’elle oeuvrait à titre de bénévole.


Aujourd’hui, elle est coordonnatrice du programme et responsable de la gestion au cours du jour la ligne téléphonique de crise et plus encore, des bénévoles qui offrent le service.
"Why not!", I convinced myself, when one of my classmates mentioned that the Ottawa Blues Festival was looking for a Manager of Volunteer Services. I was already Supervisor of Volunteers at a seniors home, surely, I could manage a few hundred volunteers for a three day festival. Little did I know what I was in for!

One Friday morning I met with the General Manager of the festival. He gave me the confidence that I could do the job if I was interested. Besides, he was "ultimately responsible for the volunteers". How hard could it be, organize a couple of meetings, match the volunteers to the area of their interest, then enjoy my free backstage pass - right?

With only two weeks to go before the festival I was squeezing 25 hours out of a 24 hour day. There was a lot to be done. Volunteer registration forms were coming out of the fax machine quicker than I could file them and the telephone message machine had 26 unheard messages. This year, the festival had decided to add two new concession areas; food and liquor. These were very big areas, which required a lot of volunteers. We anticipated that overall we needed more than 400 volunteers. The night before the festival, at the volunteer orientation, we discovered that we had surpassed our goal. Panic washed over my face when I realized that we had run out of volunteer T-shirts. Over 400 were printed, what could have happened? It was to everyone's surprise when we realized the number of volunteers had mushroomed to over 600 by the end of the festival. I can honestly say that I felt sick. Was it too late to resign? When I went back to the office that night, a million thoughts went through my head about what might happen next. Luckily, nothing even close to those thoughts came to be. Sure, I was nothing short of exhausted. No sooner did a volunteer finish a 4 hour shift over a smokey grill when I had them reassigned and on their way to 4 more hours serving beer in the hot sun - boy was I good! Everything seemed to fit together perfectly, like a puzzle, with the nose of the clown yet to be found. By Sunday morning I had one nerve left... and everyone was on it! But along with the exhaustion and frustration came times of laughter, relief, enjoyment and yes; even feelings of being proud. Proud that I rose to this challenge. Proud that with a few minor problems, the festival went on to be a smashing success, with a record number of attendants and volunteers.

It was sad to see it all come to an end so quickly. I barely had a minute to enjoy it. Sunday night, after the park closed, I walked around the grounds talking to some of the people with whom I had worked so closely. "I really want to thank you for the good job you did", one of them said to me. With my head and feet throbbing and the flash of memories from the past three days, a smile and a look of contentment came over my face. "Yes, I did do a good job", I thought to myself. After I took a week off to recuperate, the memories of my time with the festival began to resurface and I could write my final report.

Remember in the beginning when I said I didn't know what I was in for, well, now that I look back, I can see that I was in for the time of my life! During the festival I met and worked with a wonderful group of people whom I miss very much. Should you decide to get involved with a festival, I hope your experience is as rewarding as mine was. See you at Bluesfest '97!

Here are some things to think about if you decide to manage festival volunteers:

- Let them have fun. Remember most volunteers are doing it for a good time.
- Be organized with regard to paper work as well as time commitments. Follow your plans, don't be swayed by other people's ideas of what should be.
- Don't put off for tomorrow what can be done today - the festival will come sooner than you think.
- Know how many volunteers it will take to run the festival - too little and yes, even too many can be a disaster - know others' expectations, realistic or not.
- Become familiar with all the workings of the festival, not just the volunteer area. This will help later in so many ways.

- Recruit area leaders and assistants so that you can delegate some of the work. Having five people concentrate on their own area is better than one of you concentrating on five areas.
- Recruit and organize early enough so that volunteers have not made prior commitments for that date.
- Keep records/documents on all of your time and activities for your final report. This also helps if discrepancies about particular volunteers arise later. Document immediately all and any problems, concerns or situations that arise before or during the festival in case of a lawsuit.
- Do as much work as you can prior to the event so that you can enjoy the festival and not have a pile of work to finish up after the event is over.
- Most importantly, DO IT AGAIN NEXT YEAR. Now that you have been through the experience once it should be that much easier next time.

