



Canadian Journal of Volunteer Resources Management

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20th Anniversary Issue

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Letters commenting on articles are welcome, but may be edited for brevity and clarity.

Editorial

1992 was an exciting year in Canada. As celebrations were held from coast to coast marking 125 years since confederation, Canadians also came together to cheer the Toronto Blue Jays to their first World Series championship. Roberta Bondar became the first Canadian woman in space that year and Brian Mulroney signed the North American Free Trade Agreement. And for our profession, another first – the Canadian Journal of Volunteer Resources Management (CJVRM) was born.

This issue celebrates twenty years of managers of volunteer resources from across the nation coming together, in print, to explore common issues, goals and successes. As you will read in Denise Miall's early history of the Journal, this publication has always been a labour of love. To this day, all writers, editors and our team of regional representatives volunteer their time and skills to bring you a current, Canadian perspective on the rewards and challenges of leading volunteers. We strive to provide an opportunity for you to share ideas and to showcase the impact you are making on communities across this country.

Over the years, we have repeated several themes in CJVRM, lending us the opportunity to compare and contrast the evolution of certain topics within the profession. Inside this 20th anniversary issue, you will find reflective pieces on: advocacy, recognition, education and training, technology, partnerships, trends and volunteers in sports and leisure. Authors have researched past issues of the Journal and added their commentary on how things have changed and what has remained the same over the past two decades.

We hope that you will enjoy this retrospective look at the profession of volunteer engagement in Canada and that you will continue to contribute to and enjoy CJVRM well into the future.

Rachel Stoparczyk
Editorial Team

Guest Editorial – Twenty Years Later

by Ginette Johnstone

What a pleasant surprise when I was contacted by Chris Jarvis to ask me if I would write an article for the 20th anniversary of CJVRM. Who could believe that 20 years could go by so quickly?

At the same time I thought, “What can I possibly write about?” I am no longer intimately involved in the sector, so it is difficult for me to wax eloquent on the changes that have happened since those first few tentative meetings when we tried to put form and context around the “new journal”. I can remember when the Ontario Association of Volunteer Administration was the sponsor. I can even remember the debates over the name, the format, the frequency of publication. Does anyone remember the green cover?

I can make some observations however. It certainly is validating to note that management of volunteer services is still strong as a profession. It has a contingent of fully dedicated individuals who strive to promote citizen involvement. Let me take this opportunity to recognize, in particular the dedicated group that is your editorial team – I know firsthand what a thankless job it can be.

There are a few new trends that I find very exciting – eco-tourism and voluntourism in particular. These are exciting ways to volunteer, which, to me reflect the essence of volunteering. They highlight the reciprocal relationship between doing something valuable for society and getting something positive in return. And then there is micro-volunteering, a new word to me, though the concept of contributing through technology was gaining momentum years ago.

In many ways, my absence from Canada has given me a new perspective. I think, because of my own international volunteer involvement in Africa, that volunteerism is going more global. We are increasingly reaching out across the oceans of the world to learn from each other and to promote civil society. In cultures where volunteerism is not the norm, at least in the same way as we define it, the concept is taking hold. In Bamenda, Cameroon where I volunteered for eight months, they now have a “National Volunteer” program where they fund young people to work in non-governmental organizations and pick up skills. The group of volunteers I worked with in Africa was international in the true sense of the word – from all over the world. We all shared a value of mutual support and exchange.

As I look at the issues facing the sector here in Canada today, however, I do not see too many changes. We have developed a more collaborative relationship with the private sector, as evidenced by the Corporate Council on Volunteering. On the other hand, there are still too many people who do not know what managers of volunteers do and when they do hear about it, they assume that they are themselves volunteers with questionable professional skills. The debate regarding tax rebates for volunteers carries on and calculation of the economic value of volunteer contributions continues to engage us. We have yet to agree on where “mandatory community service” fits into the picture. These are all topics that you can find discussed in back issues of CJVRM.

Yet, we carry on, still trying hard to adopt more professional business practices – and to some degree that has served the sector well. We are much better and more professional at managing our organizations. But in the process, we have created more bureaucracy, more red tape and more hoops for volunteers to jump through. Because of this, I wonder if we have lost some of the humanity – a debate we were having even more than 20 years ago. What happened to citizen involvement – helping one’s neighbour just for the sake of helping one’s neighbour?

So, where will we be 20 years from now? I wish I knew. This anniversary might be a good time to reflect on what progress we have made and how we will continue to move forward. And I hope that in 20 years, if I am still around, there will be another pleasant surprise.

Ginette Johnstone was one of the founders of CJVRM 20 years ago! At that time, she was on the board of the Ontario Association for Volunteer Administration, now PAVR-O and ran Johnstone Training and Consultation (JTC) Inc. JTC provided training and material resources to the nonprofit sector for 15 years and during that time Ginette authored many books on the voluntary sector. She was a regular fixture at PAVR-O conferences. In 2004, Ginette and her husband decided to explore the world and moved to London, England where they lived and worked for 5 years. After that, they went as organizational development volunteers, in Bamenda, Cameroon, Africa, with Volunteer Services Overseas (UK). Dave and Ginette returned to Canada in late 2010. Ginette is currently Staff Development Consultant for Rupertsland Institute in Edmonton.

An Early History of the Canadian Journal of Volunteer Resources Management

by Denise Miall

The following was written in 1994 by Denise Miall, a CJVRM Editorial Team member, as she reflected on the founding and first two years of what was then known as The Journal of Volunteer Resources Management.

In the spring of 1990, a small group of people who were working together on a volunteer recognition event for the [Ontario] Ministry of Community and Social Services began talking about the lack of Canadian content in any literature regarding volunteers. This group consisted of people from volunteer bureaus, Volunteer Ontario, the Ontario Association of Volunteer Administration [(OAVA) – now PAVR-O], as well as managers of volunteers from Eastern Ontario. They decided it was worthwhile going to OAVA with the idea of developing a journal that was purely Canadian – writers, views, etc. A survey was developed for delegates attending that year's OAVA conference and the results showed that members felt that a Canadian journal would be great!

As advocates in the field of professional development, OAVA approved the concept in September, 1991 and gave the editorial team a start up fund of \$1,000 and the valued assistance of Christine Seip, Director of Communications and Information. In April of 1993, Heritage Canada gave the Journal a grant of \$5,000 and support for marketing across Canada.

The first two years were rough! We did everything through volunteers, including the print set up and graphics. The first two issues were late as we waited for our volunteers to find the time to get everything together for us. The only cost of the first three issues was for paper and printing. However, we were not getting the product out fast enough, so we began using a professional service in Ottawa. The Editorial Team, though, has continued to pay for their own mileage, phone calls, etc. and use their own time from work. This is a very dedicated group of people who believe that the Journal has an important role to play for volunteerism and professionalism across Canada.

