

**Summative Evaluation of the
Community Participation Program (CPP)
including the Canada Volunteerism Initiative (CVI)**

Evaluation Services
Corporate Review Branch
Canadian Heritage

March 2007

Final Report

Table of Contents

Executive Summary	i
1.0 Introduction and Context.....	1
1.1 Program Overview	1
1.1.1. Program Objectives.....	1
1.1.2. Key Stakeholders	1
1.1.3. CPP/CVI Intended Beneficiaries and Recipients.....	5
1.1.4. Program Resources	6
1.2 Methodology/Approach	8
1.2.1. Evaluation Issues	8
1.2.2. Methodology	8
1.2.3. Limits to the Methodology.....	9
2.0 Key Findings.....	11
2.1 Rationale/Relevance	11
2.1.1. Relevance to Current Priorities and Objectives	11
2.1.2. Continued Need	12
2.2 Success/Impact.....	15
2.2.1. General.....	15
2.2.2. Increasing Awareness of Volunteerism and the Contribution of Volunteers ..	16
2.2.3. Improving Understanding of Volunteerism and Enriching the Experience of Volunteers	18
2.2.4. Increase in the Capacity of the Volunteer Sector to Benefit from the Contribution of Volunteers	19
2.2.5. Increase in the Ability of Voluntary Organizations to Leverage Other Partnerships.....	21
2.2.6. Unintended Results	21
2.3 Cost Effectiveness/Alternatives	22
2.3.1. Efficiency and Effectiveness.....	22
2.3.2. Relationship with Other Government Programs.....	28
2.3.3. Ability to Transfer to Other Levels of Government or Other Organizations ..	31
3.0 Conclusions.....	32
4.0 Recommendations and Management Response	34
Annex A: Logic Model for CPP and the CVI.....	36
Annex B: Evaluation Issues/Questions/Indicators.....	37
Annex C: Documentation Reviewed.....	41
C.1 Program Documentation	41
C.2 Surveys.....	45
C.3 Media	46
C.4 Other Literature.....	46
Annex D: Key Informants	48
Annex E: Case Study Participants	50

Annex F: Provincial Voluntary Sector Initiatives.....	51
Annex G: Provincial Volunteer Recognition Events and Awards.....	55

Acronyms and Abbreviations

CDPD	Community Development and Partnership Directorate (CDPD)
CEO	Chief Executive Officer
CPD	Community Participation Directorate
CPP	Community Participation Program (formerly the Community Partnerships Program)
CSC	Community Support Centre
CVI	Canada Volunteerism Initiative
ED	Executive Director
FBCO	Faith Based and Community Organization
GAO	United States Government Accountability Office (formerly the United States General Accounting Office)
GEDS	Government Electronic Directory Services
HC	Health Canada
HRDC	Human Resources and Development Canada (department was split into the Department of Human Resources and Skills Development Canada and the Department of Social Development Canada effective December 12, 2003)
HRSDC	Human Resources and Social Development Canada (the acronym was also used for Human Resources and Skills Development Canada between December 12, 2003 and February 5, 2006)
ICBA	Information, Capacity-Building, and Awareness Centre
IYV	International Year of the Volunteer
ICT	Information and Communications Technology
KDC	Knowledge Development Centre
KI	Key Informant
LN	Local Network

NAC	National Advisory Committee
NNVIO	Network of National Volunteer-Involving Organizations
NVI	National Volunteerism Initiative
NVO	Coalition of National Voluntary Organizations
O&M	Operating & Maintenance Costs
PAA	Program Activity Architecture
PCH	Canadian Heritage
PHAC	Public Health Agency of Canada
SDC	Social Development Canada
SMC	Strategic Management and Coordination Committee
UK	United Kingdom
USA	United States of America
VSAD	Voluntary Sector Affairs Directorate
VSI	Voluntary Sector Initiative

Executive Summary

Introduction and Context

This report presents the findings of the *Summative Evaluation of the Community Participation Program (CPP) including the Canada Volunteerism Initiative (CVI)*. The report is based on research conducted for Canadian Heritage (PCH) by Hallux Consulting Inc.

Program Overview

For over thirty years, the CPP (formerly the Voluntary Action Program) has had a strong relationship with the voluntary sector in Canada. Working with other government departments and the voluntary sector, the program has striven to raise awareness of the contributions of volunteers and the voluntary sector to Canadian society; to promote volunteering and community involvement; and to strengthen the capacity of voluntary organizations to provide programs and services for the benefit of Canadians.

Through a series of joint tables involving the federal government and the voluntary sector in the late 1990's and early in this decade, recommendations were developed on how to encourage more Canadians to volunteer with, participate in and contribute to voluntary organizations. Recommendations were also made for enhancing the ability of voluntary organizations to benefit more from the contributions of volunteers. The CVI was announced in December 2001 to implement these recommendations. The delivery of the CVI has since become the primary focus of the CPP.

The key objective of the *Summative Evaluation of the Community Participation Program* was to conduct an assessment of the program including the CVI. The evaluation examined rationale and relevance, success/impacts of the program against its objectives, and cost effectiveness/alternatives.

Methodology

The evaluation included the following research methodologies:

- Document review. This included program related documentation; surveys conducted or commissioned by Statistics Canada and PCH; newspaper clippings and summaries of audio coverage; and other literature such as books, journal articles, or information on websites of other governments.
- Key informant (KI) interviews with government officials involved with or familiar with CPP/CVI, management and staff from voluntary organizations that participated in CPP/CVI, provincial or territorial officials with a responsibility for volunteers, and academics and others with extensive knowledge on volunteerism issues (n=24).
- A web-based survey of individuals who had participated in CPP/CVI funded activities (n=235).

- Six case studies. Three were of organizations that were responsible for identifying the needs and priorities of the voluntary sector at the provincial or territorial level. The other three organizations received project funding.

While there were limitations associated with specific lines of enquiry, the information gathered from all of them was consistent. The greatest weight was given to the information that came from documents and our analysis of it because that line of enquiry was deemed to provide the most reliable and unbiased information. Information from the other lines of enquiry was generally used to supplement it.

Findings

Rationale and Relevance

CPP and CVI are not consistent with the current stated priorities of the Government of Canada or the Department of Canadian Heritage.

On September 25, 2006, the Minister of Finance and the President of the Treasury Board announced that funding for CVI in 2007-2008 and beyond was being cut because the program was deemed non-core. PCH's 2006-2007 Report on Plans and Priorities tabled in Parliament the next day did not include program activities targeted at volunteers or volunteerism in its list of key initiatives. For many years, Canadian identity and values have been broadly interpreted by PCH to include active citizenship, which includes participating in the community as a volunteer. This was reflected in the Department's 2005-2006 Program Activity Architecture. The linkage between Canadian values and identity to active citizenship and volunteerism was also made by many of the evaluation key informants.

Volunteer rates among Canadians have varied over time, however it is difficult to measure the direction and the magnitude of the trend.

Data from surveys conducted by Statistics Canada or commissioned by PCH do not provide a consistent trend. Some years, the volunteer rate is down and other years it is up. Changes over time in the survey methodology also make it inappropriate to compare results from one year to another. The primary reason people give for not volunteering was a lack of time or because they were too busy.

There was a broad consensus that voluntary organizations in Canada are under considerable stress and that the Government of Canada is in a position to influence their success.

Voluntary organizations are under considerable stress for a variety of reasons including their ability to attract and retain volunteers. This is impacting on their ability to provide programs and services for the benefit of Canadians. This impact is most acutely felt amongst small to medium sized organizations with annual revenues ranging from \$30,000 to \$499,999. Several surveys over the past five years show that Canadians strongly believe that the Government of Canada should do more to help voluntary organizations recruit and train volunteers.

Success/Impacts

All of the planned CPP/CVI outputs and immediate outcomes were realized.

Through presentations, outreach, media materials, campaigns and events, there has been an increased recognition of volunteers. Tools for organizations, and promotional materials have helped to increase capacity to mobilize and recruit volunteers. Research, and pilot and demonstration projects have resulted in an expanded body of knowledge and increased the development of innovative ideas and programs which in turn informed policy development. The development of training materials and workshops, and the provision of information resources and sessions in particular through websites, have increased the amount of relevant information available and have improved access to it. The creation of local networks and ongoing communication with stakeholders have increased information sharing and dialogue amongst volunteers and individuals working for organizations that use volunteers extensively.

The evaluation was unable to determine the extent to which planned intermediate and ultimate outcomes were realized.

Several factors contributed to the evaluation's inability to determine the extent to which planned intermediate and ultimate outcomes were realized. Firstly, the ongoing performance indicators were not designed to collect information about intermediate or ultimate outcomes. Rather it was intended that this evaluation would collect much of the data required. Without baseline measures collected either at the outset or over the life of the program, there is limited context for performance data only collected at the time of the summative evaluation. Some of the baseline data available for several of the planned intermediate outcomes was at such a high level that it was not clear exactly what the program was trying to achieve. For example, one of the planned intermediate outcomes was to increase awareness by Canadians of volunteerism. Survey data from 2001 and 2002 showed that almost all Canadians believed that volunteers and voluntary sector organizations contribute to a better quality of life for Canadians which suggests that there was a preexisting high level of awareness of volunteerism when CVI was launched.

Also contributing to the difficulty in measuring the extent planned intermediate outcomes were realized, were the ongoing changes in the environment within which voluntary organizations operate. The evaluation found considerable evidence suggesting that potential volunteers have increasingly less time, which is causing the potential pool to shrink. This in turn is compounded for many smaller and medium sized organizations by their lack of resources (e.g., people) to do the necessary recruiting. No matter how good the tools and information are, these factors may result in a net decreased participation in volunteering in Canada (one of the planned ultimate outcomes).

Many of the KIs and case study participants commented on how the evaluation was undertaken well before the completion of the five-year funding phase and as a result, there has not been sufficient time to demonstrate its full worth and success. They also noted that measurement of success is complex due to issues of attribution and the lack of suitable benchmarks. An ongoing performance measurement strategy was developed for CVI based on a workshop in May 2004.

The strategy identified this evaluation as the vehicle for collecting much of the data on the planned indicators for outcome achievement.

Cost Effectiveness/Alternatives

CPP/CVI are generally seen as having been implemented in an efficient and effective manner.

CPP and CVI were implemented in a manner designed to increase the likelihood that Canadians would get value for the tax dollars spent. RFP processes were utilized to select projects to fund and evaluations were undertaken of key CVI program components to identify areas where improvements were warranted to better ensure the attainment of program objectives. Neither the CVI formative evaluation nor this evaluation was able to identify alternatives for achieving the planned outcomes in a more cost effective manner. Program stakeholders were generally satisfied with what was implemented. The available program funding was managed in a manner so as to minimize the amount that lapsed. Initiatives underway in other countries to encourage volunteerism and strengthen voluntary sector organizations have not been in place long enough to provide a basis of comparison to CPP/CVI.

Structures and processes were explicitly designed to manage potential linkages between CPP/CVI and other government programs.

Structures and processes were explicitly designed at the outset to manage potential linkages between CPP/CVI and other government programs targeted at volunteers and the voluntary sector. CVI is a product of the VSI horizontal initiative, for which Human Resources and Social Development Canada (HRSDC) has overall coordination responsibility. As a result, the initiatives in other departments have a different focus than CPP/CVI.

Transferring the program to other levels of government or other organizations is likely to result in a diminished program that is not available in all parts of the country.

Some provincial governments have fairly extensive programs targeted at volunteers and others have very little. Other non-government organizations generally have a limited focus and/or insufficient resources to take on the range of activities undertaken by CPP/CVI.

Recommendations and Management Response

The following recommendations are based on the evaluation's research findings and conclusions.

Recommendation 1: In the event that the Community Participation Program or its components are renewed, their objectives and expected outcomes should be clearly defined and measurable.

The Program's objectives are very broad and its expected outcomes are not clearly defined. To ensure the attainment of results, it is important that its mandate and objectives be focused on what can be achieved by a program its size, and that it has clear and measurable expected results.

Management Response: Recommendation accepted.

In the event that the Community Participation Program and/or the Canada Volunteerism Initiative were to be renewed, the Citizen Participation Branch would ensure that the objectives and expected outcomes of the program(s) were clearly defined and measurable.

The Community Participation Program would work with the Centre for Excellence in Grants and Contributions, the Corporate Review Branch and other agencies (such as Treasury Board) to ensure that the objectives and expected outcomes of the renewed Program(s) were clearly defined and measurable.

Recommendation 2: Any future volunteerism initiative should be targeted primarily at small to medium sized organizations.

Government programs should be targeted at those groups with the greatest need. Larger organizations (those with revenues of \$500,000 or greater) are generally recognized as having sufficient critical mass to have the structures in place to recruit and manage volunteers. Many of the small to medium sized organizations (those with annual revenues ranging from \$30,000 to \$499,999) have insufficient human and financial resources to either recruit or manage volunteers effectively.

Management Response: Recommendation accepted.

In the event that the Citizen Participation Branch were to be involved in the creation of a future volunteerism initiative, it would work to ensure that the initiative was targeted primarily at small and medium sized voluntary organizations.

Recommendation 3: Ensure that data collection mechanisms are developed and implemented at the program outset to collect information about planned outcomes on an ongoing basis.

One of the challenges associated with conducting this evaluation was the lack of data for intermediate and ultimate outcomes. All programs need to consider how the achievement of planned outcomes will be demonstrated from the outset and develop and implement an adequate performance measurement strategy with appropriate indicators and data sources.

Management Response: Recommendation accepted.

Should the Citizen Participation Branch be involved in the renewal of existing program elements or in the creation of a future volunteerism initiative, it would work to ensure that data collection mechanisms were developed and implemented at the outset of the program in order to collect information about planned outcomes on an ongoing basis.

The Community Participation Program would work with the Centre for Excellence in Grants and Contributions, the Corporate Review Branch and other agencies (such as Treasury Board) to

ensure that data collection mechanisms were developed and implemented at the program outset to collect information about the achievement of planned outcomes on an ongoing basis.

1.0 Introduction and Context

1.1 Program Overview

1.1.1. Program Objectives

The Community Participation Program (CPP), which is housed within the Community Participation Directorate (CPD) of Canadian Heritage (PCH), works with other government departments and the voluntary sector to promote citizen participation and engagement in Canadian society. A key component of the CPP is the Canada Volunteerism Initiative (CVI). The objectives of CPP and CVI are linked to the Department's strategic outcome of: "Canadians live in an inclusive society built on inter-cultural understanding and citizen participation".¹

The **CPP's** specific objectives are to:

- Raise awareness of the contributions of volunteers and the voluntary sector to Canadian society;
- Promote citizens' participation and engagement in Canadian society through volunteering and community involvement; and
- Strengthen voluntary organizations' capacity to provide programs and services for the benefit of Canadians.

To help achieve these objectives, the CVI was approved in June 2002.

The **CVI's** objectives are to:

- Help organizations benefit from the contribution of volunteers;
- Encourage Canadians to participate in voluntary organizations; and
- Enhance the experience of volunteering.

The activities, outputs and expected outcomes for CPP and CVI are presented in the logic model in Annex A.

1.1.2. Key Stakeholders

The **Community Participation Directorate** is responsible for the CPP. The Program promotes citizen participation and engagement in Canadian society. For over 30 years, CPP (formerly the Voluntary Action Program) has had a strong relationship with the voluntary sector in Canada. Working with other government departments and the voluntary sector, the program has striven to raise awareness of the contributions of volunteers and the voluntary sector to Canadian society; to promote volunteering and community involvement; and to strengthen the capacity of voluntary organizations to provide programs and services for the benefit of Canadians. From 2000 to 2002, the CPP had a co-lead role in delivering International Year of the Volunteer

¹ PCH's Program Activity Architecture (PAA), 2005.

(IYV); managed a number of contribution agreements related to the Voluntary Sector Initiative (VSI)²; supported the National Volunteerism Initiative (NVI) Joint Table³; and provided strategic and policy advice in support of the development of the CVI.

Since then, the CPP has mainly focused its efforts on supporting volunteerism and addressing voluntary sector issues that relate to volunteerism. More specifically, CPP has funded a variety of volunteerism-related projects, analysed research about volunteerism issues and trends, specifically with respect to Statistics Canada's *National Survey of Giving, Volunteering and Participating* and various public opinion polls. The CPP has also taken an active role in the activities related to defining the charitable status of voluntary sector organizations.