Vicki Button is currently working as Red Shield Appeal Residential Co-ordinator for the Salvation Army. She began working in the field over one year ago, as supervisor of volunteers for Hillside Lodge, Home for the Aged. The Blues Festival was a student placement for the Management of Volunteers Programme at Algonquin College.
Special Event fundraising is a very popular way to raise funds for not-for-profit agencies, but important questions must be answered before you decide what type of event is best for your group. Start with a checklist of the following questions:

• How much money do you want to raise, and is it a realistic amount?
• Do you have 6-8 months in which to plan and organize the event?
• How large is your volunteer base?
• What are the skills and abilities of your volunteers?
• What is your anticipated revenue, and will it be sufficient to reach your goal?
Raising money should not be the only reason for holding a special event. Your event should heighten your public profile and reflect the concern or cause of your organization.

SPONSORSHIP:
Teaming up with a sponsor who believes in your cause is a great way for both of you to get your message out. Approach a potential sponsor with a written proposal that includes:
• A fact sheet;
• An agenda;
• A sponsorship benefits package; and
• A budget.
Will your event have start up costs? Try and obtain as much as you can for free, but some materials will have to be paid for. Be sure to state:
• Event start up cost;
• Potential for gift in kind; and
• All associated expenses.

A good example of a sponsorship is the Wellington Shapes Charity Challenge. This Aerobic-a-Thon Fundraiser is for the Big Sisters Association. Notice the name of the event includes the sponsor’s name, not Big Sisters.

• Wellington Fitness Centre and Shapes Ladies Fitness Centres are health clubs that provide aerobic classes targeted to women.
• The sponsors promote health and fitness and Big Sisters promotes positive relationships between women and young girls.
• The publicity benefits all parties.

The event will probably be named after a major sponsor, but that does not prevent you from recruiting smaller sponsors as well. Create a sponsorship benefits package outlining all commitments and advantages to all involved in the event. Make sure all expectations of sponsorship are itemized. For instance, if you encourage on-site signage, ensure that sponsors are aware that they are to provide the signs.

Be careful not to put sponsors in competition with each other. For instance, if you choose a local radio station to sponsor the advertising DO NOT have a personality from a competing radio station as the Master of Ceremonies. Sponsors also have expectations and you should be flexible in negotiations in order to have a win-win situation.

VOLUNTEERS:
Volunteers are the key to the success of your event. Establish an event committee, with a Chair and three or four Vice-Chairs who will be in charge of the more significant sub-committees i.e. publicity, ticket sales, volunteers, refreshments, etc. Start your committees six months in advance, develop a time table and assign tasks. Follow-up with the Chairs periodically to see how they are doing. Volunteers should be included in the planning as much as possible. Ask your volunteers to select their own tasks to ensure that they will like what they are doing. Keep your meetings short and sweet, add a social component if possible, and your volunteers may actually look forward to the committee meetings. When recruiting event day volunteers, make sure you over-estimate the numbers of volunteers needed. Small tasks like getting ice, location maintenance, putting out the food, etc., are time-consuming, and require many hands. Once you have recruited the volunteers, ask them to attend an orientation session at which they will be provided with information about:
• How the day will run;
• Where to park;
• Where they check in;
• Where they will be working;
• The length of their shift.

The Chair and Vice-Chairs should be present at the orientation in order to introduce themselves to the volunteers. The volunteers will then be able to identify them at the event should any problems arise. All volunteers should have name tags, but if possible, a T-shirt is a nice token of appreciation and they will stand out in the crowd.

AFTERWARDS:
Make sure you have made arrangements for the collection and safe-keeping of money. If your event is on the weekend, advance arrangements will have to be made with the bank for deposits.

Thanking your sponsors, participants, and volunteers may be the key to the success of next year’s event. Write thank you notes and use your registration list as a mailing list for next year’s invitations. A Special Event can become an annual event which will grow and become more successful each year. The most important factor is to be well organized and give yourself lots of time to plan. Research any newsletters or books about grassroots fundraising and don’t try to reinvent the wheel. If your community has had “a-thons” before, try and meet with the organizers and ask for tips that they may have to make your job a little easier.

Good Luck!

Liane Yurick works for Big Sisters of Winnipeg and is JVRM’s representative for the Manitoba Association for Volunteer Administrators.
**ITEMS OF INTEREST**


**Where to get Resources:** Anyone interested in acquiring these resources can call (613) 256-5516 for a list of distributors. Any distributor wishing to be included on the list is invited to send their resource and price list to the JVRM.