In our fourth year, we found that things were beginning to flow smoothly. The Association of Volunteer Administration (AVA) has promoted our Journal in the United States and we are getting subscriptions from across North America. We still are a small group of volunteers and that group expands and declines according to workloads, vacations, illnesses and job changes. We now have articles being sent to us without our prompting and we receive very supportive letters from subscribers applauding the Journal's content. Recently, other sources have asked for permission to reprint articles from the Journal. It was a slow start but we see each issue improving and promoting a Canadian agenda. We have great ideas to improve the Journal over the next few years.

I wonder if the National Geographic would be as successful if it began with five volunteers and a \$1,000 float.



Wow – 20 years! I think we would all agree that volunteering and the volunteer administration profession have evolved considerably in that time. The Canadian Journal of Volunteer Resources Management has ensured that those of us who think about (obsess over?) volunteering and work with volunteers, were kept in the know as those changes and trends came at us, and sometimes even before they came at us. I am honoured that as President & CEO of Volunteer Canada, I come from a background of volunteer administration. It's an amazing community of people and practice that I am proud to be associated with and the Journal has played a big role in creating and building that community. On behalf of Volunteer Canada, I wish to extend to you enormous congratulations on 20 years of publishing CJVRM, and to say thanks to all of you who over those years have put in countless hours to make that happen.

Ruth Mackenzie
President & CEO
Volunteer Canada

So What Does Advocacy Mean to You?

by Irene McIntosh

The Canadian Journal of Volunteer Resources Management (CJVRM) has explored the topic of advocacy several times over its 20-year history. Whether looking at organization case studies, industry efforts or individual experiences, the results made for good reading, largely because of the diversity. For this anniversary issue, we revisited the subject to focus on two unique viewpoints – the volunteer and the professional manager of volunteer resources.

Audrey Cole has been an activist in the Ontario and national community living movement for more than 40 years. She has made significant contributions to advancing the rights of people with intellectual disabilities. For the Journal's first issue, Audrey wrote about advocacy and accountability in the climate of Ontario's proposed Advocacy Act that passed December 1992. It was repealed four years later. The Health Care and Consent Act is the current legislation.

CJVRM: The article you wrote for the Journal (Volume 1.2) explored the controversy surrounding introduction of the Ontario government's Bill 74, the Advocacy Act. Politics aside, why do you believe it failed?

Audrey: I am not sure that one can leave politics aside on this question: clearly, it was a political decision. The Advocacy Act did not fail, it was demolished by decree. There was an election. A government of a different party was elected. One of its earliest actions was to repeal the Advocacy Act.

It would be good to think that the kind of support mandated by the Advocacy Act would not require laws and other governmental intervention but rather, that it would be available naturally within the day-to-day reality of human relationships.

The Advocacy Act offered significant potential for contributing positively to the status and continued well-being of socially fragile people in Ontario. It would be good to think that the kind of support mandated by the Advocacy Act would not require laws and other governmental intervention but rather, that it would be available naturally within the day-to-day reality of human relationships. But we know, sadly, that for many people, that is not the reality. Who knows how well the Act would have fulfilled its promise? To our everlasting shame, it was never given a fair chance.

CJVRM: You ended that article with the following line: "But until we can guarantee that our human responses to the needs of other humans are not contributing to their vulnerability, there is a need for independent advocacy that is free of conflict of interest." Twenty years later, has your view changed? In general, who do you see being able to deliver independent advocacy?

Audrey: Has my view changed? Absolutely not! Frankly, as I age, I become ever more conscious of the need for independent advocacy. Not only will my son, like many people with disabilities, always need advocates in his life to ensure continued respect for his participation in society but also, at my age – however reluctantly – I, too, can now believe that I might also live to share that need.

There has always been critical need for independent advocacy in purpose-built institutions and other segregated and congregate programs and facilities for people who are unable to provide for their own day-to-day care. It is not unknown that fear of losing one's livelihood can put the proverbial "blinkers" on the eyes of paid staff. Some instances of successfully prosecuted institutional abuse would never have come to light were it not for those outraged students and other volunteers who were not so constrained and were willing to tell the tale. I am not sure the modern protection principles for "whistle blowers" are a solution. It would be difficult to continue to work in a system about which one has blown that whistle.

I am also concerned about how little understanding there is of conflict of interest.

I am also concerned about how little understanding there is of conflict of interest. In the example I used in my article twenty years ago, the unionized staff of mental health facilities did not appear to understand their inherent conflict in announcing themselves as the advocates for the people for whom they were being paid by the system to provide care. Only by jeopardizing their own financial security would they have been free to advocate for the individuals against the system on which these employees were dependent.

But if volunteers are accountable to the system in which they serve, they too face a similar conflict. Admittedly, it is easier to quit if one is not financially dependent on the system.

Who do I see as being able to deliver independent advocacy? I wish I could answer your question. I do believe that the only safe solution is individual advocacy such as Wolf Wolfensberger's "Citizen Advocacy"¹. Wolf (he died last year) has said that of all his work, and it was considerable, citizen advocacy is the concept of which he felt the most pride and satisfaction.

Who do I see as being able to deliver independent advocacy? I wish I could answer your question.

Faiza Kanji is currently the General Manager of Volunteer Development for the YMCA of Greater Toronto. A volunteer herself from an early age thanks to values instilled by her immigrant parents, Faiza's professional career includes work with the Aga Khan Foundation Canada, Youth Employment Service, and the Canadian Breast Cancer Foundation. Along with serving as Program Chair of the Toronto Association of Volunteer Administrators, she is also a Regional Representative for CJVRM.

CJVRM: Advocacy means something different to everyone. As a professional in the field of volunteer resource management, what does it mean to you?

Faiza: Advocacy is values in action. I value the time, energy, skills and specialized talent that it takes to manage volunteers in civic engagement. On a daily basis, I work beyond the volunteer cycle in a strategic way to demonstrate the added value that I bring to my organization as a subject matter expert. In my job, when I demonstrate this value and impact successfully, other leaders in the organization see the value I bring and become advocates on behalf of volunteerism and volunteer engagement. So how do we do this? First, we need to remember that what we do goes beyond the mechanics of our job (the volunteer cycle).

We need to find language that helps us demonstrate the impact of volunteering on healthy communities beyond talking about volunteer numbers and hours served.

We need to find language that helps us demonstrate the impact of volunteering on healthy communities beyond talking about volunteer numbers and hours served. As volunteer engagement professionals we can demonstrate what we know to be true such as how volunteers help to deliver the mission, how they make an impact on the community and how the act of volunteering can have a positive impact on the volunteers themselves. Often this is proof of the mission being delivered as well. For example, at the YMCA of Greater Toronto one thing we are working on is to help young people through life stages. When we can demonstrate that youth who volunteer have an easier time finding work, applying to universities or making the transition from high school to the work force, we can make the argument that volunteerism helps to deliver the mission.