CPP's current primary focus is the delivery of the CVI, though CPP also participates in small, but strategic activities such as the design and development of research studies related to volunteerism and participation, and promotes volunteerism within the Government of Canada and among parliamentarians.⁴

Respecting the commitments in *An Accord Between the Government of Canada and the Voluntary Sector*, December 2001, to work together to achieve shared goals and objectives, the program structure for the delivery of CVI is complex as shown in Figure 1 on the next page and as described in the balance of this section. Input for decision making regularly flows from the national to the local level and vice versa. The roles and responsibilities of the key stakeholders are as follows:

- ***Governance and Management***

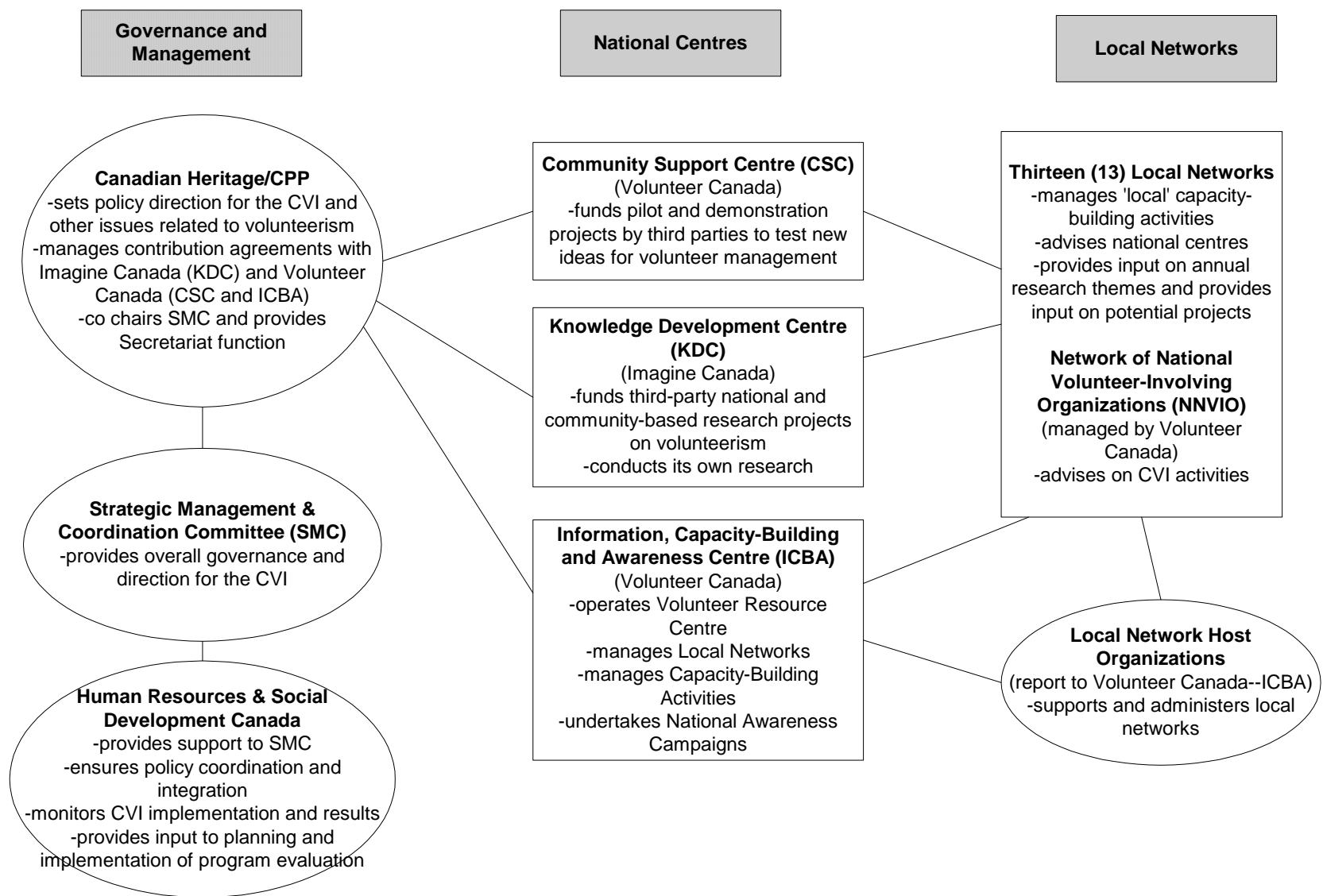
- **CPD** has been responsible for the management of CVI since its inception in 2002. It has responsibility for: managing the contribution agreements with the three national centres, reporting to PCH and central agencies regarding the CVI's performance, liaising with national centres to interpret the requirements in the contribution agreements, and otherwise assist as necessary with the delivery of CVI at the national centres.
- The **Strategic Management and Coordination Committee (SMC)** provides overall leadership, coordination and oversight of the CVI. It has a membership of up to nine—six from the voluntary sector (two national centre representatives, a representative from another National organization, and three local network representatives) and three from the federal government (two from CPD and one from

² The VSI was a direct outcome of recommendations made to the Government of Canada by the Voluntary Sector Roundtable (VSR) in its 1999 report entitled: *Building on Strength: Improving Governance and Accountability in Canada's Voluntary Sector*. Work was carried out under the VSI between June 2000 and March 2005.

³ The NVI Joint Table was established in late 2000 as part of the VSI for a one-year period. During this time it focused its efforts on how to encourage more Canadians to volunteer with, participate in and contribute to voluntary organizations. Its work also addressed how to enhance the ability of voluntary organizations to benefit more from the contributions of volunteers.

⁴ *Integrated Results-based Management and Accountability Framework, Community Partnerships Program*, February 2006.

Figure 1: Canada Volunteerism Initiative



Human Resources and Social Development Canada (HRSDC)).⁵ A representative from Volunteer Canada⁶ and a representative from CPD co-chair the committee.

- **HRSDC** is responsible for providing support (including the development of Terms of Reference) for the SMC, ensuring policy coordination and integration, monitoring the implementation and results of the CVI, and working with the three national centres to plan and implement the program evaluation.

- ***National Centres***

- The **Community Support Centre (CSC)** is managed by Volunteer Canada. CSC provides support to local organizations in the form of funding to develop and test innovative methods for sustaining volunteerism. These can take the form of pilot and demonstration projects. Imagine Canada⁷ assists Volunteer Canada with evaluation methodology and reporting on CSC projects.
- The **Information, Capacity-Building and Awareness Centre (ICBA)** is also managed by Volunteer Canada. It is responsible for the development of local and national networks, and administers a resource centre, national awareness campaigns for National Volunteer Week, Global Youth Service Day and International Volunteer Day, and a capacity-building program.
- The **Knowledge Development Centre (KDC)** managed by Imagine Canada is responsible for developing and delivering knowledge development projects, including the development and delivery of a third-party funding program for organizations to conduct local or national research as well as analysis of trends, approaches, research and policies related to volunteerism. It also conducts its own research and analysis.

- ***Local Networks***

- Thirteen local networks (LN) (one in each province and territory) are responsible for identifying the needs and priorities of the voluntary sector at the provincial or territorial level. In carrying out this role, they endeavour to ensure that the CVI reaches the local level and responds to the diverse needs and circumstances of volunteers and voluntary organizations across the country. The local networks identify priorities and prepare local action plans with regard to all CVI program elements and fund activities to meet those priorities. Networks also vet and recommend local projects to the CSC and KDC for assessment and selection, and provide input and recommendations to the national centre programs. Funding for

⁵ Formerly Human Resources & Skills Development Canada and Social Development Canada.

⁶ Volunteer Canada is a registered charity that focuses on promoting the role and value of volunteering in creating a civil society.

⁷ Imagine Canada resulted from the merging of the Canadian Centre for Philanthropy and the Coalition of National Voluntary Organizations (NVO) in February 2005. It is a registered charity that focuses on three key areas: helping charities and nonprofit organizations fulfill their missions; championing corporate citizenship and helping businesses partner in the community; and helping Canadians and their governments understand how the work of charities, nonprofit organizations and community-minded businesses, is important to Canada and its future.

each of the local networks flows through the ICBA to the local network host, which is responsible for administering the local network. Membership in the local network generally consists of 12 to 15 representatives from voluntary sector groups, federal and provincial/territorial governments, foundations, and other stakeholders, as appropriate.

Input by the Local Networks to the CSC and KDC's selection of research/project themes and projects to be funded is through a **National Advisory Committee (NAC)**. Separate NACs exist for both the KDC and CSC. Volunteer Canada administers the CSC NAC and Imagine Canada administers the KDC NAC. Committee members include national centre representatives (e.g., from Imagine Canada or Volunteer Canada) and a representative from each local network. The CSC NAC also includes representation from Volunteer Centres.⁸ Membership can vary from year to year as some local networks rotate their representatives on the committees.

- The **Network of National Volunteer-Involving Organizations (NNVIO)** is also supported by Volunteer Canada through the ICBA. It brings together national-level volunteer development leaders and aims to achieve a CVI goal: to improve the capacity of organizations to involve volunteers. Through bi-annual face-to-face meetings, ongoing communications through a dedicated online community (NNVIO extranet), networking opportunities and one-on-one consultations with Volunteer Canada staff members, NNVIO members keep abreast of voluntary sector news, research and continuously strive to develop best practices and share these with their local chapters and regional offices.

1.1.3. CPP/CVI Intended Beneficiaries and Recipients

The target population groups for the CPP and the CVI are Canadians who currently participate in voluntary organizations, especially as volunteers, and those Canadians who could potentially participate. The program specifically targets seniors and youth; Canadians from diverse cultures; official language minority communities; and Aboriginal peoples.

The program also helps voluntary sector organizations, at both the grassroots and national levels, to deliver programs and services to Canadians through support to volunteers and volunteerism. The principal way CPP accomplishes this is via the CVI that aims to improve the capacity of these organizations to recruit and retain volunteers.⁹

⁸ According to information on Volunteer Canada's website (2006), Volunteer Centres exist primarily to foster and develop volunteerism in the community as a whole. They engage in four general kinds of activities: promoting volunteerism, building capacity for effective local volunteering, providing leadership on issues relating to volunteerism, and connecting people with opportunities to serve. There are more than 200 Volunteer Centres across Canada.

⁹ Throughout this document, when reference is made to the voluntary sector and its needs, it is intended to refer to the sector's needs with respect to volunteers only.

1.1.4. Program Resources

Over the period 2002-2003 to 2006-2007, CPP/CVI had budgeted resources of approximately \$42 million¹⁰ as shown in Table 1 before any transfers, reprofiling or other adjustments. Over \$35 million was for contributions (Vote 5) and the balance for salaries and operating and maintenance (O&M) costs (Vote 1).¹¹ Other funds were made available due to transfers within cost categories (funds were most often moved to Vote 5 from Vote 1), or from other organizations (other units with PCH or from outside the Department). Contribution monies were also reprofiled when not required in the early years of the program and there was also some cash management with other groups within PCH.

Table 1: CPP/CVI Source and Use of Funds From 2002-2003 to 2006-2007¹²

Salary

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	Total
Budget						
CPP	\$129,972	\$129,972	\$129,972	\$129,972	\$178,574	\$698,462
CVI	\$815,000	\$815,000	\$815,000	\$815,000	\$815,000	\$4,075,000
Transfer (dep't reorg)	\$54,460					\$54,460
Other Adjustments		\$80,678				\$80,678
Collective Agreement		\$20,183	\$54,622		\$53,720	\$128,525
Total	\$999,432	\$1,045,833	\$999,594	\$944,972	\$1,047,294	\$5,037,125
Actuals						
CPP/CVI	\$447,099	\$654,316	\$570,594	\$546,417	\$703,450	\$2,921,876
VSI	\$377,333	\$391,517				\$768,850
Financial Pressures to SDC	\$175,000		\$125,000		\$270,000	\$570,000
to G&C			\$109,000			\$109,000
to Operations			\$195,000			\$195,000
lapsed				\$372,000	\$73,844	\$445,844
				\$26,555		\$26,555
Total	\$999,432	\$1,045,833	\$999,594	\$944,972	\$1,047,294	\$5,037,125

¹⁰ The totals shown in Table 1 are \$4 million dollars higher than this figure due to the impact of reprofiling from one year to another and the transfer of funds between salary, O&M and grants and contributions.

¹¹ Parliament, through its approval of Appropriation bills, provided spending authorities to departments and agencies. These authorities are divided into two categories—Voted and Statutory. Voted authorities are those for which the government must seek Parliament's approval annually. Once approved, the Vote wording and approved amounts become the governing conditions under which these expenditures may be made. Specific authorities are given to departments and agencies to spend money to carry out planned activities. Almost all of PCH's approved expenditures fall under either the program expenditures vote (Vote 1) or the grants and contributions vote (Vote 5).

¹² The figures shown are a best estimate. There were a number of challenges in determining the actual figures in part because of other activities undertaken by the CPD in 2002-2003 and 2003-2004, in particular relating to VSI. Where costs related to other activities could be determined, they were not included. CPD provided several different print outs for the years in question that could not always be reconciled. Where transfers were made to other parts of PCH that were for CPP or CVI costs (e.g., the cost of recipient audits, evaluations, public opinion research), these have been included as a CPP/CVI expense. The transfer of funds from salaries to O&M or Grants & Contributions sometimes included a gross up of twenty% to account for the benefit costs that would not be incurred but this did not consistently happen. While the figures presented may not be exact, we do believe that they provide a reasonable, order of magnitude representation of the sources of funds and how the allocated funds were utilized.

O&M

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	Total
Budget						
CPP	\$54,000	\$54,000	\$54,000	\$54,000	\$78,868	\$294,868
CVI	\$258,161	\$363,000	\$363,000	\$397,134	\$398,000	\$1,779,295
April 2002 reorg		\$24,858	\$24,858			\$49,716
From G&C		\$91,925		\$50,000	\$201,203	\$343,128
from HRDC CVI		\$25,000				\$25,000
from salaries			\$144,000	\$385,200	\$73,844	\$603,044
from Multi/COL				\$35,000		\$35,000
Total	\$312,161	\$558,783	\$585,858	\$921,334	\$751,915	\$3,130,051
Actuals						
CPP/CVI	\$115,776	\$265,665	\$220,985	\$279,470	\$556,889	\$1,438,785
VSI		\$3,691				\$3,691
Fiscal Pressures/Other Branch						
Requirements	\$196,385	\$205,726	\$162,068	\$225,810	\$195,026	\$985,015
to G&C			\$170,000	\$364,237		\$534,237
International Year of Vol		\$4,777				\$4,777
Lapsed		\$78,923	\$32,805	\$51,817		\$163,545
Total	\$312,161	\$558,783	\$585,858	\$921,334	\$751,915	\$3,130,051

G&C

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	Total
Budget						
CPP	\$26,800	\$26,800	\$26,800	\$26,800	\$26,800	\$134,000
CVI					\$8,369,170	\$8,369,170
ICBA	\$2,704,903	\$4,566,166	\$4,441,903	\$4,441,903		\$16,154,875
KDC	\$811,470	\$1,250,238	\$1,332,569	\$1,332,569		\$4,726,846
CSC	\$991,797	\$1,586,766	\$1,628,697	\$1,628,697		\$5,835,957
reprofile from previous year		\$405,735	\$584,514	\$504,484		\$1,494,733
transfer from salaries			\$240,800			\$240,800
transfer from Official Languages			\$220,000	\$200,000	\$100,000	\$520,000
transfer from Arts Policy					\$100,000	\$100,000
transfer from O&M			\$170,000	\$274,837		\$444,837
Total	\$4,534,970	\$7,835,705	\$8,645,283	\$8,409,290	\$8,595,970	\$38,021,218
Actuals						
CPP			\$74,050	\$119,573	\$22,500	\$216,123
CVI					\$7,818,165	\$7,818,165
ICBA	\$2,342,753	\$4,241,903	\$4,958,403	\$4,726,499		\$16,269,558
KDC	\$742,983	\$948,028	\$1,352,099	\$1,636,052		\$4,679,162
CSC	\$991,798	\$1,628,697	\$1,513,697	\$1,683,694		\$5,817,886
VSI (including SIDPD)	\$10,000	\$39,335				\$49,335
NSGVP		\$4,821				\$4,821
reprofile	\$406,000	\$584,000	\$503,000		\$10,000	\$1,503,000
lapsed/surplus	\$41,436		-\$2,866	\$0	\$4,041	\$42,611
Departmental Pressures/Taxes, etc.		\$297,000	\$100,000	\$323,472	\$440,061	\$1,160,533
cash managed with Exchanges			\$146,900	-\$80,000		\$66,900
Arts Policy related (Used CVI T&C)					\$100,000	\$100,000
Transfer to Operating Budget		\$91,921			\$201,203	\$293,124
Total	\$4,534,970	\$7,835,705	\$8,645,283	\$8,409,290	\$8,595,970	\$38,021,218

1.2 Methodology/Approach

1.2.1. Evaluation Issues

Three evaluation issues were established for this evaluation:

- To what extent does CPP/CVI continue to be consistent with departmental and government-wide priorities and does it address an actual need?
- To what extent is CPP/CVI meeting its objectives, within budget and without unwanted outcomes?
- To what extent are the most appropriate and efficient means being used to achieve objectives, relative to alternative design and delivery approaches?