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**THE GOVERNOR GENERAL'S CARING CANADIAN AWARD**

The Governor General's Caring Canadian Award is an award to honour Canadian caregivers and volunteers, both formal and informal. The award is intended for an individual whose unpaid, voluntary contributions behind-the-scenes provide extraordinary help or care to families or groups in the community. Candidates should have served over a number of years and will normally not have been previously recognized by a national or provincial honour. For further information, please contact the Chancellery at Government House in Ottawa (1-800-465-6890).

Prix en l'honneur des Canadiens et des Canadiennes qui dispensent des soins ou des services bénévoles. Le prix vise une contribution individuelle non rémunérée et volontaire d'arrière-plan, qui est extrêmement utile à une famille ou au niveau communautaire.

Pour plus de renseignements, prière de s'adresser à la Chancellerie de la Résidence du Gouverneur général, à Ottawa (1-800-465-6890).

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**LOOKING AHEAD**

**Annual Provincial Conference on Volunteer Administration** May 20-23, 1997
Kitchener-Waterloo at Wilfrid Laurier University
OAVA/ODVH Co-sponsors:
Christine Seip Tel: (519) 886-8886 Fax: (519) 746-6543
Jan Merli Tel: (519) 749-6551 Fax: (519) 749-6426

Volontèurope October 2-5, 1997
Paris, France
For more information contact: Sandra Turner at 0171 276 6601

Canadian Administrators of Volunteer Resources (CAVR) Conference November 1997
Winnipeg, Manitoba
For more information, contact: Lenore Good at (204) 787-3533

**National Volunteer Week Dates** 1997-2000
April 13 -19, 1997
April 19 - 25, 1998
April 18 - 24, 1999
April 9 - 15, 2000

**International Conference on Volunteer Administration (ICVA)** October 29 - November 1, 1997
Norfolk, Virginia
For more information, call: (703) 352-6222
ORGANIZING SPECIAL EVENTS AND CONFERENCES
by Darcy Campion Devney

Whether you have “volunteered” to organize your association’s next special event/convention or the job was delegated to you along with your regular responsibilities, Organizing Special Events and Conferences is a book you should read. If you are planning a meeting or special event, from a potluck dinner or an outdoor festival, a fundraiser or an awards banquet, it can be organized with more confidence and less stress using the practical guidelines in this book.

Organizing Special Events and Conferences is easy to read and contains excellent tips and checklists. Some of the topics covered include choosing a theme, developing a budget, media relations and evaluating your event. It is not necessary to read the whole book to collect the information that you need.

So, for example, if are in charge of registration for a special event or conference, you could go to the section in question and the book covers all the necessary details to run the registration effectively.

The author has included timelines, schedules and sample forms to help even the most novice event organizer put together a successful event. As an experienced conference planner, I found this book to be a good reference. Especially enjoyable are the anecdotes and helpful hints found throughout this book.

Angela Thompson is an independent meeting planner and a mother of four with many years experience organizing events as a volunteer.

Best Wishes for the Holiday Season and the Coming Year!

The editorial team would like to make a correction from the Summer 1996 - Seniors issue. In this issue we had stated that the OAVA and CDVH were to merge. This SHOULD have read: At their respective AGM’s in May, both the Ontario Association for Volunteer Administration (OAVA) and Ontario Directors of Volunteers in Healthcare (ODVH) passed motions to work towards merging the two organizations.

Let’s Hear It!!

We want to hear from you. Please send us your suggestions for themes for up coming issues.

Fax your ideas to (613) 256-0902
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 of 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 either on diskette or on typed, double spaced pages. Submissions should be written according to "The Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dunum Press. External reviewers may be engaged to review content if deemed advisable by the committee.

Advertising
Limited advertising 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. All ads are subject to the approval of the Editorial Team.

Suggested Guidelines:
1. Only 1/4 page and 1/2 page ads will be accepted.
2. Ads must be camera-ready.
3. A maximum of one page of ads will be permitted per issue.
4. Ads are to be placed near "items of interest" or toward the end of the issue.
5. Job ads are not recommended.
6. Cost is to be determined by the Editorial Team.

Team within a week along with any suggestions for final revisions.

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

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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.

To Aarkade Design & Offset Printing Inc. for their help in producing this Journal.