CJVRM: Prior to this interview, you said "Recognition for our profession is not going to happen externally to us". Please explain.

Faiza: As volunteer engagement professionals we are highly skilled, very creative and quite resourceful but as professionals we are not using those skills to be united in our advocacy efforts. Recognition for our profession is not going to happen externally to us without happening internally first. Each of us needs to feel that it is within our power to advocate in our workplaces, in our communities and to connect up with our partners in government. If we do not value our contribution in facilitating mass civic

As volunteer engagement professionals we are highly skilled, very creative and quite resourceful but as professionals we are not using those skills to be united in our advocacy efforts.

engagement and changing communities for the better, others will follow our lead. Change brought about through advocacy starts with each of us. Join your local professional association; volunteer to strengthen the connections between volunteer engagement professionals in your community. Find your partners in government by engaging your school board trustees and your provincial or federal legislative representatives.

CJVRM: To end each interview, we asked both subjects the same question – What is the best advice you could offer to someone working in volunteer engagement today?

Audrey: The undermining of the fundamental understanding of conflict of interest is clearly a threat. Volunteers have to be conscious of the implications. As a volunteer, I sincerely believe that first and foremost, volunteering means adhering to a strict code of moral accountability.

Volunteer orientations have to be more directive in the areas of potential harm to those people served by the system in which the volunteers will be working. Stuff happens even in those environments that pride themselves on respecting and valuing all people.

Volunteering cannot only be about doing good. It should always be about the potential, however inadvertently, for doing harm or allowing harm to be done, according to the social philosopher Ira Glasser. That, in my opinion, is the most important aspect of accountability. For sure, all organizations have mechanisms for legal, structural and systems accountability and they are all important and must be followed. But if we cannot see those mechanisms through a moral accountability lens and act accordingly, we are in trouble. And, if volunteers are in any way discomfited by orientations that focus on honesty, integrity, determination and moral courage, they will be unlikely to feel comfortable taking on an advocacy role.



On behalf of PAVR-O members across Ontario, I'd like to congratulate the Canadian Journal of Volunteer Resource Management on 20 years of leadership in advancing the profession. By showcasing and sharing best practices, we all benefit, as do the millions of volunteers we partner with. PAVR-O is pleased to continue offering the CJVRM as a benefit to our members and to regularly see many of our members demonstrating their expertise by writing articles. Here's to the next 20 years!

Erin R. Spink, MA Leadership
President, PAVR-O 2011-2013

Faiza: Find a balance between being practical and being purposeful in your work. What you do and how you do it are simply the mechanics of your work. What you do and the impact you make goes beyond the tasks that make up the volunteer cycle. Your role is more important than being able to rhyme off how many volunteers you have and how many hours they contribute. Think about and be led by why you do what you do. That is where advocacy starts. Ask yourself why volunteerism is essential to building healthy communities and be able to illustrate the impact volunteerism has to your organization's mission, to your community's health and to your volunteers themselves.

Final word goes to CJVRM: If you ever doubt the value of your work, think of where your organization would be without its volunteers.

Irene McIntosh is a member of the CJVRM Editorial Team.

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1. Wolfensberger, W. & Zauha, H. (1973). Citizen Advocacy And Protective Services For the Impaired and Handicapped, Toronto: National Institute on Mental Retardation. ISBN 0-919648-02-9.

CJVRM Milestones



1992

First issue of "The Journal of Volunteer Resources Management" published on the theme of "Advocacy"

Hand-in-heart journal logo, created by Franz Strokan of Smiths Falls, ON wins CoreIDRAW World Design Contest.

The Canadian Journal of Volunteer Resources Management is now on LinkedIn!



Search for us under "groups" at www.linkedin.com

Volunteer Recognition – Has It Changed?

by Ruth Vant

My mother introduced me to volunteering in the late 1950s. At that time and according to both my mother and my Brown Owl, I should expect no more than a smile or a nod as a thank you. But even at a young age, I knew that a smile alone would not be enough to keep me volunteering for very long. After all, even in Brownies I earned badges and pins to reward my efforts.

Fast forward thirty-five years and it is evident that ideas around volunteerism changed. By 1993, people were talking about interesting ways in which to thank their volunteers for the hours of service they contributed to their communities. In an early issue of the Journal (Volume 2.1), the theme was “Recognition”. In her editorial, Shirley Jenkins said, “we may need to shake some of that old dust off and re-examine how we actually view recognition.”

Lorraine Street authored an article in the 1993 Journal entitled *Pins or Policies*. She identified two separate but complementary elements of volunteer recognition: expressing gratitude and taking notice. Gratitude – various ways of saying thanks – should be the responsibility of the community that was affected by the volunteers’ contributions. A volunteer recognition team, including clients, paid staff and board members, needed to take responsibility to allocate necessary resources so that volunteers’ efforts were acknowledged. However, it was even more important to take notice of volunteers’ efforts. The best way to do this was to develop programs and policies that acknowledged volunteers. Managers of volunteers were encouraged to identify what motivated their volunteers and then develop placements and policies that responded to them.

Another article from 1993, by Doreen Old, looked at the importance of recognizing volunteer efforts by provincial governments. The Government of Manitoba, through its Volunteers in Public Service (VIPS) Program, recognized the importance of volunteer involvement. They developed policies that encouraged a uniform approach to volunteer administration across all provincial government jurisdictions. Although formal recognition events were part of the process, the author realized

that having written policies conveyed respect to volunteers that events or gifts could not.

The Heart Beat Program in Ottawa (1993) wrote, “Ways of recognizing volunteers are as varied as volunteers themselves.” Their article encouraged offering a personal touch and respecting each volunteer as a unique individual.

As I finished reading the 1993 issue that focused on recognition, I came away with the sense that we were being encouraged to look at each volunteer separately to determine what motivated them and to act on those insights. Very interesting. Because as I started to read through the 2011 issue on recognition, I was hearing the same message: find out what motivates your volunteers. This made me think, “Have we just been talking about it? Or have we really done anything about this ‘motivation’ thing we read about?”

I read further.

Our ideas about volunteer recognition in 2011 were definitely more varied. Creative ideas for thanking volunteers were plentiful: photo collages, newsletter profiles, fun fairs, volunteer Oscar awards, team building events, milestone awards alongside paid staff and even formal national recognition from the Order of Canada. We asked volunteers what the most meaningful recognition was that they received.

As one volunteer with well over 50 years of service said, “you can never personally thank volunteers enough”.

Topping the list were personal thank yous, a sense of pride in their work and continued support and training from their organization. As one volunteer with well over 50 years of service said, “you can never personally thank volunteers enough”.