A matrix of the evaluation issues, questions and associated indicators is provided in Annex B.

1.2.2. Methodology

The information required to address the evaluation issues was obtained from a variety of sources. These included:

- ***A review of documentation.*** This included:
 - A wide range of program-related documentation (program approval documentation, PCH planning documents, CVI SMC minutes, products produced by funded organizations, performance reports from the three funded centres) as detailed in Annex C.1.
 - Several surveys (both longitudinal and not) conducted or commissioned by Statistics Canada and Canadian Heritage as listed in Annex C.2.
 - Clippings and summaries of audio coverage (radio and television) in English and French collected by CPD during the period December 2003 to July 2006 and any summaries of media activities and coverage that were produced as detailed in Annex C.3.
 - A review of other literature not already covered. This included an identification of literature regarding volunteerism that described approaches, investments and outcomes in other countries, in particular in Australia, the United Kingdom and the United States. A complete list of the documents reviewed is detailed in Annex C.4.
- ***Interviews with key informants.*** Key informants (KI) included PCH management responsible for CPP/CVI, HRSDC staff involved or familiar with CPP and VSI, senior management in the CVI National Centres, management and coordinators from CVI Local Network host organizations, members of the CVI Local Networks, provincial or territorial government bureaucrats with a responsibility for volunteers, and academics and others with extensive knowledge on volunteerism issues. A list of the twenty-four individuals interviewed is provided in Annex D.

- A ***web-based survey*** was undertaken of individuals who had participated at some point in either CPP or CVI funded activities. Program staff provided 843 distinct email addresses to be utilized for the survey. They were drawn from input provided by the LN hosts.

Respondents included:

- LN members;
- Directors and staff of LN host organizations;
- Members of the NNVIO;
- Organizations that received funding from CVI for projects (e.g., to develop a training manual), or to hold events, training sessions, etc.;
- Individuals who participated in training sessions, recognition events or utilized materials that had been developed with CVI funding.

The questions that survey respondents answered varied depending on how they had been involved with CPP/CVI (e.g., those that participated in a recognition event answered different questions than those who received training). The first survey question was used to determine which additional questions to ask of each respondent. If only the first question was answered and no answer was provided for the rest of the applicable questions, the response was deemed not usable. Two hundred and thirty-five of the 288 responses received were deemed usable. The response rate of 27.9% is considered extremely good for this type of survey instrument.

- ***Case study of six organizations that received funding from PCH.*** Case study participants included three Local Networks and three organizations that received project funding under CPP or CVI. The funded projects were for volunteer recruiting and management, community youth development, and knowledge development. The names of the organizations that participated in the case study are listed in Annex E.

1.2.3. Limits to the Methodology

It is recognized that there are limitations associated with specific lines of enquiry that were employed for this evaluation. Most of the key informants, for example, were directly involved in program delivery and/or worked for an organization that received funding under the program. One would expect them to be very positive about what the program has and can achieve. This expectation played out. There was a similar expectation for all of the case study organizations, which was realized.

Web based surveys are a very cost effective tool for obtaining feedback. No statistical validity, however, can be attributed to the results because respondents self-select themselves. We also found that 75% of the respondents were paid staff and a further 18.6% were Board members. Just over 6% were volunteers, the primary target population for CPP/CVI. This profile of respondents makes it much more difficult to interpret the survey results, especially for those questions where there was a very high level of neutral responses.

Notwithstanding the limitations associated with specific lines of enquiry, the information gathered from the documentation review, interviews and web-based survey was consistent. The greatest weight has been given to information that came from documents and our analysis of it,

in arriving at our conclusions. The information from the interviews, case studies and web-based survey has generally been used to supplement it.

2.0 Key Findings

2.1 Rationale/Relevance

2.1.1. Relevance to Current Priorities and Objectives

CPP and CVI are not consistent with the current stated priorities of the Government of Canada or the Department of Canadian Heritage.

The Government of Canada is very focused in the priorities it has outlined to date. Volunteerism was not directly mentioned in the April 4, 2006 Speech from the Throne or the May 2, 2006 Budget Speech. The Budget did note that community support is essential to Canada's arts and cultural life and that encouraging more charitable giving from within the community will mean more financial support for these projects.¹³ Specific measures were announced to improve funding.

On September 25, 2006, the Minister of Finance and the Treasury Board President announced that funding for CVI in 2007-2008 and beyond was being cut because the program was deemed non-core. Non-core programs or activities were defined as being those that did not meet the priorities of the federal government or Canadians.¹⁴ PCH's 2006-2007 Report on Plans and Priorities (RPP) tabled in Parliament the next day indicated that its development of volunteerism in communities contributed to its program activity of participation in community and civic life.¹⁵ Program activities specifically targeted at volunteers or volunteerism, however, were not included in the list of key initiatives.

Canadian identity and values has been broadly interpreted over time by PCH to include active citizenship, which includes participating in the community as a volunteer. This is reflected in the Department's 2005-2006 PAA. Participation in community and civic life was one of the defined departmental program activities supporting the strategic outcome "Canadians live in an inclusive society built on inter-cultural understanding and citizen participation".¹⁶ CVI was identified as a program sub-sub-activity.

This linkage of Canadian values and identity to active citizenship and volunteerism was also made by many of the evaluation key informants. The non-profit and voluntary sector was said to provide an "engagement framework for citizens". The CVI in particular, was seen as a vehicle for encouraging and articulating that framework.

¹³ The Budget Speech 2006: Focusing on Priorities, May 2, 2006, p 11.

¹⁴ Background—Effective Spending to Press Release 06-047, Canada's New Government cuts wasteful programs, refocuses spending on priorities, achieves major debt reduction as promised, September 25, 2006.

¹⁵ Canadian Heritage, *Report on Plans and Priorities 2006-2007*, p. 74.

¹⁶ Department of Canadian Heritage: 2005-2006 Strategic Framework and Program Activity Architecture (www.pch.gc.ca/pc-ch/org/mission/paa_table_e.cfm)

The Minister's speaking notes for a speech to Encounters with Canada participants in April 2006, indicated that: "some of my most important duties include promoting active citizenship and participation in Canada's civic life".¹⁷ The Minister's speech, the 2006 Speech from the Throne and the 2006-2007 RPP suggest that the Government continues to support the established Departmental strategic outcome and program activity but not the current program sub-sub activity relating to volunteerism.

Responsibility for volunteerism is not clearly assigned to the Minister of Canadian Heritage.

The Minister of Canadian Heritage's powers, duties and functions have been established by Parliament to include all matters relating to Canadian identity and values, cultural development and heritage.¹⁸ Several areas of specific jurisdiction that are set out in the Department's enabling legislation refer to sectors of the economy that are heavily dependent on volunteers (e.g., the arts, cultural heritage, sport, national museums, archives and libraries) but there is no specific reference to volunteers or volunteerism.

2.1.2. Continued Need

Volunteer rates among Canadians have varied over time, however it is difficult to measure the direction and the magnitude of the trend.

According to work undertaken by Decima Research on behalf of Canadian Heritage, the number of Canadians who volunteered for a community organization during the twelve months prior to November 2005 was 38%, which was 5% lower than what had been for the previous 12-month period.¹⁹ A drop in the level of volunteerism was found in all parts of the country.

Statistics Canada estimated the rate of volunteerism in 2004 for those aged 15 and older at 45%.²⁰ This is up from the 2000 survey, but as the authors note, a number of significant changes were made to the survey methodology,²¹ which may have influenced the results, and thus it is not appropriate to compare results from earlier years to those of the 2004 survey.²² The 2000 survey reported that 27% of the population aged 15 and older volunteered during the one-year period preceding the survey, which was a decline from 31% of the population who reported that they volunteered in 1997.²³ The rate of volunteerism for youth in particular may be impacted by the requirement in several provinces for young people to meet education related volunteer

¹⁷ Speaking Notes for The Honourable Beverley J. Oda, Minister of Canadian Heritage and Status of Women, Ottawa, Ontario, April 24, 2006.

¹⁸ Department of Canadian Heritage Act, paragraph 4.

¹⁹ *Canadian Volunteerism Initiative, teleVox Study*, November 2005, Decima Research, p 9.

²⁰ *Caring Canadians, Involved Canadians*, Highlights from the 2004 Canada Survey of Giving, Volunteering and Participating, Statistics Canada, Catalogue No. 71-542-XPE, page 10.

²¹ The 2004 survey included residents of Canada aged 15 and older. The 1997 and 2000 survey only included individuals who participated in the Statistics Canada Labour Force Survey (LFS). The LFS covers the civilian, non-institutionalized population aged 15 or older who are not residents of the Yukon, Northwest Territories, Nunavut or an Indian reserve.

²² *Caring Canadians, Involved Canadians*, Highlights from the 2004 Canada Survey of Giving, Volunteering and Participating, Statistics Canada, Catalogue No. 71-542-XPE, page 6.

²³ *Caring Canadians, Involved Canadians*, Highlights from the 2000 National Survey of Giving, Volunteering and Participating, Statistics Canada, Catalogue No. 71-542-XPE, page 11.

requirements before they can obtain a high school diploma. A 2005 survey of youth between the age of 12 and 30 found that 55% volunteered in the previous 12 months.²⁴ This was up slightly, but within the margin of error, from the 54% who had said that they had volunteered in a similar survey conducted in 2003. Seventeen per cent of the 2005 respondents indicated that they undertook this volunteer work in order to fulfill an education-related requirement such as need for volunteer hours in order to graduate from high school.²⁵

The primary reason given for not volunteering was a lack of time or because they were too busy (55% in 2005 and 65% in 2004).²⁶ Similar results were obtained in a recent survey of aboriginals living off reserve where 56% of those who had not volunteered in the previous year attributed it to a lack of time or too busy²⁷ as did 63% of youth, in a separate 2005 study.²⁸

There was a broad consensus that voluntary organizations in Canada are under considerable stress and that the Federal government is in a position to influence their success.

The strength and vibrancy of the Canadian voluntary sector as we know it today, has been shaped to a significant extent by government action and policies over the past forty years. Many of Canada's nonprofit and voluntary organizations, in particular hospitals, universities and colleges, obtain more than half of their revenues from government grants and reimbursements²⁹. If the hospital, university and college sector is excluded, government still accounts for almost 40% on average of the revenues for the voluntary sector.

The increasing reliance on government funding started in the 1960s and continued through to the 1980s. The increased reliance of government funding was coupled with a change in the role of charities, in particular religious organizations, and volunteers. This pattern of significant government support is similar to what is seen in many western European countries. This support tends to stabilize the financial base of the voluntary sector, thereby contributing to its sustainability and growth.³⁰

By the 1990s, however, governments at all levels in Canada began reducing and eliminating programs to address ballooning deficits.³¹ Many voluntary organizations are still struggling to adapt to the changes that resulted.

Nonprofit organizations are finding it difficult to plan for the future, to recruit volunteers and board members and to obtain funding from others (i.e., governments, foundations, corporations,

²⁴ *Reconnecting Government With Youth 2005: Research Overview*, November 2005, Ipsos Reid, p. 30.

²⁵ *ibid*, p. 34.

²⁶ *Canada Volunteerism Initiative, teleVox Study*, November 2005, Decima Research, p 22; *Canada Volunteerism Initiative, teleVox Study*, November 2004, Decima Research, p 16.

²⁷ *Off-reserve 2006 Study—Final Data Tables*, p 98.

²⁸ *Reconnecting Government With Youth 2005: Research Overview*, November 2005, Ipsos Reid, p. 30.

²⁹ *The Canadian Nonprofit and Voluntary Sector in Comparative Perspective*, Michael H. Hall et al, Imagine Canada, 2005, p 15.

³⁰ *Global Civil Society: Dimensions of the Nonprofit Sector*, Volume 2, Lester M. Salamon, S. Wojciech Sokolowski, and Associates, Kumarian Press, Inc., 2004.

³¹ *The Canadian Nonprofit and Voluntary Sector in Comparative Perspective*, Michael H. Hall et al, Imagine Canada, 2005, p. 23.

and individual donors). Many of these problems tend to be most frequently reported by the 46% of organizations with revenues of \$30,000 to \$499,999.³² Further, the unstable and short-term nature of the government funding is resulting in constant staff turnover.³³ As a result, these organizations constantly struggle to survive and have little time or resources to build their organizational capacity and develop productive partnerships with the private sector.³⁴ A 2002 study by Her Majesty's Treasury found that Government had made incorrect assumptions on the capacity of non-profit organizations to deliver programs, which had led to unrealistic expectations and poor performance.³⁵

In addition to the challenges brought on by changes in government funding over the past fifteen years, the voluntary sector is also dealing with changing volunteer patterns. While a significant number of Canadians donate money and their time, support is shallow. Nine per cent of the population is responsible for 46% of donations and 40% of all volunteer hours.³⁶ There may be a growing trend towards episodic volunteers who will volunteer for a few hours or a day at a time, provide service on a regular basis for up to six months, or will provide service at regular intervals for a short period (e.g., every year). Volunteers who serve on a long-term, continuous basis have historically done the bulk of the "real work". To survive, nonprofit organizations need to adapt structurally and in the ways in which volunteers are organized and managed. There is a need for greater flexibility and acceptance of the episodic forms of volunteering.³⁷

Different policy interventions by the federal government were seen as appropriate depending on the size of the organization. They were seen as being particularly important for small and medium-sized organizations if they are going to be able to contribute to Canadian society. It was suggested that they may benefit more from initiatives that focus on the roles they play (e.g., encouraging citizen engagement and participation) and the specific challenges they face (e.g., volunteer recruitment and development). With larger service-delivery organizations it was suggested that they would benefit from initiatives that address the specific challenges they face as they perform their service-delivery roles (e.g., an inadequate funding environment).³⁸

It was further suggested that the lack of a coherent public policy framework for nonprofit and voluntary organizations might be a major issue. Policies have been developed to support the Canadian business sector, in particular small and medium sized enterprises (SME). No comparable policy framework has been developed for the voluntary and non-profit sector.

³² *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, 2003 revised, Statistics Canada, 2005, p 12, p. 45-47.

³³ *The Canadian Nonprofit and Voluntary Sector in Comparative Perspective*, Michael H. Hall et al, Imagine Canada, 2005, p. 26.

³⁴ *Towards a new partnership for community building, A report from the Private/Voluntary Sector Forum*, April 2004, Imaging Canada, the Public Policy Forum, and the Conference Board of Canada, p. 18.

³⁵ *ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector: Final Regulatory Impact Assessment*, Active Community Unit, Home Office, June 2004, p 4.

³⁶ *The Canadian Nonprofit and Voluntary Sector in Comparative Perspective*, Michael H. Hall et al, Imagine Canada, 2005, p 26.

³⁷ *Emerging Areas of Volunteering*, ARONOVA Occasional Paper Series, Volume 1, Number 2, Jeffrey L. Brundney, editor, 2005, p 49-59.

³⁸ *The Canadian Nonprofit and Voluntary Sector in Comparative Perspective*, Michael H. Hall et al, Imagine Canada, 2005, p 28.

Canada is not unique in this regard. There has been little understanding around the world of the factors that contribute to the growth and decline of this sector.³⁹

Canadians feel strongly that the Government of Canada should encourage people to do volunteer work. Four out of five Canadians surveyed by Decima Research in November 2005 strongly or somewhat agreed with this. This level of support is slightly higher than it had been a year earlier when the level of support for Government support was 75%.⁴⁰ The 2005 results are more comparable to the perspective of Canadians in September 2001 and February 2002. In February 2002, 81% of Canadians believed that the Government should be encouraging people to do volunteer work.⁴¹ This was down slightly from the 83% of Canadians who concurred with this in the September 2001 survey.⁴²

Canadians also felt strongly that the Government of Canada should do more to help voluntary sector organizations recruit and train volunteers. Seventy-eight per cent of Canadians in 2005 and 77% in 2004 strongly or somewhat agreed with this.⁴³ This was down slightly, but still within margin of error, of results from 2002 and 2001 when it was determined that 80% of Canadians believed that the Government should be doing more to help voluntary sector organizations recruit and retain volunteers.⁴⁴

Without exception, interviewees saw a strong need for continued federal government support for the encouragement and promotion of volunteerism. A variety of reasons were given including the need for a national approach, the nonexistence of volunteer infrastructure outside of what has been provided by CVI in many parts of the country, and a lack of funding from other sources.

2.2 Success/Impact

2.2.1. General

Many of the KIs and the case study participants (in particular those with LNs) made two overriding observations concerning the general success of the program.

The first was that there were significant delays in putting actual funds in place and implementing action on the CVI after the initial funding was announced in December 2001. (The program was initially approved to June 30, 2006 and was subsequently extended to June 30, 2007.) Many of those we interviewed were of the perspective that this evaluation is being conducted well before the completion of the five-year funding phase and as a result, the CVI has not yet had sufficient time to demonstrate its full worth and success. There exists a widespread feeling among KIs and case study participants that very important groundwork has been laid toward the attainment of

³⁹ *Global Civil Society: Dimensions of the Nonprofit Sector*, Volume 2, Lester M. Salamon, S. Wojciech Sokolowski, and Associates, Kumarian Press, Inc., 2004, p 3-4.

⁴⁰ *Canadian Volunteerism Initiative, teleVox Study*, November 2005, Decima Research, p 27.

⁴¹ *Public Opinion Research on the Voluntary Sector, Final Report*, March 2002, Ipsos Reid, p. 10.

⁴² *Public Opinion Research on the Voluntary Sector, Final Report*, October 2001, Ipsos Reid, p. 9.

⁴³ *Canadian Volunteerism Initiative, teleVox Study*, November 2005, Decima Research, p 30.

⁴⁴ *Public Opinion Research on the Voluntary Sector, Final Report*, March 2002, Ipsos Reid, p. 11.

CVI objectives and that success is assuredly coming, but that the full depth and breadth of successful outcomes can not be shown as yet.

The second major observation repeated by many KIs and case study participants was that measurement of success of CVI is complex due to issues of attribution, i.e., the degree to which positive or negative outputs can or should be attributed to CVI or to other causes, and that benchmarks against which measurement of success over time could be gauged do not exist, although they are currently being developed. An ongoing performance measurement strategy was developed for CVI based on a workshop in May 2004. The strategy identified this evaluation as the vehicle for collecting much of the data on the planned indicators for outcome achievement.

Most KIs said that anecdotally and from their own observations they perceived CVI as having achieved remarkable success in a short period of time.

2.2.2. Increasing Awareness of Volunteerism and the Contribution of Volunteers

CPP/CVI funding was utilized to develop and conduct communication and promotional activities designed to ultimately increase Canadians' awareness of volunteerism. The ICBA was the National Centre with primary responsibility. Local networks and individual not-for-profit organizations also carried out specific initiatives.

Outputs from the activities included:

- Communication strategies to promote International Volunteer Day (December 5th), National Volunteer Week (April) and Global Youth Service Day (celebrated over a weekend in April);
- Promotional materials including a website;
- Media materials including public service announcements;
- Tools and promotional materials to be used by individual not-for-profit organizations; and
- Presentations and outreach.

Using funding available through CVI, a number of organizations held volunteer recognition events for the first time or found other ways to recognize their volunteers (e.g., volunteer bracelets or pins). Others used the tools and promotional materials developed to hold outreach events such as a volunteer fair at a local shopping mall. On a range of measures (number of promotional items shipped, value of Public Service Announcements made, mentions by Members of Parliament in the House of Commons, contact names on the database, number of print media contacted, number of requests for interviews with the President of Volunteer Canada), the message reach increased each year.⁴⁵

⁴⁵ *The Progression and Evolution of the CVI Promotional Campaigns: Report for Heritage Canada—August 2006*, Volunteer Canada.

CPP/CVI has contributed to media coverage highlighting volunteerism and the contribution of volunteers.

Media coverage associated with National Volunteer Week, Global Youth Service Day and International Volunteer Day was evident throughout the period reviewed based on our review of media clippings. Seventy per cent of respondents to the evaluation survey also indicated that CVI media campaigns resulted in coverage in their local media. Coverage generally included thanks to the volunteers for their efforts, profiles of individuals being recognized, and a description of planned events to celebrate the week or day.

Across the country, there was regular coverage on the importance of volunteering, businesses encouraging volunteerism amongst their employees, and the impact volunteers made on the community. Volunteer Canada and its website (www.volunteer.ca/volunteercanada/index.cfm) were often cited as sources for more information. Other coverage was noted when a major study such as the Statistics Canada Survey of Nonprofit and Voluntary Organizations or the Survey of Giving, Volunteering and Participating was released.

The amount of coverage for the National Volunteer Week noticeably increased in 2006 in comparison to 2005 based on the number of clippings that were collected. This may be a direct result of the efforts of the ICBA as described above.

The impact of CPP/CVI on awareness by Canadians of volunteerism and the contribution of volunteers is not clear.

Event reports and testimonials received by the ICBA from funded organizations focused on the activities undertaken with the funds provided and the number of people who participated. There was little information about planned outcomes although several organizations did report the recruitment of new volunteers as a direct result of volunteer fairs in local shopping malls. KIs also talked about the increased level of activity in informing Canadians about volunteerism (the number of events registered for national volunteerism events, number of Public Service announcements concerning volunteerism, number of website hits, increased media coverage, television shows that feature volunteers).

Canadians were well aware of the contribution of volunteers to society at the time CVI was launched. They were nearly unanimous (96% in a 2002 study and 98% in a 2001 study) in the belief that volunteers and voluntary sector organizations contribute to a better quality of life for Canadians.⁴⁶ In the survey conducted as part of this evaluation, almost twice as many respondents agreed that there is a high level of awareness amongst Canadians of the contribution of volunteers to society than disagreed.

⁴⁶ *Public Opinion Research on the Voluntary Sector, Final Report*, March 2002, Ipsos Reid, p. 9.

2.2.3. Improving Understanding of Volunteerism and Enriching the Experience of Volunteers

Over the past five years due to funding made available under CPP and CVI, considerable activity occurred to improve the understanding of volunteerism and to enrich the experiences of volunteers. Activities included:

- Research and pilot/demonstration projects based on the themes established by the KDC and CSC;
- The production of manuals and fact sheets targeted at volunteers and managers of volunteer resources;
- Making resources available on volunteerism and volunteer management on the Voluntary Resource Centre's website (www.volunteer.ca/volunteercanada/index.cfm);
- Holding of workshops and other events.

There was a broad consensus that there has been a noticeable increase in the body of knowledge relating to volunteering due to CVI but that more needs to be done to disseminate this information and to move it from the policy level to the grass roots. Specific concerns were identified with respect to the ability of small volunteer led organizations to utilize the developed materials. Several KIs also highlighted the importance of ensuring that materials are available in both official languages and minority languages, including Aboriginal languages.

While the results suggest that CPP/CVI helped to improve the understanding of volunteerism and enriching the experience of volunteers, no firm conclusions can be drawn from the findings.

KIs assumed that the use of materials and training can or will result in a useful transfer of learning either to volunteer managers or directly to volunteers that will, in turn, result in improvements in the understanding of volunteerism or the enrichment of the experiences of volunteers. However, it was difficult for the KIs to make links between specific training materials and sessions directly to measurable outcomes in these areas. Surveys conducted of participants at events funded by the CSC, only show that the activities were considered relevant. The KDC's on-line survey that asked users what they thought of the material downloaded had an insufficient response rate between April and August 2006 to draw any conclusions. Respondents were asked to respond yes or no to a series of questions on the usability of reports, manuals, guides and fact sheets.⁴⁷

The web-based survey undertaken as part of this evaluation found that the products developed with funding from CPP/CVI, the training provided and the recognition events held, were generally viewed positively. More than five times as many respondents found the website materials useful as those who did not; almost two-thirds of all respondents found the promotional/campaign materials and tools useful and 57% agreed that they had a positive impact on the experience of volunteers; amongst those who used the materials developed, 57.1% found that the materials increased their enjoyment in being a volunteer.

⁴⁷ KDC online user survey of information resources (undated report submitted to CPD in late August or early September 2006).

The evaluation survey also found that the organizations that developed products (e.g., manuals, fact sheets, etc.) or held training sessions and recognition events with funding assistance from CPP/CVI, were of the perspective that these activities improved volunteers' experience and in many cases, improved retention rates. Almost 72% of the 32 respondents who answered the question, agreed that their volunteers had a better experience as a volunteer as a result of the materials that had been developed. Further, four times as many respondents indicated that the retention rate increased as a result of the materials developed in comparison to those who disagreed.

Eighty-seven per cent of respondents agreed that their volunteers seemed to have a better experience after the training program was implemented. No one disagreed with this. Approximately half of the 21 respondents to the question indicated that the volunteer retention rate increased after the training program was implemented. The balance of the respondents gave a neutral response.

Amongst those who participated in the training, ten times as many agreed that they found volunteering more enjoyable after they had received their training than those who disagreed on the evaluation survey. Over half of the respondents provided a neutral answer. About four times as many respondents agreed that as a result of the training received, they expected to be more likely to volunteer.

Those who participated in volunteer recognition events were unanimous in their perspective that such events may motivate others to volunteer. Only 42%, however, agreed that recognition for past contributions was likely to increase their commitment as a volunteer.

While the evaluation survey results tend to suggest that CPP/CVI helped to improve the understanding of volunteerism and enrich the experience of volunteers, the very low response rate of volunteers does not permit to draw firm conclusions from the results.

Other surveys also show that most volunteers appear to enjoy their experience as a volunteer. In studies undertaken in 2004 and 2005 by Decima Research, 89% of the respondents in 2004 and 88% of respondents in 2005 indicated that they enjoyed their volunteering experience (gave it a rating of at least seven out of 10). There was a slight shift in 2005 with only 51% of respondents giving a score of nine or 10 versus 58% the year earlier.⁴⁸ A similar result was obtained in a recent survey of aboriginals living off reserve. Eighty-eight per cent of respondents who had volunteered in the past year indicated that they enjoyed very much their volunteering experience.⁴⁹

2.2.4. Increase in the Capacity of the Volunteer Sector to Benefit from the Contribution of Volunteers

The CSC, ICBA and KDC all had some responsibility for the transfer of knowledge and dissemination of resources that were intended to increase the capacity of the voluntary sector to

⁴⁸ *Canadian Volunteerism Initiative, teleVox Study*, November 2005, Decima Research, p 19.

⁴⁹ *Off-reserve 2006 Study—Final Data Tables*, p. 96.

benefit from the contribution of volunteers. With funding from CVI, resource tools were produced, best practices were shared, training was developed and delivered on subjects such as board development, volunteer management, risk management and liability issues, and many of the tools produced were made available on the Internet.

Based on the number of downloads of certain products during the period January 2005 to July 2006, KDC had some very popular documents. The most popular titles included:⁵⁰

- Government, Governance, and the Nonprofit and Voluntary Sector in Ontario (2003) – report (40,589 downloads);
- Simple Solutions: How NGOs can Eliminate Barriers to Volunteering by People with Disabilities (2003) – manual (11,670 downloads in English and French); and
- Engaging Aboriginal Volunteers in Voluntary Groups with Territorial Mandates in the Northwest Territories (2003) - case study (6,435 downloads).

SMC members noted that while CVI has resulted in a noticeable increase in the body of knowledge related to volunteering, much more needs to be done in the area of dissemination/transfer of knowledge.⁵¹ Some of the delays in disseminating information were attributable to the need to get material translated. A need for more emphasis on knowledge transfer to build on the results of research conducted to date was also identified in consultations undertaken on behalf of the Program in May and June 2006.⁵²

The evaluation found mixed messages about whether there was an increased capacity in voluntary sector organizations to benefit from the contributions of volunteers as a result of CPP/CVI.

The evaluation survey found that training and products provided with CVI funding resulted in volunteers who were more efficient and effective in carrying out their duties. Approximately 86% of respondents from organizations that provided training agreed that, because of the training provided to volunteers, the volunteers were more efficient and effective in carrying out their roles. No one disagreed with the statement. Amongst volunteers who received training, 50% agreed that because of the training received, they were now more efficient and effective in carrying out their role as a volunteer. Almost 40% of the 26 respondents to the question were neutral to the statement.

Approximately 65.6% of respondents from organizations that developed materials (e.g., procedures manual for volunteers) for use by their volunteers agreed that, because of materials developed, the volunteers are now more efficient and effective in carrying out their roles. Only 6.25% of respondents disagreed. Amongst those who utilized the materials, over 80% agreed that they were more efficient and effective in carrying out their role due to the materials provided to them.

⁵⁰ Data was extracted from an Excel spreadsheet provided by the KDC entitled KDC_information_resource_downloads_Appendices 1_and_2.

⁵¹ SMC Minutes, November 28, 2005.

⁵² CVI Stakeholder Discussions: Final Report, August 2006, Universal Management Group, p. 17, p.22-24.

While the evaluation survey results tend to suggest that CPP/CVI helped to increase the capacity of the voluntary sector to benefit from the contribution of volunteers, conclusions cannot be drawn from the results due to the low response rate of volunteers.

Surveys conducted of participants at events funded by the CSC and ICBA only show that the activities were considered relevant. Concerns were also voiced by KIs that while volunteer organizations may now have better tools to recruit volunteers, the pool to draw from might be shrinking due to demographics and potential volunteers' other commitments including an increasing lack of free time. Further, the volunteer organizations themselves may not have the resources (e.g., people) to do the necessary recruiting and thus may not be able to benefit from the contributions of potential volunteers.

2.2.5. Increase in the Ability of Voluntary Organizations to Leverage Other Partnerships

Thirteen local networks and one national network (NNVIO) were established through the ICBA. Meetings and teleconferences occurred on a regular basis and eXtranets were established to facilitate the sharing of information and building of partnerships.

Many groups were brought together as a result of networking and partnerships were explored.

Many of the key informants for this evaluation told us that many groups were brought together as a result of these networks that traditionally did not talk to each other (e.g., sports, hospital auxiliaries, arts groups, etc.). The majority of KIs recognized the importance of leveraging partnerships and commented on the challenges of developing truly useful partnerships, given that organizational goals often differ from one organization to another. Examples were provided of how, as a result of the local networks created, there was increased collaboration on specific initiatives such as the holding of workshops on a subject of mutual interest, and sharing of best practices. Case study participants were firmly convinced that the resulting collaboration made each of the participating organizations stronger, and that through partnerships as members of a network they can influence policy, effect economies of scale to solve problems, and learn from each other.

The evaluation survey found that over 80% of respondents found the information they obtained from fellow network members (either the LN or the NNVIO) to be useful and roughly two-thirds explored potential partnerships with other organizations they had met. As noted in the comments received on the evaluation survey, CVI has resulted in a better awareness of other resources available in the community that could be promoted to clients, and thus better meet their needs.

2.2.6. Unintended Results

A number of unintended results were identified through the key informant interviews, case studies and survey conducted as part of this evaluation. The unintended positive results identified included:

- There was reduced isolation of staff in not-for-profit organizations due to the networking opportunities provided through CPP/CVI;
- Not-for-profit organizations had access to training that otherwise would not have occurred due to the resource constraints;
- Personal growth of participants (e.g., skill development and self-confidence);
- A better team spirit amongst volunteers;
- The local networks, because of their size, were able to influence policy, solve problems and facilitate learning in a way that would not have occurred if the networks did not exist; and
- The establishment of a more effective relationship with the provincial government.

A number of negative unintended results were identified but none were mentioned often enough to suggest that any were systemic.

2.3 Cost Effectiveness/Alternatives

2.3.1. Efficiency and Effectiveness

CPP/CVI are generally seen as having been implemented in a cost effective manner.