Anna Paranich challenged readers to look beyond motivators that are generally cited. Volunteers may be seeking skill development, building resumes or networking – in addition to looking for ways to contribute to their community, meet people or give their time for a personal cause. It was up to the managers of volunteers to determine why people volunteered and find ways to make volunteer recognition programs match those motivators. A creative way to help meet the challenge was to engage volunteers to develop and deliver workshops that in turn would provide training and professional development to other volunteers.

I continued reading the Journal and discovered that the motivation concept became more complicated. Paula Speevak Sladowski encouraged us to look at where volunteers are in their life cycle and what role volunteering fulfills for them. She pointed out trends: volunteers are becoming more goal-oriented, tech-savvy and mobile; they tend to be more independent, have more structured lives and prefer shorter-term projects. Then, she urged us to take things beyond just discovering why people volunteer, “Accommodating these circumstances may be the most powerful form of volunteer recognition because it recognizes the other things that are important in peoples’ lives ... Letting volunteers know the impact of their volunteer time can be one of the highest forms of volunteer recognition.”

So – volunteer recognition has changed in the past twenty years. At least the concepts of how to

determine and deliver recognition have changed. But how much has the actual recognition changed? Are we still printing the same certificates?

I urge you to take an honest appraisal of the recognition programs you have in place for your volunteers.

I urge you to take an honest appraisal of the recognition programs you have in place for your volunteers. Do you view your volunteers as individuals? Identify their motivational needs? Keep track of how those needs shift as they move in their life cycle? Do you tie recognition to both your recruitment and retention strategies? Monitor the effectiveness of your recognition program? Ask your volunteers what matters most to them? In twenty years, how will your recognition program differ from how it looks today?

In the end, I realize that my mother and Brown Owl were not totally wrong. It remains essential to determine the motivations of volunteers and where people are in their volunteering life cycle and to act on this information. But a sincere thank you and smile is still the best way to show gratitude to people who give their time freely to their community.

Ruth Vant is a member of the Editorial Team. During her career, she has overseen many different volunteer programs. She has also been volunteering for over 50 years – ever since she was a Brownie.



Canadian Administrators
of Volunteer Resources
Administrateurs canadiens
des ressources bénévoles

On behalf of the Canadian Administrators of Volunteer Resources (CAVR), the CAVR Board of Directors would like to congratulate the Canadian Journal of Volunteer Resources Management on its 20th anniversary of the publication! The Journal has been a valuable resource to the profession, keeping our members abreast of the latest issues and trends in the field. We applaud the editorial team on this achievement and wish much success to the Journal in the years to come!

With warmest regards,
The CAVR Board of Directors

Education and Training

by Andrew Fisher

One of the benefits of having 20 years of CJVRM articles is being able to look at past issues and see if, and how, the sector addresses the important topics that have changed over the years. Education and training continues to be an area the sector can always improve upon. Though published seven years apart, articles on training by Mae Radford and Carol Stonehouse (*A Creative Volunteer Education Initiative*, Volume 8.1, 1999) and Holly MacIntyre (*Applying Adult Education to Community Development*, Volume 14.1, 2006) lead to some striking similarities of the benefits of training and how to overcome some of the training challenges facing nonprofit/voluntary sector organizations.

Addressed in both articles is an often overlooked benefit of training: it is essential for recruiting and retaining dedicated staff and volunteers. Training is a form of recognition and serves to keep volunteers and staff motivated, committed and performing a quality of service clients expect. Being sent to a class or conference is often seen as a reward for service.

Addressed in both articles is an often overlooked benefit of training: it is essential for recruiting and retaining dedicated staff and volunteers.

Radford & Stonehouse noted: “Our experience with this creative volunteer education initiation was a thrilling experience for all.” This same sentiment was shared by MacIntyre, who stated clearly: “The transfer of learning during the St. Francis Xavier University program has been one of my most valuable opportunities”, and said that “[t]he training was a fantastic journey”.

It is important to note that the training does not necessarily have to be related directly to the volunteer’s responsibilities, but it can be of broad interest to the organization. Training for such things as first aid, leadership, management or conflict resolution, will all be of benefit. This was especially true for MacIntyre, who completed a diploma in an adult education program, although her role was health

promoter. She points out in her article, “There is no area where the training and development I received in adult education cannot be applied. I have used it in program/resource development, implementation and evaluation, wellness programming, community development...” What she learned in the classroom, while not specifically related to her role, increased her contribution to her organization.

Both articles declare that training is a good thing, but it comes with real-life challenges for organizations.

The articles also demonstrate that by providing and encouraging training opportunities, organizations are able to increase their capacity. But what exactly does that mean? Increasing capacity is about creating opportunities for organizations to grow, and ensuring individuals have the skills to make it happen. In her article, MacIntyre shares with us: “As I continue to implement my own learning, the benefits to my volunteers, Canadian Cancer Society donors, and staff can be monumental.” Clearly, her training allowed her to expand her influence and ability to help grow the Canadian Cancer Society.

Both articles declare that training is a good thing, but it comes with real-life challenges for organizations. Often, the biggest issue comes down to expense – especially when you need to train large numbers of people. To address this, it is important to look at the various professional development methods. Radford & Stonehouse’s organization, the Victorian Order of Nurses used the “train the trainer” model, often practiced in the sector. They had quite the challenge on their hands, having to train 1,650 volunteers from their branch on cultural awareness. By choosing the train the trainer model, they found it could be cost-effective because the central resources were used to train one teacher, rather than all staff members. This provides an efficient solution to professional development because a workshop for a small group of trainers can be easily prepared, and resources and materials can be more readily gathered. The other big challenge for training is time.

Organizations often have limited resources, so having staff and volunteers find the time to train is a constant challenge. Radford and Stonehouse resolved this issue by offering a choice of afternoon or evening workshops held in three locations. This flexibility allowed their staff and volunteers to choose a time and place which works for them. Organizations must recognize training challenges and overcome them by implementing these strategies.

Ultimately, both articles recognize that training exists to enhance people's skills and abilities to achieve organizations' goals and community growth.

Educational opportunities for staff and volunteers must be seen as fundamental rather than as a luxury. Finding solutions to overcome the challenges (as Radford and Stonehouse did) is key to achieving the benefits of training (as MacIntyre experienced). If the nonprofit sector increases its commitment to training, we will build capacity, strengthen organizations and help build vibrant communities. It is going to be interesting to learn how the sector continues to address the important topic of training and education in CJVRM articles over the next 20 years.

Andrew Fisher is Director of Communications at Volunteer Alberta.