A number of steps were taken over the life of CPP/CVI to increase the likelihood that Canadians would get value for the tax dollars spent. These steps included:

- Extensive use of electronic networks (websites) to disseminate information rather than relying on in-person meetings or physical distribution of hard copies.
- Utilization of a RFP process to select the Host organizations for each Local Network.⁵³
- Utilization of a RFP process to select pilot and demonstration projects funded by CSC.⁵⁴
- The use of a letter of intent followed by more detailed proposals by the KDC to select national and community-based research projects.⁵⁵
- Evaluations in 2003 and 2005 of the CSC grant program to identify opportunities for improvement.⁵⁶ The 2003 recommendations focused on improving the interim and final reporting from recipients to provide better performance information. The 2005 evaluation noted that many of the applications for funding reflected characteristics of core funding and that the application process needed to place a greater emphasis on the scalability and adaptability of proposed projects to the needs of others.
- A formative evaluation of the Knowledge Development Centre to identify opportunities for improving the performance and success of the Centre.⁵⁷ The evaluation report

⁵³ Minutes of November 28, 2002 SMC meeting.

⁵⁴ Minutes of 2003, 2004 and 2005 SMC meetings.

⁵⁵ *ibid.*

⁵⁶ *Analysis of Proposals for 2005 Pilot and Demonstration Grants*, Community Support Centre, CVI, Lawrence J Gemmel, September 2005; *Evaluation of Pilot and Demonstration Projects Funded by the Community Support Centre in 2003*, September 30, 2004, Fataneh Zarinpoush.

⁵⁷ *Knowledge Development Centre, Evaluation Report*, May 2005, Fataneh Zarinpoush, Stephen Hay, Cathy Barr

provided strategies for improving the quality of proposals, providing more information on the final selection criteria, broadening the dissemination and promotion strategy, and increasing collaboration among researchers and grass roots organizations.

Recipient audits conducted by PCH showed that funds disbursed to the national centres (ICBA, CSC, and KDC) were generally used for the intended purposes. Some differences were identified that had to be repaid. One of the requirements of the Contribution Agreements was that all contracts over \$5,000 had to be tendered with a minimum of three bids.

The formative evaluation⁵⁸ completed in 2005 was unable to identify obvious alternatives that could achieve the planned outcomes in a more cost effective manner. Key informants at the time identified several key strengths in the program design including the manner in which it built on existing structures in the voluntary sector, was driven by voluntary sector organizations, and had good accountability mechanisms.⁵⁹

Recent stakeholder consultation initiated by CPD also found general satisfaction with the CVI structure including the national centres and local networks but some improvements were suggested, including a greater emphasis on local networks, and more input from the local level on decision-making.⁶⁰ Respondents were of the perspective that too much emphasis was placed at the national level. They felt that the CVI should place a greater emphasis on smaller, grassroots organizations rather than larger volunteer-involving organizations. CVI was also seen as too bureaucratic.⁶¹

When queried as part of this evaluation, there was no consensus amongst KIs about potential program delivery alternatives. There was general satisfaction with what had been implemented. It was noted that the not-for-profit sector has a long track record of getting the most out of every dollar that it has. The flexibility of the LN structure was also viewed very positively because they were able to adapt as required to meet local needs.

The funding available for CPP and CVI was reasonably managed.

When activities did not occur as originally planned, funds were reprofiled to a subsequent year or cash management opportunities were realized with other parts of the Department. Funds were shifted from Vote 1 to Vote 5 to increase the amount that could be used for projects. Less than 0.5% of the total amount available for CPP/CVI lapsed. The amount used by PCH to meet fiscal pressures or other departmental requirements (approximately \$2.8 million or 6.7% of the total) is a common practice for programs of this size and duration. A further 2% of the total funds available (or roughly \$820,000) was used for VSI in the first two years of the program when PCH was responsible for the Voluntary Sector Affairs Directorate (VSAD), which subsequently moved to SDC when it was created December 12, 2003.

⁵⁸ Formative Evaluation of the Canada Volunteerism Initiative, October 19, 2005.

⁵⁹ *ibid*, p 16.

⁶⁰ *CVI Stakeholder Discussions: Final Report*, August 2006, Universal Management Group, p. 17-19.

⁶¹ *ibid*, p. 16.

Feedback was received through the interviews, case studies and the survey about CVI being too bureaucratic. Comments included:

- Were dictated to by the federal government;
- There was a failure in not adequately taking into account local knowledge;
- There was a lot of talk and planning but little action;
- The amount allocated for LN hosts was excessive in comparison to what was available for the grass roots;
- There were burdensome and time consuming reporting requirements;
- The outcomes seemed minimal in comparison to the cost incurred; and
- There was difficulty in raising other funds necessary for CVI projects.

These types of comments are not unusual from project-level respondents for any program.

Mixed feedback was received on how funds were actually spent at the project level. For example, some liked the high quality publications that were produced because they saw it as giving the initiative more credibility. Others saw content as being more important than the packaging and thus thought the effort put into editing and layout as unnecessary.

There was a general consensus amongst the KIs that not renewing the program would result in the loss of the infrastructure of networking, sharing, and capacity building that has been built up over the past several years, before the key benefits are realized.

Initiatives underway in other countries to encourage volunteerism and strengthen voluntary sector organizations have not been in place long enough to provide a basis of comparison to CPP/CVI.

Research is underway in a number of countries to better understand the voluntary sector and recommend mechanisms for strengthening it. A significant amount of work, with its genesis in the early 1990s, is examining the scope, structure, composition, financing and impact of the civil society sector around the world.⁶² Comparative data is now available for 36 different countries.⁶³

Specific initiatives in Australia, the United Kingdom (UK) and the United States of America (USA) were examined in detail as part of this evaluation. As outlined in the balance of this section, there are elements of the initiatives and the issues addressed in Australia and the United Kingdom that are similar to CPP/CVI. The United States is taking a different approach.

Initiatives in Australia to encourage volunteerism and strengthen voluntary sector organizations include the following:

⁶² *Global Civil Society: Dimensions of the Nonprofit Sector*, Volume 2, Lester M. Salamon, S. Wojciech Sokolowski, and Associates, Kumarian Press, Inc., 2004.

⁶³ Ibid.

- In 1999, the first meeting of The Prime Minister's Community Business Partnership,⁶⁴ a group of prominent Australians committed to encouraging and enhancing partnerships between the business and community sectors, was convened. The Partnership followed on from the earlier work of the Community Partnerships Roundtable in 1998. The establishment of the Partnership provided an impetus to develop and promote future directions for community business collaborations with members acting as champions to drive the partnership agenda. Three strategy streams were identified to promote the objectives of the Partnership and the wider spectrum of individual and corporate social responsibility:
 - Advocacy—the articulation and promulgation of the business case for corporate social responsibility and the community case for individual social responsibility; and promotion of the case for community sector collaboration with business organizations, explaining how to do it, why to do it and the mutual benefits.
 - Facilitation—the provision of information through publications, a website and an extensive program of workshops, seminars and conferences.
 - Recognition—achieved by promoting individual and corporate social responsibility, including through the Prime Minister's Awards for Excellence in Community Business Partnerships.
- A suite of taxation measures to encourage and facilitate philanthropy by individuals, families and businesses was introduced.⁶⁵
- Information of interest to nonprofits is provided through the government website.
 - Individuals and community groups can use www.community.gov.au to find links to information ranging from parenting teenagers to successful fund raising techniques for community organizations.
 - GranstLINK (www.grantslink.gov.au) makes it easier to find suitable and relevant information on the many government grants programs that can be used for community projects. It also helps groups find the best source of funding and assists in completing application forms.
- In October 2005, the Australian government published the findings of a major research effort that examined philanthropy in Australia. Many of the questions examined were similar to those addressed in the *Canadian National Survey of Giving, Volunteering and Participating* in 1997, 2000 and 2004.⁶⁶

According to information on the government's website,⁶⁷ the United Kingdom (UK) has put in place a wide range of structural supports for the nonprofit sector since the late 1990s, both through the tax system and through public spending on policy initiatives designed to build capacity and to provide the sector with the means to help to provide public services. Key policy initiatives included:

⁶⁴ www.partnerships.gov.au/about/about_the_history_the_challenge.shtml.

⁶⁵ *Taxation Initiatives to Encourage Philanthropy*, Fact Sheet 6, The Prime Minister's Community Business Partnership, Australian Government.

⁶⁶ *Giving Australia: Research on Philanthropy in Australia*, Australian Government, October 2005.

⁶⁷ www.hm-treasury.gov.uk/documents/public_spending_and_services/third_sector/pss_thirdsector_index.cfm.

- A range of proposals on how the voluntary and community sector, Government and other key stakeholders could work together to strengthen the voluntary and community sector's capacity, skills and infrastructure over the next ten years.⁶⁸ Attention was to be focused on the development of a highly skilled workforce, fostering a culture of performance improvement, more effective use of information and communications technology (ICT), strengthened governance, improved volunteer management, and more diverse and effective funding of voluntary and community sector activity.⁶⁹ It was recommended that the government support the reconfiguration of voluntary and community sector infrastructure services so that they are more accessible and better equipped to meet key capacity building needs.⁷⁰ Funding of at least £150m has been provided for this initiative.⁷¹

The government has proceeded with the implementation of the recommendations. A separate arm's length organization is currently managing the initiative and overseeing investments to embed quality and improve reach, modernize infrastructure,⁷² and increase activity in key areas.

- Modernization of the regulatory and tax framework to build public confidence in charities and encourage charitable giving. A new Charities Bill was introduced to Parliament December 20, 2004.⁷³ After being reintroduced following the May 2005 general election, the Bill had its Second Reading debate in the Commons on 26 June 2006 and completed committee stage in July 2006.⁷⁴
- It is investing to develop the voluntary and community sector's capacity to deliver public services in circumstances where banks and other financial institutions can be reluctant to lend. A £125 investment fund has been established (Futurebuilders England).⁷⁵ The fund provides a combination of grants and loans for buildings, refurbishments or working capital.

An Office of the Third Sector was created within the UK Cabinet Office in May 2006 with its own Minister. A Charity and Third Sector Finance Unit was also created within the Treasury Office with responsibility for strategic policy development on third sector issues. The two units are currently working in partnership on a program of engagement to obtain input on a policy

⁶⁸ *ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector: Final Regulatory Impact Assessment*, Home Office, June 2004, p. 1.

⁶⁹ *ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector*, Home Office, 2004, p. 8-9.

⁷⁰ *ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector: Final Regulatory Impact Assessment*, Home Office, June 2004, p. 26.

⁷¹ *Strengthening Partnerships: Next Steps for Compact: The Relationship between the Government and the Voluntary and Community Sector*, A consultation document, Home Office, March 2005, p. 4.

⁷² Infrastructure has been defined as physical facilities, structures, systems, relationships, people, knowledge and skills that exist to support, develop, co-ordinate, represent and promote frontline organizations. (www.changeup.org.uk/overview/introduction.asp).

⁷³ *Strengthening Partnerships: Next Steps for Compact: The Relationship between the Government and the Voluntary and Community Sector*, A consultation document, Home Office, March 2005.

⁷⁴ www.charity-commission.gov.uk/spr/charbill.asp.

⁷⁵ More information is available from their website www.futurebuilders-england.org.uk/content/Home.aspx.

review on the future role of the third sector in social and economic review. Input was sought in September 2006 on a range of questions⁷⁶ including:

- How can Government work with the sector to encourage diverse communities in urban and rural areas to improve participation and engagement in the democratic process?
- How can diverse groups maintain their identity and at the same time play a part in community cohesion?
- What will the future relationship between the public/private and third sector look like in your region? What specific action does government need to take to aid effective future relationship in your area?
- What can Government do to facilitate/encourage third sector/private sector partnership?
- What more can Government do to support all types of volunteering in the local community? In what areas should we be expecting people to volunteer and mentor in ten years time?
- How can we increase the diversity of volunteers?
- What skills will the third sector workforce and volunteers need and how can we ensure that they get them?

The USA has limited policy initiatives underway targeted at the voluntary sector in comparison to Australia and the UK. Early in the presidency of the current President, the White House Office of Faith-Based and Community Initiatives was established.⁷⁷ The objective of the initiative was to strengthen and expand the role of faith-based and community organizations (FBCOs) in providing social services. A number of regulatory and policy reforms, legislative efforts and public outreach were undertaken to support the initiative. Some commentators are not convinced that most faith-based organizations have the capacity and the inclination to engage in meaningful social problem solving.⁷⁸ Rather, the initiative is seen as reinforcing “a quaint nineteenth-century image of how charitable organizations are supposed to operate, an image that competitive pressures, accountability demands, and technological change have made increasingly untenable.”⁷⁹ In a recent report, the United States Government Accountability Office (GAO) determined that improvements in monitoring grantees and measuring performance were required to enhance accountability. At the time of their study, sufficient reliable data was not available to determine if the initiative had lead to greater participation of FBCOs or if participant outcomes had improved.⁸⁰

⁷⁶ The complete list of consultation questions is available on the government’s website: http://www.hm-treasury.gov.uk/documents/public_spending_and_services/third_sector/pss_thirdsector_consultations.cfm. The deadline for input was 30 September 2006.

⁷⁷ www.whitehouse.gov/government/fbci/president-initiative.html.

⁷⁸ *The Resilient Sector: The State of Nonprofit America*, Lester M. Salamon, Brookings Institution Press, 2003, p 80.

⁷⁹ *ibid*, p 30.

⁸⁰ *Faith-Based and Community Initiative: Improvements in Monitoring Grantees and Measuring Performance Could Enhance Accountability*, June 2006, United States Government Accountability Office, Report GAO-06-616.

2.3.2. Relationship with Other Government Programs

Structures and processes were explicitly designed to manage potential linkages between CPP/CVI and other government programs.

Over much of this decade (June 2000 to March 2005), a number of government departments including Canadian Heritage, Health Canada, Human Resources Development Canada⁸¹, Industry Canada and Statistics Canada, worked together on the Voluntary Sector Initiative (VSI).⁸² Joint committees comprised of federal government employees and members of the voluntary sector were struck to develop policy and program recommendations in seven areas. The CVI was in direct response to VSI recommendations.

The horizontal approach was employed because a number of other departments have legislated mandates that could, broadly interpreted, include volunteerism. The Minister of Human Resources and Skills Development⁸³ has responsibility for all matters relating to human resources and skills development.⁸⁴ The Minister is to carry out her responsibilities with a view to improving the standard of living and quality of life of all Canadians by promoting a highly skilled and mobile workforce and an efficient and inclusive labour market. As the Minister of Social Development, she also has jurisdiction relating to the social development of Canada⁸⁵ and is expected to promote social well-being.

The Minister of Industry has responsibility for trade and commerce and small business.⁸⁶ Further, the Minister is to exercise his powers in such a manner so as to strengthen the national economy.⁸⁷ The voluntary sector is a key component of the Canadian economy. Statistics Canada estimated that, in 2000, the economic contribution of the nonprofit sector was 7.8% of the economy when the value of volunteer labour is included. Volunteer labour was valued at \$14 billion or nearly 18% of the total extended value of the nonprofit sector's Gross Domestic Product (GDP).⁸⁸

The Minister of Social Development was appointed Minister Responsible for the VSI after control and supervision of the VSAD was transferred from PCH to SDC effective December 12, 2003. Responsibility for VSI has continued to rest with SDC since then.

The VSI was managed as a horizontal initiative across government. The key departments involved were SDC, PCH, Statistics Canada, Canada Revenue Agency, Industry Canada, and

⁸¹ The Department has gone through considerable upheaval over the past three years. Human Resources Development Canada was split into two Departments in December 2003 (Human Resources & Skills Development Canada and Social Development Canada) and then brought together once again in 2006. The Department is now called Human Resources and Social Development Canada.

⁸² History of the VSI is available from www.vsi-isbc.ca/eng/about/history.cfm.

⁸³ Royal assent for the creation of the Department of Human Resources and Skills Development was given on July 20, 2005. It was consolidated with the Department of Social Development by the government on February 6, 2006.

⁸⁴ *Department of Human Resources and Skills Development Act*, paragraph 5.

⁸⁵ *Department of Social Development Act*, paragraph 5.

⁸⁶ *Department of Industry Act*, paragraph 4.

⁸⁷ *Department of Industry Act*, paragraph 5.

⁸⁸ *Satellite Account of Nonprofit Institutions and Volunteering: 1997-2001*, Statistics Canada, Catalogue No. 13-015-XIE, December 2005, page 9.

HRSDC. A total of 17 departments including, the six above, were also part of the Sectoral Involvement in Departmental Policy Development, which was designed to enhance the voluntary sector's capacity to participate in policy development.

The programs in other departments have a different focus than CPP/CVI.

The Non-Profit and Voluntary Sector Affairs Division within what is now the Community Development and Partnership Directorate (CDPD) of HRSDC was assigned responsibility as the focal point for voluntary sector relations. Key activities included:⁸⁹

- the implementation of consistent and coherent funding practices;
- ensuring that voluntary sector organizations have more opportunities to be involved at every stage of the public policy dialogue process;
- ensuring that Government policy development is informed by solid knowledge about the voluntary sector;
- developing more flexible financing arrangements in the Government of Canada;
- ensuring that both the voluntary sector and the government understand the impact and value of the VSI investment;
- encouraging all levels of the voluntary sector to make use of the products of the VSI; and
- increasing public awareness and understanding about the non-profit and voluntary sector and the contribution this sector makes to the economic and social fabric of Canadian society.

It interfaced with CPD throughout CVI's development and implementation. The design of CVI explicitly included HRDC playing an active leadership role in the governance and coordination mechanisms. Specific roles included providing support (including development of Terms of Reference) to and participating on the SMC; ensuring policy coordination and integration; monitoring the implementation and results of the CVI; and working with the three national centres to plan and implement the program evaluation.

CDPD's current mandate is to work "to advance the social priorities of the Government of Canada related to children and their families by working with the voluntary sector by making strategic investments that build knowledge, facilitate information sharing, and support effective practices in early learning."⁹⁰ As part of this mandate, it is responsible for administering the Social Development Partnerships Program.⁹¹ The long-term objectives of the program⁹² are to:

⁸⁹ Voluntary Sector Initiative: Plans, Spending and Results for 2005/2006, www.tbs-sct.gc.ca/rma/epi-ibdrp/hrdb-rhbd/vsi-isbc/2005-2006_e.asp; Voluntary Sector Initiative, Plans, Spending and Results for 2004/2005, www.tbs-sct.gc.ca/rma/epi-ibdrp/hrdb-rhbd/vsi-isbc/2004-2005_e.asp.

⁹⁰ Community Development and Partnership Directorate (http://www.sdc.gc.ca/asp/gateway.asp?hr=en/hip/sd/999_CDPD.shtml&hs=vxi).

⁹¹ \$13.8 M in cuts was identified for this program in the new government's September 25, 2006 announcement. The announcement identified a reduction in low priority grants and contributions related to Social Development Partnership Program, under its non-core program savings.

⁹² Social Development Partnerships Program, Terms and Conditions (www.sdc.gc.ca/asp/gateway.asp?hr=en/hip/sd/04_SDPP_TCs.shtml&hs=vxi#3).

- Increase the effectiveness of the non-profit sector in meeting the social development needs and aspirations of persons with disabilities, children and their families and other vulnerable or excluded populations; and,
- Improve the quality and responsiveness of governments' social policies and programs.

Its more immediate objectives are to:

- Promote the generation, dissemination and application of knowledge on emerging social concerns, innovative solutions, best practices; and social and economic outcomes as they relate to persons with disabilities, children and their families, and other vulnerable or excluded populations;
- Foster collaboration, partnerships, alliances, and networks to advance shared social goals and priorities; and,
- Strengthen the capacity of organizations in the social non-profit sector with respect to governance, policy and program development, community outreach, organizational administration and management.

CDPD is also responsible for administering the Thérèse Casgrain Volunteer Award, which is presented annually to two Canadians (one male and one female) in recognition of their voluntary contributions.

The only other federal government organization with a national mandate with “Voluntary” in its title that can be found with a search of organization titles within the Government Electronic Directory Services (GEDS), is the Office of the Voluntary Sector within the Public Health Agency of Canada (PHAC). The Office serves as a center of expertise, leadership and coordination across PHAC and Health Canada (HC) for voluntary sector/health policy and program issues.⁹³ Its work includes:

- the implementation of the Financial Assistance to National Voluntary Health Organizations program which aims to build and strengthen the capacity of national voluntary organizations working in health to respond to challenges and opportunities. Support is provide to enhance the national leadership and effectiveness of organizations and to enhance networks and collaboration around shared policy issues;
- the development of the content for a training workshop, *Forging Strong Links*, which deals with applying the Accord and Codes of Good Practice across government and voluntary sector activities in a health context; and
- experimentation with different approaches to health policy development.

⁹³ Public Health Agency of Canada: *The Office of the Voluntary Sector*, www.phac-aspc.gc.ca/vs-sb/index.html.

2.3.3. Ability to Transfer to Other Levels of Government or Other Organizations

Transferring the program to other levels of government or other organizations is likely to result in a diminished program that is not available in all parts of the country.

There is a range of government, private and voluntary sector organizations across the country that provide services that meet elements of the CPP objectives of raising awareness of the contributions of volunteers and the voluntary sector to Canadian society; promoting volunteering and community involvement; and strengthening the capacity of voluntary organizations to provide programs and services for the benefit of Canadians. They may provide support, networking and access to volunteer opportunities and resources such as training, conferences, information, and research. The type and magnitude of the support, however, is widely variable and service is often provided to only select populations limited by geography or interest. Large urban centres and provinces such as Alberta and Ontario appear to have the best coverage, including designated agencies to generate funds, e.g., the Wild Rose Foundation in Alberta and The Trillium Foundation in Ontario. There appears to be some significant gaps in location, in type of services, in funding, and in language of service (e.g., unilingual French in Quebec or English in Toronto).

Several provinces have extensive programs to support specific initiatives that are carried out by the voluntary sector (e.g., The Trillium Foundation in Ontario⁹⁴ and the Wild Rose Foundation in Alberta⁹⁵). Other provinces have very little (see Annex F for a listing of provincial initiatives in the voluntary sector). Many also have a range of events and awards to recognize the contribution of volunteers (see Annex G for a list of provincial volunteer recognition activities).

Other non-government organizations have a limited focus and/or insufficient resources to take on the range of activities undertaken by CPP/CVI. The focus of the Administrators of Volunteer Resources association, for example, is limited to its membership. It offers professional certification, conferences, workshops, advocacy and standards of practice and ethics. It also builds individual, organizational and community capacity to effectively engage volunteers through the professional management of volunteer resources. Funding appears to come primarily from members' dues.

KIs did not view transferring CPP/CVI in whole or in part to other levels of government or to the private or voluntary sector as being viable. A shift to other levels of government would see some jurisdictions doing very little or nothing and linkages between jurisdictions, cohesiveness, economies of scale and sharing would be lost. With respect to other organizations, no foundation in Canada was seen as being large enough with a sufficient financial capacity or infrastructure to undertake the work. The private sector was also considered an unlikely alternative as it is not focused on social impacts and social justice.

⁹⁴ <http://www.trilliumfoundation.org/>.

⁹⁵ http://www.cd.gov.ab.ca/all_about_us/commissions/wild_rose/index.asp.

3.0 Conclusions

The following conclusions can be drawn from the summative evaluation of the CPP/CVI:

Relevance and Need:

- CPP and CVI are not consistent with the current stated priorities of the Government of Canada or the Department of Canadian Heritage. CPP/CVI are, however, viewed by the evaluation KIs as being consistent with promoting active citizenship and participation in Canada's civic life, which is one of PCH's defined departmental program activities.
- The evidence on continued need for the Program is mixed. Volunteer rates among Canadians have varied over time, however it is difficult to measure the direction and the magnitude of the trend. There is a broad consensus, however, that voluntary organizations are under considerable stress for a range of reasons including their ability to attract and retain volunteers. This is impacting on their ability to provide programs and services for the benefit of Canadians. This impact is most acutely felt amongst small to medium sized organizations with annual revenues ranging from \$30,000 to \$499,999. Several surveys over the past five years show that Canadians strongly believe that the Government of Canada should do more to help voluntary organizations recruit and train volunteers.

Success:

- There has been considerable activity over the past four years associated with CPP and CVI. Evidence was found showing that all of the planned outputs and immediate outcomes as documented in the program logic model (see Annex A) were realized. Specifically:
 - Through presentations, outreach, media materials, campaigns and events, there has been an increased recognition of volunteers.
 - Tools for organizations, and promotional materials have helped to increase capacity to mobilize and recruit volunteers.
 - Research, and pilot and demonstration projects have resulted in an expanded body of knowledge and increased the development of innovative ideas and programs which in turn informed policy development.
 - The development of training materials and workshops, and the provision of information resources and sessions in particular through websites, have increased the amount of relevant information available and have improved access to it.
 - The creation of local networks and ongoing communication with stakeholders have increased information sharing and dialogue amongst volunteers and individuals working for organizations that use volunteers extensively.
- The evaluation was unable to determine the extent to which planned intermediate outcomes were realized. Several factors contributed to this. Firstly, the ongoing performance measurement strategy was not designed to collect information about

intermediate or ultimate outcomes. Rather it was intended that this evaluation would collect much of the data required. Without baseline measures collected either at the outset or over the life of the program, there is limited context for performance data only collected at the time of the summative evaluation. Some of the baseline data available for several of the planned intermediate outcomes was at such a high level that it was not clear exactly what the program was trying to achieve. For example, one of the planned intermediate outcomes was to increase awareness by Canadians of volunteerism. Survey data from 2001 and 2002 showed that almost all Canadians believed that volunteers and voluntary sector organizations contribute to a better quality of life for Canadians which suggests that there was a preexisting high level of awareness of volunteerism when CVI was launched.

The ongoing changes in the environment within which voluntary organizations operate also contributed to the difficulty in measuring the extent to which planned intermediate outcomes were realized. The evaluation found considerable evidence suggesting that potential volunteers have increasingly less time, which is causing the potential pool to shrink. This in turn is compounded for many smaller and medium sized organizations by their lack of resources (e.g., people) to do the necessary recruiting. No matter how good the tools and information are, these factors may result in a net decreased participation in volunteering in Canada (one of the planned ultimate outcomes).

Cost Effectiveness:

- CPP and CVI were implemented in a manner designed to increase the likelihood that Canadians would get value for the tax dollars spent. RFP processes were utilized to select projects to fund and evaluations were undertaken of key CVI program components to identify areas where improvements were warranted to better ensure the attainment of program objectives. Neither the CVI formative evaluation nor this evaluation were able to identify alternatives for achieving the planned outcomes in a more cost effective manner. Program stakeholders were generally satisfied with what was implemented. The available program funding was managed in a manner so as to minimize the amount that lapsed. Initiatives underway in other countries to encourage volunteerism and strengthen voluntary sector organizations have not been in place long enough to provide a basis of comparison to CPP/CVI.
- Structures and processes were explicitly designed at the outset to manage potential linkages between CPP/CVI and other government programs targeted at volunteers and the voluntary sector. CVI is a product of the VSI horizontal initiative, for which HRSDC has overall coordination responsibility. As a result, the initiatives in other departments have a different focus than CPP/CVI.
- Transferring CPP and/or CVI to other levels of government or other organizations is likely to result in a diminished program that is not available in all parts of the country. Some provincial governments have reasonably extensive programs and others have very little. Other non-government organizations generally have a limited focus and/or insufficient resources to take on the range of activities undertaken by CPP/CVI.

4.0 Recommendations and Management Response

The following recommendations are based on the evaluation's research findings and conclusions.

Recommendation 1: In the event that the Community Participation Program or its components are renewed, their objectives and expected outcomes should be clearly defined and measurable.

The Program's objectives are very broad and its expected outcomes are not clearly defined. To ensure the attainment of results, it is important that its mandate and objectives be focused on what can be achieved by a program its size, and that it has clear and measurable expected results.

Management Response: Recommendation accepted.

In the event that the Community Participation Program and/or the Canada Volunteerism Initiative were to be renewed, the Citizen Participation Branch would ensure that the objectives and expected outcomes of the program(s) were clearly defined and measurable.

The Community Participation Program would work with the Centre for Excellence in Grants and Contributions, the Corporate Review Branch and other agencies (such as Treasury Board) to ensure that the objectives and expected outcomes of the renewed Program(s) were clearly defined and measurable.

Recommendation 2: Any future volunteerism initiative should be targeted primarily at small to medium sized organizations.

Government programs should be targeted at those groups with the greatest need. Larger organizations (those with revenues of \$500,000 or greater) are generally recognized as having sufficient critical mass to have the structures in place to recruit and manage volunteers. Many of the small to medium sized organizations (those with annual revenues ranging from \$30,000 to \$499,999) have insufficient human and financial resources to either recruit or manage volunteers effectively.

Management Response: Recommendation accepted.

In the event that the Citizen Participation Branch were to be involved in the creation of a future volunteerism initiative, it would work to ensure that the initiative was targeted primarily at small and medium sized voluntary organizations.

Recommendation 3: Ensure that data collection mechanisms are developed and implemented at the program outset to collect information about planned outcomes on an ongoing basis.

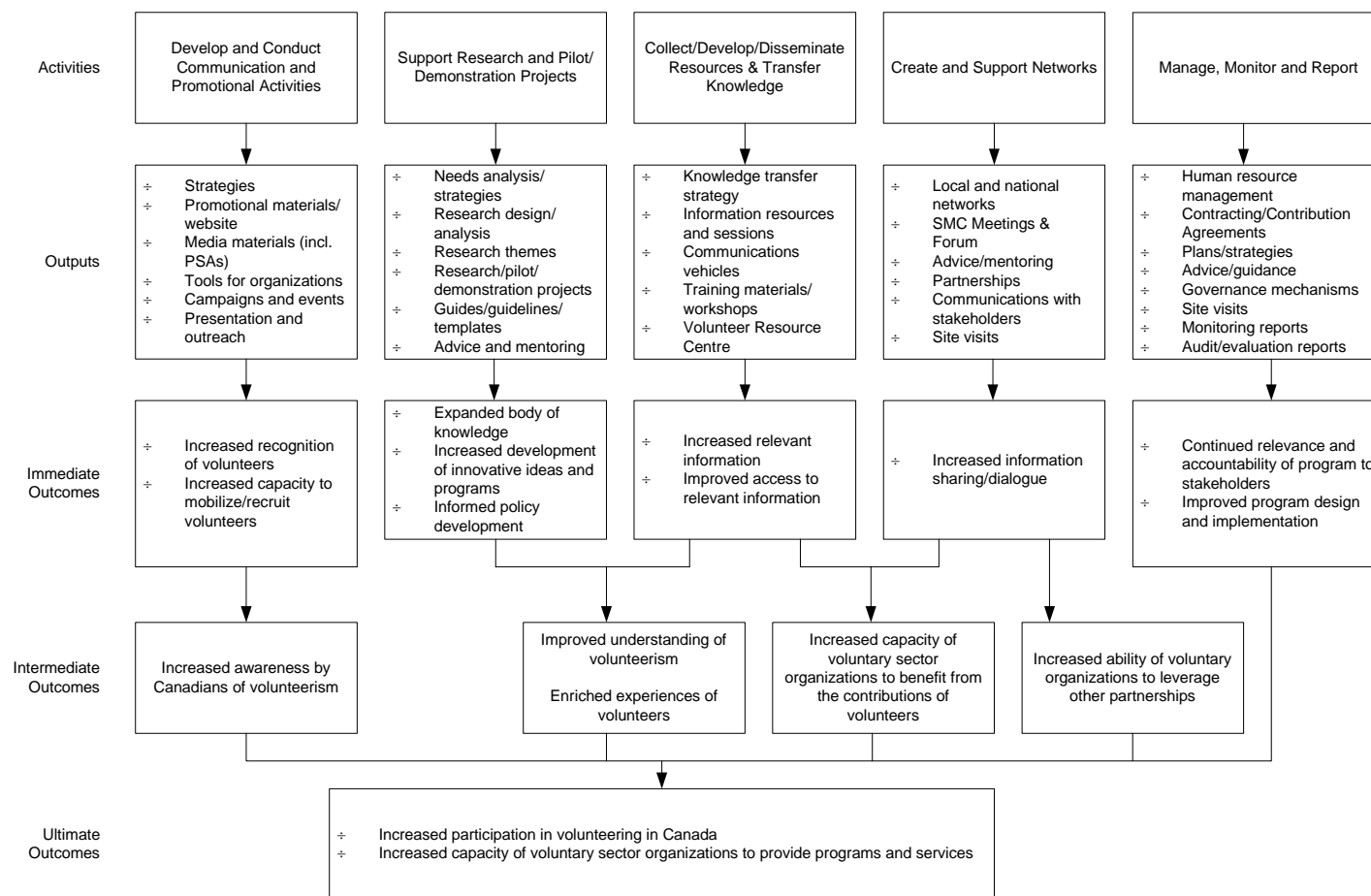
One of the challenges associated with conducting this evaluation was the lack of data for intermediate and ultimate outcomes. All programs need to consider how the achievement of planned outcomes will be demonstrated from the outset and develop and implement an adequate performance measurement strategy with appropriate indicators and data sources.