CJVRM Milestones

1997

Volume 6.4 “New Visions” marks a new colour scheme and format for the renamed “Canadian Journal of Volunteer Resources Management”, now sponsored by Canadian Administrators of Volunteer Resources (CAVR)

Technology and Volunteerism

by Chris Jarvis

Today, the brightest advances in technology profoundly impact the way government, private organizations and civic life function. Imagine people in 1957, as the Russians launched Sputnik into outer space spawning an era of global communication, being able to conceive of a world where Voice Over Internet Protocols (VOIP) would allow people to run a video conference call via their paper-thin smart phones from anywhere in the world – free of charge! While these improvements are now more confidently recognized and increasingly sought by users from around the world, caution and hesitation have also characterized society's relationship with technology's quick stride.

Technology's role in management of volunteers has followed a similar progression. The confidence we have today in technology as a great and multi-faceted enabler took time to accept and embrace. The Canadian Journal of Volunteer Resource Management (CJVRM) is fortunate to have two specific issues on technology and volunteerism: Volume 5.2 "Technology and Volunteerism", 1996 and Volume 16.3 "Technology", 2008. By way of comparison, the two issues illustrate perfectly how success and widespread usability of technology, with a focus on information and communication technology, was not easily brought to fruition. Instead, the contrasting issues suggest that careful consideration combined with slow but real success paved the way for technology to act as an invaluable enabler for volunteer management and society alike.

A generation has now been living through a major shift from an industrial to an information-focused society.

A generation has now been living through a major shift from an industrial to an information-focused society. As the baby boomers entered the work world it was not mainly as labourers or farmers but as professional or clerical workers where their job was to manage information. Towards the end of the

century it was impossible to ignore the momentum that computing and the Internet were having on society. It was this ability to gather and process information that provided an impetus for the creation of CJVRM. Alongside its mission of providing articles that were written, opined and shared by Canadians, was the realization that technology was enabling anybody and everybody to act locally, but impact globally. By 1990, managers of volunteer resources across the country were hungry to know how their peers were tackling and solving issues, they were rewarded with the publication of the first Journal in the spring of 1992. The Journal's editors' and contributors' ability to collaborate on information and ideas over the Internet enabled CJVRM to become and remain a reality. It was clear that solving and tackling issues in society, through technology, was a must.

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The 1996 issue, our first on technology, reads like a crash course in information and communication technology. Though many of the terms like MS-DOS, CD-ROM, FreeNet or the pejorative "techno-peasant" may sound archaic to today's reader, it is easy to understand how such strange creations with massive potential could have been viewed with caution. The dual themes of fear and excitability run throughout, but it is the initial successes that enabled community networks to better reach out and collaborate more efficiently that leave the reader with a sense of openness and wonder about the relationship between technology and volunteerism.

The 2008 edition both embraced and heralded the newest forms of information technology. Web 2.0, VOIP, social networking, open source applications and wikis are discussed as the newest tools shaping society and volunteer management. Their use as

tools to share, organize, process and store information is viewed not as being fraught with many limits; instead their potential is measured only by their respective design and application. More success stories and less fear fills the pages of this Journal, which is aptly named “Technology” as its relationship with volunteerism is now deeply ingrained and understood. Glowing examples of how word processing technology can enable those with disabilities such as blindness to still participate and positively impact almost any activity clearly demonstrates technology’s reach. Indeed, it is easy to see how quickly the functionality of the web has expanded over a period stretching just beyond a decade.

Indeed, it is easy to see how quickly the functionality of the web has expanded over a period stretching just beyond a decade. Information sharing, user participation and the ability to be creative across not only local but international communities are in plain view.

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Technology in all its functions is today a great enabler for volunteer management that is not only in demand, but increasingly necessary for any complex activity to be completed properly. The progress that has occurred in terms of acceptability and understanding, as illustrated, was naturally not a simple one. Despite the uncertainty and unknowingness that often characterized technology in the past, the announcement

in the 2008 volume that CJVRM had just created its first website was a triumphant sign of current attitudes and a positive indication of its enabling effect. As it now permeates all areas of volunteer management, only time will tell how the Journal and the industry will continue to be impacted by this powerful and complex tool.

Chris Jarvis joined the CJVRM editorial team in the fall of 1992 and has spent the last 20 years learning and growing by actively participating in the creation of 75 issues of the Journal. This article was co-authored with her son Rob, who has watched the work required in putting out the Journal for most of his life and now brings a “techno-savvy” youthful perspective to technology.

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Research Milestones: 1992 – 2012

by Paula Speevak Sladowski

In the twenty years between 1992 and 2012, Canadian research on volunteering has taken root and flourished. The growing recognition of volunteering as a critical component of our social fabric, our human capital, and our economy has fueled significant interest on the part of governments, business, the academic community and the voluntary sector itself. In these two decades, we have seen ground-breaking research on the nonprofit sector

broadly, on a range of citizen engagement activities, as well as the establishment of numerous research centres and research hubs dedicated to volunteering, the nonprofit sector and social economy. Canada's voluntary sector research is internationally recognized. The table below provides a timeline of the evolution of this field of research, along with some relevant milestones.

Date	Title	Link
1992	Why People Volunteer	http://www.nald.ca/library/research/heritage/compartne/pdfdocs/whypeopl.pdf
1994	A Portrait of Canada's Charities	http://www.imaginecanada.ca/files/www/en/researchbulletins/rb0203.pdf
1997	National Survey of Giving, Volunteering and Participating	http://www.givingandvolunteering.ca/files/giving/en/rp_1997_nsgvp_highlights_en.pdf
1999	Building on Strength: Improving Governance and Accountability in the Voluntary Sector	http://www.ecgi.org/codes/documents/broadbent_report_1999_en.pdf
1999	Carleton Centre for Voluntary Sector Research and Development Established (now part of the Carleton Centre for Community Innovation)	http://www3.carleton.ca/3ci/
1999	Working Together: A Government of Canada/Voluntary Sector Joint Initiative	http://www.vsi-isbc.org/eng/knowledge/working_together/pc_o-e.pdf
2000	2000 Canada Survey of Giving, Volunteering and Participating	http://www.givingandvolunteering.ca/files/giving/en/rp_2000_nsgvp_highlights.pdf
2000	Mount Royal Institute of Nonprofit Studies established	http://www.mtroyal.ca/ProgramsCourses/FacultiesSchoolsCentres/InstituteforNonprofitStudies/TheInstitute/index.htm
2003	Funding Matters	http://www.ccsd.ca/pubs/2003/fm/summary-fundingmatters.pdf
2004	Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations	http://library.imaginecanada.ca/files/nonprofitscan/en/nsnvo/nsnvo_report_english.pdf
2004	2004 Canada Survey of Giving, Volunteering and Participating	http://www.givingandvolunteering.ca/files/giving/en/csgvp_highlights_2004_en.pdf

Date	Title	Link
2006	Talking about Charities	http://www.muttart.org/sites/default/files/downloads/TAC2006-02-ExecSummary.pdf
2007	Satellite Account of Non-profit Institutions and Volunteering	http://www.statcan.gc.ca/pub/13-015-x/13-015-x2009000-eng.pdf
2007	2007 Canada Survey of Giving, Volunteering and Participating	http://www.givingandvolunteering.ca/files/giving/en/csgvp_highlights_2007.pdf
2008	Talking about Charities	http://www.muttart.org/sites/default/files/downloads/TAC2008-03-CompleteReport.pdf
2008	The Association of Nonprofit and Social Economy Research (ANSER) was established	http://www.anser-ares.ca/
2010	Bridging the Gap: Enriching the Volunteer Experience to Build a Better Future for our Communities	http://volunteer.ca/content/bridging-gap-summary-report
2012	2010 Canada Survey of Giving, Volunteering and Participating	http://www.statcan.gc.ca/pub/89-649-x/89-649-x2011001-eng.htm

Paula Speevak Sladowski is the Director, Programs, Policy and Applied Research at Volunteer Canada. Volunteer Canada partners and collaborates with volunteer centres nationwide.

CJVRM Milestones

2003

CJVRM goes electronic! The Journal embraced the digital age and combated the rising price of printing by publishing its first electronic version of the journal, now emailed to subscribers in pdf format.



Partnerships, Alliances and Collaborations: Evolving Models for Success

by Lesley Abraham

Partnership is intrinsic to volunteer engagement. At the most basic level there is the partnership between a volunteer and their host agency, but there are also broader and more complex collaborations that exist between organizations and across sectors. While partnership is a theme that is touched on in some way in almost every issue in CJVRM's twenty-year history, two particular issues from 2001 and 2008 focused exclusively on this topic. What does a review of these two issues show us about how perspectives on partnerships have evolved over the past years in the Canadian context and where do things stand today?

Partnerships within the Nonprofit Sector

Partnering with other nonprofit organizations seems to come as a natural progression for many volunteer programs, particularly at the local level. In the 2001 issue, Kelly Nolan explored the formation of the Ottawa Centre for Research and Collaboration (OCRI), an initiative which brought together three isolated research communities and went on to become a globally recognized model for partnership in community and economic development. Lynn McShane (2001) also outlined how the Glenbow Museum in Calgary partnered with the Youth Volunteer Corps of Calgary and the YMCA Achievement Program to implement a new program to engage more youth volunteers in the museum's programming. Seven years later, Brian Tardif (2008) outlined the successful efforts of three nonprofit agencies – Citizen Advocacy of Ottawa, Family Services à la famille Ottawa and Rideauwood Addiction and Family Services – to co-locate in a purchased, shared space, providing a “one-stop shop” of services.

These partnerships were not only about saving money by involving volunteers or through sharing rent, they were about finding the right partners and leveraging their strengths to achieve shared goals. The same holds true today. You only have to look around your own community, perhaps even within your own organization, to find examples of similar partnerships.

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Partnerships with Stakeholders outside the Nonprofit Sector

Collaboration with stakeholders outside the nonprofit sector can take many shapes. The example of OCRI mentioned earlier included private sector partners, while Trevor Kahn (2008) showcased his experience mobilizing 150 corporate volunteers from Investors Group to renovate a clubhouse for the Thorncliffe Boys and Girls Club in Calgary. The important role of government funding in partnerships is also mentioned throughout both issues.

In the 2001 issue, Al Patton, Executive Director of the Coalition of National Voluntary Organizations, stated: “We do not have a truly ‘national’ collaborative effort to match the resources, technical know-how and creativity of the private sector, with the regulatory capacity, resources and consistency across jurisdictions of government, with the voluntary sector’s flexibility, trust and ability to mobilize local capacity.” Is this still true? I recently had the

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(Al Hatton, 2001)

opportunity to attend the *Public Policy Summit on Volunteering, Place-Making, Citizen Engagement, and Social Inclusion* hosted by Volunteer Canada, Deloitte Canada and the University of Ottawa's Centre on Governance. Many of the presentations highlighted innovative collaborative efforts across sectors, such as community partnership initiatives being undertaken by the federal government through Human Resources and Skills Development Canada and corporate volunteering programs at companies such as Deloitte. While these do not necessarily take place under a single, formal national framework, it is clear that multi-sector initiatives are alive and thriving today.

Catalytic Organizations for Partnerships

Over the past two decades, we have also seen the evolution of those organizations that act as leaders and catalysts for partnership, action and advocacy, both within and outside the sector.

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The 2001 issue featured perspectives from the Coalition of National Voluntary Organizations (now merged into Imagine Canada), while the 2008 issue featured thoughts from the Barrie Association of Volunteer Administrators, the Calgary Chamber of Voluntary Organizations, the Professional Administrators of Volunteer Resources – Ontario and Volunteer Canada. Clearly, the visibility and role of such organizations had developed over the years; Ruth Mackenzie from Volunteer Canada even highlighted the addition of a new core organizational value of “collaboration” in her article. Many of these organizations still exist today and have spearheaded new partnership initiatives while also acting as a discussion forum and a “voice” for the sector at local, provincial and national levels.

Partnership Models

Since partnerships are so prevalent in the sector, knowing how to best approach them is critical. In her 2001 article, Wendy McDonald surveyed some of the available research in this area, including a six-step “formula for success in partnerships”. In 2008, Lorraine McGratton explored the “forming, storming, norming and performing” stages of team development. Both issues also featured resource reviews of books on partnerships.

... the basic tenets of partnership seem to have remained the same: choosing the right partners, clearly outlining respective roles and responsibilities, establishing channels of communication and developing trust among all collaborators.

Today, there is an increasingly sophisticated and diverse body of formal and informal research in this area; entering the term “nonprofit partnerships” into Google’s search engine brings up a staggering 12.6 million results. But skimming through some of these articles shows that the basic tenets of partnership seem to have remained the same: choosing the right partners, clearly outlining respective roles and responsibilities, establishing channels of communication and developing trust among all collaborators.

New and Emerging Trends in Partnership

One topic which was highlighted in the 2001 issue and which continues to affect partnerships today is globalization. In an interconnected world, international collaboration is becoming more common, whether it is through direct organization-to-organization partnerships, international volunteering or simply learning

from examples outside of Canada. New technologies are also changing the way partnerships function; the Internet, Skype, Twitter and other avenues of communication allow for collaboration across cities, nations and time zones.

One of the biggest changes in the past twenty years, however, may be the context in which partnerships operate. In an increasingly challenging fiscal and political environment, partnerships and collaboration may be a necessary tactic for many organizations to undertake their work with fewer

resources. Regardless of what the next twenty years will bring, I am sure that Joan Wyatt's words from the 2008 editorial will still ring true: "... partnerships, though sometimes motivated by economic factors, [are] also voluntary. They [are] opportunities to share successes, to create resources and to achieve a goal of mutual interest and benefit to participants".