Management Response: Recommendation accepted.

Should the Citizen Participation Branch be involved in the renewal of existing program elements or in the creation of a future volunteerism initiative, it would work to ensure that data collection mechanisms were developed and implemented at the outset of the program in order to collect information about planned outcomes on an ongoing basis.

The Community Participation Program would work with the Centre for Excellence in Grants and Contributions, the Corporate Review Branch and other agencies (such as Treasury Board) to ensure that data collection mechanisms were developed and implemented at the program outset to collect information about the achievement of planned outcomes on an ongoing basis.

Annex A: Logic Model for CPP and the CVI



Annex B: Evaluation Issues/Questions/Indicators

Issues/Questions	Indicators	Methodology						
		Document Review				Key Informant Interviews	Case Studies	Survey of Volunteers
		Program Related	Other Literature	Media	Previous Surveys			
Relevance								
Are the CPP/CVI's objectives still consistent with current government priorities and departmental strategic objectives?	<ul style="list-style-type: none">• Link of program priorities to PCH and Federal government priorities	√	√			√		
Is there a continued need for the Federal government to support initiatives and organizations that encourage and promote volunteerism in Canada?	<ul style="list-style-type: none">• Volunteer rate among Canadians• Opinion of Canadians and Voluntary Sector Organizations• Management opinion		√		√	√	√	√
Success								
To what extent has the CPP/CVI been successful in increasing awareness by Canadians of volunteerism and the contribution of volunteers?	<ul style="list-style-type: none">• Canadians indicate recall of CPP/CVI funded events and campaigns• Level of awareness among Canadians of contributions of volunteers to society• Local and national media coverage of key events (pick-up and frequency)	√		√	√	√	√	√

Issues/Questions	Indicators	Methodology						
		Document Review				Key Informant Interviews	Case Studies	Survey of Volunteers
		Program Related	Other Literature	Media	Previous Surveys			
To what extent has the CPP/CVI been successful in improving understanding of volunteerism in the Voluntary Sector and enriching experiences of volunteers?	<ul style="list-style-type: none"> • Access, relevance, usefulness of materials/ training activities by users and organizations • Usefulness of Clearinghouse and Website resources • Organizations report holding recognition events/implementing recognition programs • Usefulness of promotional/campaign materials and tools and impact on experience of volunteers 	√ User assessment forms and Centre reports	√	√	√	√	√	√
To what extent has the CPP/CVI increased the capacity of the Voluntary Sector to benefit from the contribution of volunteers?	<ul style="list-style-type: none"> • New reports/documents/ training produced • Capacity building activities by Local Networks and impact on volunteers • Innovative ideas being tested and implemented • Level of satisfaction with advice and mentoring activities 	√ Performance Reports	√	√		√	√	√

Has the CPP/CVI increased the ability of voluntary organizations to leverage other partnerships?	<ul style="list-style-type: none"> Types and role of partnerships/collaboration (e.g., co-sponsoring, advisory) Dissemination of lessons learned and information sharing activities Satisfaction level and usefulness of Forum 	√				√	√	√
Has the CPP/CVI been responsible for any unintended results, positive or negative?	<ul style="list-style-type: none"> Unintended impacts on participants, organizations and communities 	√		√		√	√	√
Cost effectiveness/Alternatives								
Is the CPP/CVI the most efficient and effective way for the government to achieve its policy objectives of encouraging volunteerism and strengthening voluntary sector organizations in Canada with respect to volunteerism? Are Canadians getting value for their tax dollars?	<ul style="list-style-type: none"> Cost to PCH and delivery partners Proportion of expenditures (O&M vs. G's & C's) Estimate of direct and indirect social and economic benefits Efficiency measures for CPP/CVI versus other PCH programs and federal departments Comparison of investment and outcomes with similar initiatives in other countries (e.g., US, UK and Australia) 	√	√		√ (Satellite Account of Non-Profit Institutions and Volunteering)	√	√ (observation & analysis)	

Does the CPP/CVI complement, duplicate, overlap or work at cross purposes with other government programs that support volunteerism in Canada?	<ul style="list-style-type: none"> • Duplication/overlap with other programs/initiatives • Results achieved by HRSDC in relation to the CVI • Organizations supported financially elsewhere in the Government of Canada for similar objectives. 	√				√	√	
Could CPP/CVI activities or components be transferred in whole or in part to other levels of government or to the private or voluntary sector?	<ul style="list-style-type: none"> • Infrastructure, expertise and financial capacity to deliver programs and services of other government, private sector, or voluntary sector organizations 	√	√			√	√	

Annex C: Documentation Reviewed

C.1 Program Documentation

Background

- An Accord Between the Government of Canada and the Voluntary Sector, December 2001
 - The Budget Speech 2006: Focusing on Priorities, May 2, 2006
 - Canada's new government—Speech from the Throne: Turning a New Leaf, April 4, 2006
 - Canadian Heritage, *Report on Plans and Priorities 2006-2007*
 - Community Development and Partnership Directorate website (http://www.hrsdc.gc.ca/en/hip/sd/999_CDPD.shtml)
 - Community Participation Program website (www.pch.gc.ca/progs/pc-cp/cvi_e.cfm)
 - Contribution agreements
 - Agreement as amended between Canadian Heritage and Imagine Canada for the Knowledge Development Centre
 - Agreement as amended between Canadian Heritage and Volunteer Canada for the Community Support Centre
 - Agreement as amended between Canadian Heritage and Volunteer Canada for the Information, Capacity-Building and Awareness Centre (ICBA)
 - Department of Canadian Heritage 2005-2006 Strategic Framework and Program Activity Architecture
 - Department of Canadian Heritage Act
 - Department of Industry Act
 - Department of Human Resources and Skills Development Act
 - Department of Social Development Act
 - Harper Lays Out Five Key Priorities, Conservative Party Press Release, January 2, 2006, <http://www.conservative.ca/1091/37440/>
 - History of the Voluntary Sector Initiative (www.vsi-isbc.c/eng/about/history.cfm)
 - Program approval documentation, 2001
 - Public Health Agency of Canada: The Office of the Voluntary Sector (www.phac-aspc.gc.ca/vs-sb/index.html)
 - Report on Plans & Priorities, 2005-2006
 - Social Development Partnerships Program, Terms and Conditions (www.sdc.gc.ca/asp/gateway.asp?hr=/en/hip/sd/04_SDPP_TCs.shtml&hs=vxi#3)
 - Speaking Notes for The Honourable Beverley J. Oda, Minister of Canadian heritage and Status of Women, Ottawa, Ontario, April 24, 2006
 - Stand Up for Canada: Conservative Party of Canada Federal Election Platform 2006
 - Terms and Conditions for the Class Contribution under the Community Partnerships Program
-

CVI Strategic Management and Coordination Committee Meeting Minutes

- November 28, 2002
- December 16, 2002 teleconference
- May 15, 2003
- July 21, 2003 teleconference
- September 15, 2003
- December 8, 2003
- March 7, 2004
- May 3, 2004
- September 27, 2004
- November 29, 2004
- February 6, 2005
- May 16, 2005
- September 15, 2005
- November 28, 2005, Strategic Thinking Session
- January 30, 2006, Regular Meeting and Strategic Thinking Session 2

Evaluations/Audits/Other Studies

- CVI Stakeholder Discussions, Final Report, August 2006, Universal Management Group
- Accountability, Risk & Audit Framework (ARAF) for the Community Partnership Program (CPP) for the Canada Volunteerism Initiative
- Analysis of Proposals for 2005 Pilot and Demonstration Grants, Community Support Centre, CVI, Lawrence J Gemmel, September 2005
- Event and Project Assessment Forms and Reports from ICBA funded activities
- Formative Evaluation of the Canada Volunteerism Initiative, October 2005
- Knowledge Development Centre, Evaluation Report, May 2005, Fataneh Zarinpoush, Stephen Hay, Cathy Barr
- Evaluation of Pilot and Demonstration Projects Funded by the Community Support Centre in 2003, September 30, 2004, Fataneh Zarinpoush, Canadian Centre for Philanthropy
- Evaluation of 2001 International Year of Volunteers Initiative, March 2003
- Recipient Audits
 - Imagine Canada (KDC), September 30, 2004
 - Volunteer Canada (CSC), March 1, 2004
 - Volunteer Canada (ICBA), September 15, 2005
- Updated Logic Model for the CPP and CVI

Performance Reports

- PCH Community Partnership Program Web Site Bi-monthly Performance Report
 - November and December 2005
 - January and February 2006
 - March and April 2006
 - Community Support Centre
 - Report to March 2003
-

- Narrative and Progress Report, Year 2—Quarter 4 (January – March 2004)
- 2004-2005 Annual Progress Report
- Annual Progress Report, 2005-2006
- Web Statistics for 2005-2006
- Web Statistics for 2006-2007, Q1
- Information, Capacity-Building and Awareness Centre
 - Year 2 – Workplan Narrative
 - Outreach & Awareness
 - Q4 2004-2005 Annual Progress Report
 - Annual Progress Report—2005-06
 - Local Network Activity
 - 2004-2005 Annual Progress Report
 - Annual Progress Report – 2005-06
 - Evaluation of the Local Network Model, March 2005
 - British Columbia External Stakeholders Interviews: Report
 - Manitoba External Stakeholders Interviews: Report
 - Ontario External Stakeholder Interviews: Report
 - New Brunswick External Stakeholders Interviews: Report
 - Evaluation of the Local Network Model, March 2006
 - Alberta External Stakeholder Interviews: Final Report
 - Newfoundland/Labrador External Stakeholder Interviews: Final Report
 - Northwest External Stakeholder Interviews: Final Report
 - Nunavut External Stakeholder Interviews: Final Report
 - Quebec External Stakeholder Interviews: Final Report
 - Prince Edward Island External Stakeholder Interviews: Final Report
 - Saskatchewan External Stakeholder Interviews: Final Report
 - Yukon External Stakeholders Interviews: Final Report
 - Local Networks Horizontal Analysis, July 26, 2006
 - Ontario
 - Year-end Wrapup 2005-2006 (using reporting template)
 - Alberta
 - British Columbia
 - Manitoba
 - New Brunswick
 - Newfoundland & Labrador
 - Northwest Territories
 - Nova Scotia
 - Ontario
 - Prince Edward Island
 - Saskatchewan
 - Local Network Capacity Building Activities
 - National Think Tank on Volunteerism
 - 2004-2005 Annual Progress Report
 - Network of National Volunteer Involving Organizations
 - 2004-2005 Annual Progress Report

- Annual Progress Report—2005-06
- New Resources Development
- Annual Progress Report – 2005-06
- Multiculturalism Pilot Projects
- Annual Progress Report – 2005-06
- www.volunteer.ca/Volunteer Resource Centre
- 2004-2005 Annual Progress Report
- Annual Progress Report – 2005-06
- Web Statistics
- 2005-2006
- 2006-2007, Q1
- Knowledge Development Centre
 - Progress Report and Report on Expenditures, January – February 2003
 - Progress Report and Report on Expenditures, January – March 2004
 - Activity Report, April 2004-March 2005
 - Activity and Expenditure Report, January-April 2006
- Other Funded Projects
 - Framework Foundation
 - What a Picture! A report highlighting the results of the inaugural Framework Timeraiser, Summer 2005
 - Status Update—Activity Overview, March 2006

Products Produced

- Community Support Centre funded projects
 - Being a Governor: A Process for Board Development, Keith Seel, Andrée Iffrig, (Institute for Non-profit Studies, Mount Royal College)
 - Building the Capacity of Governance Volunteers: Giving Meaning to Governance, A Review of Governance Literature, Anita Angelina, September 2005 (Mount Royal College)
 - Building the Capacity of Governance Volunteers: Giving Meaning to Governance—Leadership and Governance: Literature Review, Judith Fitzmaurice – Johnson, February 2006 (Mount Royal College)
 - Cahier d’animation: Portes ouvertes sur la diversité (Fédération des communautés francophones et acadienne)
 - Canadian Red Cross: Youth Leadership Handbook
 - Diversity and Organizational Culture Assessment Tool (Independent Living Resource Centre)
 - Guide de Dialogue Délibératoire: Portes ouvertes sur la diversité (Fédération des communautés francophones et acadienne)
 - Cellules ENJEUlinennes, Des regroupement régionaux pour passionées de l’action locales (ENVironnement JEUnesse)
 - Leadership Curriculum Framework: A practical teaching framework on leadership training for youth and voluntary organizations), Volunteer Richmond Information Services)
 - Leading Community Change: A workshop guide to build women’s leadership skills (Women’s voices in leadership)
-

- Newcomer Youth Orientation and Integration Training Curriculum (Carefirst Seniors & Community Services Association and Chinese Youth Learning & Volunteer Program)
- New Learnings about Governance, Keith Seel
- Nova Scotia Nature Trust: A Guide to Our Volunteer Program (The Nova Scotia Nature Trust)
- People and Sport: Organizational Self-Assessment Process (Sport Matters Group)
- The Street Culture Kidz Project (Dustin Browne & Erika Torgunrud)
- Total Self-Help Directory for Chinese Newcomer Youth (Carefirst Seniors and Community Services Association)
- “You Gotta Know!”: Youth Reaching Youth About Sexual Health—A Training Guide for Sexual Health Ambassadors (Sexual Health Centre, Newfoundland and Labrador)
- Volon’terre En Action: Guide d’accompagnement en matière d’implication politique et sociale (ENvironnement JEUnesse)
- The Youth Engagement Spectrum (HeartWood Centre for Community Youth Development)
- Youth Volunteers at Your Library: Engaging Youth in Your Library (Heartwood Centre for Community Youth Development)
- Knowledge Development Centre. (<http://www.kdc-cdc.ca/display.aspx?pid=36&cid=36>)
Projects were funded that addressed the following topics:
 - Benefits and Value of Volunteering
 - Corporate Volunteer Programs
 - Engaging and Managing Volunteers
 - Information Technology and Volunteerism
 - Leadership and Governance
 - Liability and Risk Management
 - Volunteer Experiences
 - Youth

C.2 Surveys

- *Canadian Volunteerism Initiative teleVox Study*, November 2004, Decima Research
 - *Canadian Volunteerism Initiative, teleVox Study*, November 2005, Decima Research
 - *Caring Canadians, Involved Canadians: Highlights from the 1997 National Survey on Giving, Volunteering and Participating*, Statistics Canada, 1998 (Publication 71-542-XPE)
 - *Caring Canadians, Involved Canadians, Highlights from the 2000 Canada Survey of Giving, Volunteering and Participating*, Statistics Canada, August 2001 (Publication 71-542-XPE)
 - *Caring Canadians, Involved Canadians, Highlights from the 2004 Canada Survey of Giving, Volunteering and Participating*, Statistics Canada, June 2006 (Catalogue No. 71-542-XPE)
 - *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, 2003 revised, Statistics Canada, September 2004, revised edition June 2005 (Publication 61-533-XPE)
-

- Off-reserve 2006 Study—Final Data Tables
- *Participation In and Benefits of Amateur Sport*, March 2004 (from Decima Research Inc. February 2004 teleVox survey)
- *Public Opinion Research on the Voluntary Sector: Final Report*, October 2001, Ipsos Reid
- *Public Opinion Research on the Voluntary Sector: Final Report*, March 2002, Ipsos Reid
- *Reconnecting Government with Youth 2005: Research Overview*, November 2005, Ipsos Reid
- *Satellite Account of Nonprofit Institutions and Volunteering: 1997-2001*, Statistics Canada, December 2005 (Catalogue No. 13-015-XIE)
- *Understanding the Capacity of Religious Organizations: A Synthesis of Findings from the National Survey of Nonprofit and Voluntary Organizations and the National Survey of Giving, Volunteering and Participating*, Barbara Brownlee, Glenn Gumulka, Cathy Barr, David Lasby, April 29, 2005
- *Understanding the Capacity of Social Services Organizations: A Synthesis of Findings from the National Survey of Nonprofit and Voluntary Organizations and the National Survey of Giving, Volunteering and Participating*, Cathy Barr, Barbara Brownlee, David Lasby, Glenn Gumulka, April 26, 2005
- *Understanding the Capacity of Sports and Recreation Organizations: A Synthesis of Findings from the National Survey of Nonprofit and Voluntary Organizations and the National Survey of Giving, Volunteering and Participating*, Glenn Gumulka, Cathy Barr, David Lasby, Barbara Brownlee, April 26, 2005
- *Volunteering in Canada in the 1990's: Change and Stasis*, Paul Reed and L. Kevin Selbee, Statistics Canada, Catalogue No. 75F0045M1E—No. 4.