Lesley Abraham is a member of the CJVRM Editorial Team and a consultant who works on issues around international development and volunteerism.

CJVRM Milestones

2008

cjvrm.org website is launched

www.cjvrm.org



Volunteer with the Journal

If you live anywhere in Canada and are connected to the voluntary sector in your community, you might consider becoming a Regional Representative. We are particularly looking for people from the Atlantic provinces, Manitoba and Saskatchewan to join our team.

This team of Regional Representatives helps the Journal maintain its national focus by shining the light on local initiatives and people in the volunteer resources management field. Regional Representatives communicate by email with the Editorial Team to suggest themes and articles and to find authors interested in contributing their stories.

If you live the Ottawa area, you may consider joining the Editorial Team directly. New members and new viewpoints are welcome.

For more information about volunteer opportunities, read about our current team members on the About Us page or send an email to contact@cjvrm.org.

Future Trends – Now and Then

by Ishneet Singh

This millennium, the world saw volunteerism at a turning point. In November 1997, the United Nations General Assembly proclaimed 2001 as the International Year of Volunteers (IYV). IYV provided a unique opportunity for recognizing the contribution of millions of volunteers worldwide while encouraging more people to engage in volunteer activity. Emphasis was also given on inviting governments to the table so that strategies could be developed to promote volunteering.

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Inspired by changing trends, CJVRM chose “Future Trends” as a theme for the third issue of 2005. Experts in the field across Canada identified advocacy, capacity building and volunteer engagement as the needs of the hour and depicted the direction in which volunteerism was moving.

In 2005, Volunteer Canada had organized a think tank on volunteerism in Canada, *Creating a Societal Agenda with Volunteerism as its Priority*. This event brought together experts in the field for three days of intense discussions. The Volunteer Zone Bénévoles project identified four priority areas: public policy and advocacy, organizational capacity, volunteer engagement and building a framework for creating a societal agenda for volunteerism.

Reading further, the article *Twenty Tips for Effective Policy Advancement* by the Institute for Media, Policy and Civil Society discussed tips for effective policy advancement. Clearly getting the government at all levels engaged in developing strategies on voluntary action was the direction in which volunteerism was headed.

Organizational capacity was another area identified by the participants attending Volunteer Zone Bénévoles. In *Organizational Capacity: Is the Cup Half Empty or Full?*, Liz Weaver explains that organizational capacity is the ability of the organization to define its purpose or mission and determine what it must have in place to accomplish its mission and goals. Weaver was of the opinion that as the environment for securing funding and resources was getting increasingly competitive, organizations were spending less time and energy on capacity building issues such as leadership, planning, adapting to change, risk management and community engagement.

Anil Patel had remarked “Canada’s infrastructure to engage more Canadians is massively underdeveloped”. In his article *Future Trends: Investing in Canada's Volunteer Management Resources- A Multi-Stakeholder Perspective*, four research themes emerged. Demographic trends, community issues, employer-supported volunteerism and volunteer management were examined to develop activities that reach the heart of quality volunteer engagement.

Moving forward to the 2011 Journal issue entitled “New Trends”, six years later, we were still talking about volunteer engagement. The focus was not on just a particular age group but a broad category called the highly-skilled volunteers; people who possess specific skill sets or talents which may include white-collar executives, carpenters or seamstresses. This category did not just consist of volunteers in the age group of 22-35 (as discussed in our 2005 issue) but also included baby boomers, who were beginning to enter their retirement years looking for meaningful volunteer opportunities. Suzie Matenchuk in *The Evolving Role of Highly-Skilled Volunteers* correctly wrote that “as administrators of volunteers, we are constantly challenged to look at volunteering from different perspectives, as the possibilities are endless. This trend of highly-skilled volunteers is no different.”

The year 2011 saw social media playing an important role in mobilizing and engaging people desiring change. The uprisings in the Middle East and the Occupy movements were fuelled by social media. The world saw groups of people with different ideologies coming together without a leader. In the volunteer sector, social media was a trendsetter as well. Keenan Wellar, in *Social Media: Being the Change*, wrote about how social media helped change the landscape of LiveWorkPlay.ca. He discussed how social media helped the organization recruit more volunteers and supporters, involved them more effectively and actively engaged them in being the change that the organization hoped to see in the community.

Engagement was now going global!

As I finished studying both issues, I was curious to read about IYV+10: 2011, an event that marked the tenth anniversary of the International Year of Volunteers. I wanted to read about how the world viewed the progress the field has made. I was surprised to read that we were no longer talking about engagement at a local level. Engagement was now going global! The emphasis was on building and strengthening networks among volunteers and partners at global levels, so that we could share our experiences and best practices.

Challenges such as changing demographics, volunteer patterns and the global environment are encouraging organizations to “think outside the box”.

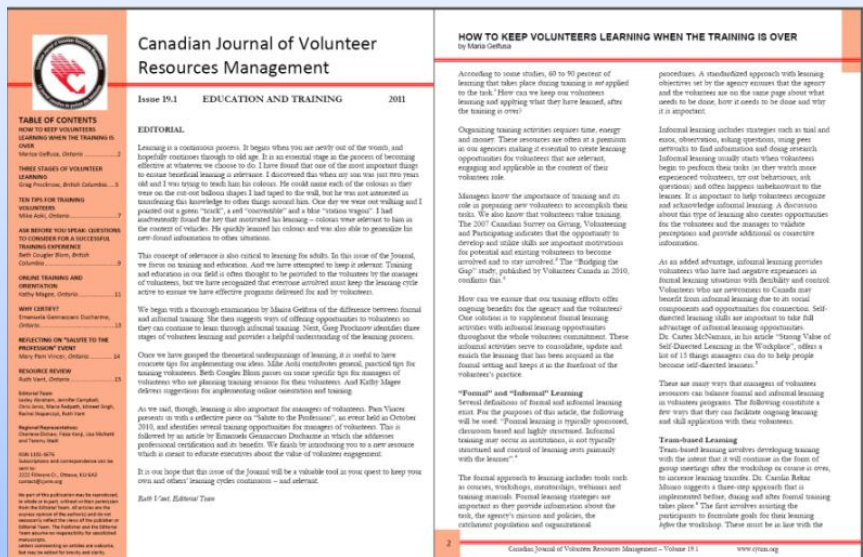
This made me think that the conversation has not changed much in the past twenty years. We were talking about engagement then and we are talking about engagement now. The focus is on the “how”. Organizations are slowly becoming ambitious and proactive in their approaches. Challenges such as changing demographics, volunteer patterns and the global environment are encouraging organizations to “think outside the box”. Having said and done this, at grassroots levels, managing to keep up with future trends while dealing with demands of a very busy job is not easy. It requires ongoing research, dialogue with colleagues, networking and constant effort to keep abreast with what is “new” out there.

Isbneet Singh is a member of the Editorial Team. Isbneet holds a Master's degree in Human Resources Management and has over four years of experience in the nonprofit sector in various roles.

CJVRM Milestones

2011

CJVRM sharpens up its look again with a new, more screen-friendly format



Volunteering in Sports and Leisure

by Rachel Stoparczyk

It is no wonder that CJVRM has twice published issues focused on the theme of “Volunteering in Sports & Leisure” (Volume 10.3 in 2001 and Volume 17.1 in 2009). After all, our most recent national statistics show that Canadian volunteers contribute more time to sports and recreation bodies than to any other types of organizations.¹ What is the attraction to volunteering in sports and leisure and how can this energy be harnessed to build community beyond the playing field? Many of the articles included in these two past issues provide some guidance.

... our most recent national statistics show that Canadian volunteers contribute more time to sports and recreation bodies than to any other types of organizations.¹

In 2001, François Gravelle and Léon Larocque introduced readers to the concept of volunteerism as a recreational activity in its own right. Drawing upon a wide body of research, Gravelle and Larocque proposed strategies for organizations to engage volunteers in “enduring involvement” by identifying when an individual’s “Central Life Interest” is embodied by using their free time to volunteer. This occurs when the attraction to volunteering meets physical, intellectual and emotional needs. After a certain amount of time and energy is dedicated to the volunteer role, it may mature into what the authors consider a “serious leisure” activity.

Sport and leisure are integral to Canadian society. In 2009, Kevin Kitchen eloquently described how the values of fair play and recreation shaped his native Saskatoon, beginning with the organization of basketball and cricket by the area’s earliest settlers. The Saskatoon Playground Association was formed in 1930, asserting “... wholesome activities and the right use of spare time made for the building of right character, and useful citizenship.”

Neighbourhood community associations, Kitchen argued, would go on to form the backbone of the Saskatoon community. These volunteer-led groups offered beginner recreation and leisure experiences that were accessible from a cost and geographical perspective and were also the training ground for numerous community leaders. Those who became serious about volunteering on a community association board often went on to be city councillors or members of the provincial legislature.

Indeed, many volunteers get their start in sports and leisure. As the Coaching Association of Canada asserted in the 2009 issue, “... no sector is more reliant upon the volunteer than the Canadian sport community”. It is a self-feeding need since so many of this country’s nearly two million volunteer coaches and countless volunteer referees and scorekeepers are themselves athletes or parents of young participants. In 2001’s *Peer Expert* column, Nathalie Charette provided excellent guidelines for leading the highly valuable parent volunteers who “... see their involvement as a duty, a familial obligation or a way of demonstrating support and devotion to their children”. With the introduction of mandatory

It is a self-feeding need since so many of this country’s nearly two million volunteer coaches and countless volunteer referees and scorekeepers are themselves athletes or parents of young participants.

community service hours for many students across the country, the sporting activities they are already involved in also provide a great means to fulfill a duty required to graduate high school. In either case, once sport or leisure opens the gateway to volunteering, an opportunity exists to develop that activity into a lifelong contribution to one’s community.

At the elite level, athletes who have given back through volunteering are making an incredible impact on vulnerable populations at home and around the world. In 2009, Canadian Olympian Nikki Dryden told of “the power of sport to change lives” as witnessed through her experience volunteering with refugee children along the Pakistan-Afghan border, with the highly acclaimed organization Right to Play. In the same issue, Michelle Killins shared how volunteering with the Special Olympics taught a highly driven, young competitive swimmer to “... be patient and to take time to appreciate life”.

My colleague, Dan Dubeau, has harnessed the ability of sport to “engage the unengaged” and to build community amongst unlikely friends. As a Host Counsellor for Ottawa’s Catholic Centre for Immigrants, Dubeau was having trouble recruiting volunteers, especially males, to make friends with the centre’s new Canadian clients. A sports enthusiast himself, he recognized that playing the universal game of soccer might reduce barriers between these two groups. Dubeau created the Community Cup, which celebrated its eighth annual event this year. The soccer tournament now boasts nearly 300 athletes and 150 volunteers participating in a full-day, multicultural festival. It is impressive that these numbers can be split into 51% newcomers and 49% non-newcomers, enjoying the day together. Most importantly, the agency’s volunteer pool has increased almost 50% since the event started and the program has been adopted by four other cities in Ontario. A series of year-round activities now support people in connecting with others in their community through physical activity. Newcomers find that such activities promote physical and mental health which, in turn, helps to support the integration process. The program builds social and professional networks and creates an environment to allow people to meet others and to make their own friends, organically.

I have to believe that those first settlers in Saskatoon would have approved of the Community Cup model. Sport is woven into the fabric of Canada. Volunteers ensure that games are played fairly and that activities are accessible for all. Organized recreation brings communities together and provides opportunities for leisure not only for the participants but also for the volunteers who keep the programs running. The benefits spill over well beyond the initial purpose of using one’s spare time for wholesome activities and indeed allow for “building of right character and useful citizenship”.

Rachel Stoparczyk is the Coordinator of Volunteer Resources & Quality at the Ottawa Children’s Treatment Centre. She is the current chair of the Canadian Journal of Volunteer Resources Management and Vice-Chair of Ottawa Administrators of Volunteer Resources.

References

1. Statistics Canada: *Canadian Social Trends*, 11-008, Special Edition 2012, p. 25.

The Editorial Team would like to take this opportunity to extend special thanks to Rachel Stoparczyk, who has been a member of the Canadian Journal of Volunteer Resources Management for 7½ years, and was our steadfast leader and chair of the Editorial Team since June 2007. This issue of the Journal is her last, as she is moving on to other opportunities. And since she is also Lead Editor for our 20th Anniversary Issue, it is her “swansong”. Thanks, Rachel. You have made our journey educational, rewarding and even exciting!

CANADIAN JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT



Objectives

The Canadian Journal of Volunteer Resources Management intends to:

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

Target Audience

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

Upcoming Themes and Deadlines for Submissions

Issue	Deadline	Theme
Volume 21.1	January 31, 2013	“Strategies for Inclusion” , including ways to engage different populations, diversifying your volunteer base, one-day or special event volunteers, using social media, etc.
Volume 21.2	April 30, 2013	“Vested Volunteers” , covering the joys and challenges of working with volunteers in professional associations, churches, membership-based associations, etc.
Volume 21.3	August 31, 2013	“Risks and Demands” , exploring volunteer roles that are hard to fill due to high risks or low demands, best practices for position design and risk management

To submit an article for any of the above themes, please inquire with contact@cjvrm.org. The Editorial Process and Guidelines for Authors are available upon request.

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Limited advertising space will be allowed in the Journal, for materials of direct relevance to managers of volunteer resources. Email contact@cjvrm.org for more information.