C.3 Media

- *The Progression and Evolution of the CVI Promotional Campaigns: Report for Heritage Canada*—August 2006, Volunteer Canada

C.4 Other Literature

- *Analysis and Dissemination of the National Survey of Giving, Volunteering, and participating (NSGVP) Results: Promoting Immigrant and Visible Minority Participation in the Voluntary Sector Issues of Inclusiveness: Economic Analysis of Charitable Donations and Volunteering Among Immigrants and Visible Minorities in Canada*, Felicitas Katepa Mupondwa, Mercy Arinze, Hilda Mooleki, Nalikando Njekwa Nachilobe, August 2003
 - *ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector*, Home Office, 2004
 - *ChangeUp: Capacity Building and Infrastructure Framework for the Voluntary and Community Sector*, Final Regulatory Impact Assessment, June 2004
 - *Emerging Areas of Volunteering*, Jeffrey L. Brundney editor, ARNOVA Occasional Paper Series, Volume 1, Number 2, 2005
-

- *Faith-Based and Community Initiative: Improvements in Monitoring Grantees and Measuring Performance Could Enhance Accountability*, June 2006, United States Government Accountability Office, Report GAO-06-616
 - *Giving Australia: Research on Philanthropy in Australia*, October 2005
 - *Global Civil Society: Dimensions of the Nonprofit Sector*, Volume Two (Bloomfield, CT: Kumarian Press, 2004)
 - *Strategies for Boosting Volunteerism in Canada*, Marlene Deboisbriand, *The Philanthropist*, Volume 20, No 1, pages 23-36
 - *The Canadian Non-Profit and Voluntary Sector in Comparative Perspective*, Michael H. Hall, Cathy W. Barr, M. Easwaramoorthy, S. Wojciech Sokolowski, Lester M. Salamon, Imagine Canada 2005
 - *The Intersection of Governance and Citizenship in Canada: Not Quite the Third Way*, Susan D. Phillips, *IRPP Policy Matters*, Vol. 7, no. 4, August 2006
 - *The Resilient Sector: The State of Nonprofit America*, Lester M. Salamon, Brookings Institution Press, 2003
 - *Strengthening Partnerships: Next Steps for Compact—The Relationship between the Government and the Voluntary and Community Sector*, A consultation document, Home Office, March 2005 (also available in PDF from www.activecommunities.homeoffice.gov.uk)
 - *Towards a new partnership for community building: A report from the Private/Voluntary Sector Forum*, Imagine Canada, Public Policy Forum, Conference Board of Canada, 2004
 - *Volunteer Zone Bénévoles*, Final Report, Volunteer Canada, 2005
 - *White House Office of Faith-Based and Community Initiatives*, website: www.whitehouse.gov/government/fbci/president-initiative.html
-

Annex D: Key Informants

Institution	Name of Interviewee
Altruvest	
Bedeque Bay Environmental Management Association	
Canadian Heritage	Teresa Pires, Director, Community Participation Program Don McRae, Manager, Policy and Research, PCH
Carleton University, School of Public Policy & Administration	
Community Services Council, Newfoundland & Labrador	
Hamilton Roundtable on Poverty Reduction	
Human Resources and Social Development Canada	Marilyn Collins, Senior Evaluation Analyst, Internal Audit & Risk Management Services, Previously with Non-Profit & Voluntary Sector Affairs Division Andrew Bell, A/Manager, Non-Profit & Voluntary Sector Affairs Division
Imagine Canada	
Local Network—British Columbia	
Local Network—Manitoba	
Local Network—Northwest Territories	
Local Network—Ontario	
Local Network—Quebec	
NNVIO	
Northern Recreation Coordinating Committee (Saskatchewan)	
Government of the Northwest Territories, Municipal and Community Affairs	
Ontario Citizenship & Immigration, Voluntary Sector Relations Unit	
Social Planning Council of Winnipeg	
Vancouver Aquarium	
Volunteer Calgary	
Volunteer Canada	
Volunteer Centre of Southeastern New Brunswick	

Annex E: Case Study Participants

Framework Foundation, Toronto, Ontario

Heartwood Centre for Community Youth Development, Halifax, Nova Scotia

Recreation Nova Scotia and Community Links (co-hosts of CVI Nova Scotia), Halifax, Nova Scotia

Réseau de l'action bénévole du Québec, Montréal, Québec

West Broadway Development Corporation, Winnipeg, Manitoba

Volunteer Alberta, Edmonton, Alberta

Annex F: Provincial Voluntary Sector Initiatives

Jurisdiction	Year	Initiative	Particulars
NWT	2005	Declaration on Volunteering	Formally acknowledges the contribution of volunteers and the government commitment to them
		http://www.volunteernwt.ca/home/documents/declarationposter_english1.pdf	
	2005	Volunteer Support Initiative	Has four goals: supporting volunteerism; building capacity; strengthening relationships; and connecting NWT and federal initiatives that support the voluntary sector
		<ul style="list-style-type: none"> Volunteer Support Initiative 2005-2008 Action Plan. http://www.volunteernwt.ca/home/docs/2005%20%20Volunteer%20Support%20Initiative.pdf http://www.volunteernwt.ca/home/documents/VSIActionPlan.pdf	
British Columbia	2005	Literacy Now	A five million dollar initiative to support community-based literacy programs, working closely with volunteer and non-profit orgs.
		B.C. Legislative Assembly - http://www.legis.gov.bc.ca/38th1st/4-8-38-1.htm	
	2004	BC 2010 Legacies Now	A not-for-profit society created by the Province of British Columbia and the Vancouver 2010 Bid Corporation to prepare to host the 2010 Olympics and Paralympic Winter Games with initiatives for sport, music, arts, culture, literacy and volunteerism.(www.2010LegaciesNow.com)
		<ul style="list-style-type: none"> Volunteers Now –to help communities build capacity and increase participation VolWeb.ca - a web-based registration system for organizations to find team of volunteers for their event http://www.legis.gov.bc.ca/37th5th/4-8-37-5.htm http://www.volunteer.ca/volunteercanada/evolution/march06/general-english.html	
Alberta (Community Development, Parks and Protected Areas Division)	2006	VITALIZE 2006 - 18th Provincial Voluntary Sector Conference, Edmonton.	A cost effective value-added conference to address the developmental and educational needs of voluntary sector: board members, volunteer managers, treasurers, fundraisers, grassroots volunteers, committee members and heads, from government, non-profit and private sectors. Over 1,100 delegates and 150 municipalities anticipated.
		<ul style="list-style-type: none"> Vitalize 2006 Program Guide http://www.cd.gov.ab.ca/all_about_us/commissions/wildrose/vitalize/index.asp	
	1999	Youth Leadership Development and the Youth Leadership Symposium	Provides opportunities for youth to develop their volunteer leadership skills
		http://www.cd.gov.ab.ca/building_communities/volunteer_community/programs/youth_programs/index.asp	
	2005	Volunteer Steward Program	Contribute to the management and preservation of Alberta's natural landscapes and ecosystems, learn new skills, and work with others with same interests.
		<ul style="list-style-type: none"> VS Handbook Annual Volunteer Conference - training, field trips, a recognition dinner, social events, networking http://www.pao.gov.ab.ca/jobs/students/network/volunteer-opportunities.htm http://www.cd.gov.ab.ca/involved/parks/volunteer/stewardhandbook.pdf	

Jurisdiction	Year	Initiative	Particulars
(Minister of Community Development)	1985	Wild Rose Foundation <ul style="list-style-type: none"> • Board Development Program • Corporate Volunteer Award of Excellence • International Development Program • International Volunteer Exchange Program • Partnership Kit • Quarterly Grants Program • Stars of Alberta Volunteer Awards/Volunteer Wall of Fame • Vitalize Provincial Voluntary Sector Conference • Vitalize Youth/Mentor Program • Voluntary Sector Advancement Program • Volunteer Week In Alberta • Wild Rose Foundation Board Members • Wild Rose Foundation Logos • Youth Initiatives Limited Grant Program 	A lottery funded agency that provides funding to nonprofit/voluntary sector organizations and fosters or promotes the use of volunteers and assists volunteers and those who use them.
		http://www.cd.gov.ab.ca/all_about_us/commissions/wild_rose/index.asp	
Saskatchewan (Culture, Youth & Recreation)	2002	Premier's Voluntary Sector Initiative - Reflecting our Strength	A Framework for Partnership between the Government of Saskatchewan and Saskatchewan's Voluntary Sector
	2005	<ul style="list-style-type: none"> • first annual Premier's Voluntary Sector Initiative Forum 	- For voluntary sector leaders and government officials to exchange ideas on how to improve working relationships
		www.cyr.gov.sk.ca/voluntary_sector_initiative.html http://www.gov.sk.ca/newsrel/releases/2005/04/18-320.html	
Ontario Ministry of Citizenship and Immigration – Volunteerism		<ul style="list-style-type: none"> • Making the Net Work in the Voluntary Sector¹ • Good Neighbours² • Public Relations Tool Kit³ • Ontario Trillium Foundation⁴ <ul style="list-style-type: none"> • Ontario's Charity Casino • Ontario Screening Initiative <ul style="list-style-type: none"> • OSI publications and resources⁵ • Secondary School Community Involvement Program⁶ <ul style="list-style-type: none"> • gateway to resources⁷ 	<ul style="list-style-type: none"> - Tools, resources and best practices briefs to help Ontario voluntary organizations use Internet technology. From 60+ voluntary sector Internet projects from 1999 to 2005. - To promote informal volunteerism and safe communities - To increase awareness of what you do and why. - A Ministry of Culture agency, receives \$100 million government funding annually through Ontario's charity casino initiative. Awards grants to fund projects in: Arts & Culture, Environment, Human & Social Services, and Sports & Recreation. - Contributed \$1.3 million for three year pilot to promote safe, effective volunteer action through Ministry of Citizenship, Volunteerism Initiatives - Forty hours of community involvement required to graduate from Ontario secondary schools - On short term student volunteering

Jurisdiction	Year	Initiative	Particulars
		<ul style="list-style-type: none"> Not for-Profit Incorporators Handbook⁸ Rural Development Handbook⁹ WorkSmartOntario¹⁰ 	<ul style="list-style-type: none"> Simplified process to apply for incorporation and charitable status Over 50 Effective Organizations & Rural Development Fact Sheets website with workplace health and safety and employment standards and information to help youth volunteers, parents of volunteers and sponsoring organizations provide a healthy and safe volunteering environment.
		http://www.citizenship.gov.on.ca/english/citdiv/voluntar/index.html 1. http://www.citizenship.gov.on.ca/english/citdiv/voluntar/vao-tools.htm 2. http://www.citizenship.gov.on.ca/english/citdiv/voluntar/good.htm 3. http://www.citizenship.gov.on.ca/english/citdiv/voluntar/prkit.htm 4. http://www.trilliumfoundation.org/ 5. http://www.volunteer.ca/volcan/eng/content/screening/ontario-init.php?display=4,0%20 6. http://www.citizenship.gov.on.ca/english/citdiv/voluntar/involve.htm 7. http://www.osca.ca/involve.htm 8. http://www.attorneygeneral.jus.gov.on.ca/english/family/pgt/nfpinc/ 9. http://www.omafra.gov.on.ca/moved/staticpage.html 10. http://www.worksmartontario.gov.on.ca/scripts/default.asp?lang=en&contentID=&mcategory=	
Quebec (Canada Revenue Agency and Revenue Quebec)	2006	Youth Program	
		http://www.premier.gouv.qc.ca/secteur/services_citoyens/services_jeunesse_en.html	
	2006	The Volunteer Program	To help people complete the tax returns who can't use professionals. Recruit volunteers through associations, community groups and non profit organizations. Help over 150,000 at tax time.
		http://www.revenu.gouv.qc.ca/documents/eng/publications/com/com-301-v(2005-08).pdf	
New Brunswick (Jeunesse Restigouche Youth)	2006	Youth Services Partnership: Volunteer Program – Rewards for hours worked	To increase young people's appreciation of volunteering and of the benefits of volunteering as a form of work experience
		<ul style="list-style-type: none"> 40 hours - certificate, T-shirt, and a prize-drawing event. 100 hours - a knapsack, the chance to participate in a prize draw, and an invitation to the prize-drawing event. 	
		http://www.gnb.ca/0017/Youth/YSP/2005-2006-e.pdf	
P.E.I. (Department of Education and the Department of	2006	Community Service Bursary Program	<ul style="list-style-type: none"> bursary for volunteer work performed in the community by Grades 11 and 12 island students who plan to attend post-secondary education to - encourage volunteerism, support volunteer organizations and encourage assist young people to achieve educational goals

Jurisdiction	Year	Initiative	Particulars
Development and Technology)		http://www.gov.pe.ca/educ/index.php3?number=75652	

Annex G: Provincial Volunteer Recognition Events and Awards

Jurisdiction	Year	Award	Source
Yukon	since 1977	Yukon Commissioners Award for Public Service	http://www.gov.yk.ca/commissioner/awards.html
Alberta (funded by Wild Rose Foundation)	since 2005	<ul style="list-style-type: none"> Corporate Volunteer Awards Of Excellence at gala evening 	http://www.cd.gov.ab.ca/all_about_us/commissions/wild_rose/corporatevolunteer/index.asp
	since 2000	<ul style="list-style-type: none"> - Two small, medium, and large business 	
	since 2001	<ul style="list-style-type: none"> Stars of Alberta Volunteer Awards – Two youth, adults, and seniors Volunteer Wall of Fame 	http://www.cd.gov.ab.ca/building_communities/volunteer_community/programs/stars/index.asp
Saskatchewan	since 1995	<ul style="list-style-type: none"> Saskatchewan Volunteer Medal 	http://www.gr.gov.sk.ca/protocol/Honours/SVM.htm
	2001	<ul style="list-style-type: none"> International year of Volunteers special program 	
	since 2001	<ul style="list-style-type: none"> Saskatchewan Volunteer Pin 	
Manitoba	2007	<ul style="list-style-type: none"> 24th Volunteer Awards Dinner for Volunteer Week –hosted by Volunteer Manitoba 	http://www.volunteermanitoba.mb.ca/newsite/volunteer_awards.htm
	2006	<ul style="list-style-type: none"> 23 Manitoba premiers service awards - individual, youth, community group 	
	since 2001	<ul style="list-style-type: none"> Lieutenant Governor's Make a Difference Community Awards and the Lieutenant Governor's Vice Regal Volunteer Award 	http://www.lg.gov.mb.ca/activities/speeches/marapr-2006/volunteer.html
Ontario (Ministry of Citizenship and Immigration – Volunteerism)	2006	<ul style="list-style-type: none"> Volunteer Service Awards, for continuous years of service, 	http://www.citizenship.gov.on.ca/english/citdiv/honours/vsa/vsa.htm
	since 1996	<ul style="list-style-type: none"> Outstanding Achievement Awards, 20 medals 	
	since 1999	<ul style="list-style-type: none"> Ontario Medal for Young Volunteers 10 medals youth 15-24 	http://www.citizenship.gov.on.ca/english/citdiv/honours/good_cit/gca.htm
	1996-01	<ul style="list-style-type: none"> Ontario Medal for Good Citizen ship 	http://www.citizenship.gov.on.ca/english/citdiv/honours/vhof/vhof.htm
	since 2001	<ul style="list-style-type: none"> Ontario Hall of Fame 	

Jurisdiction	Year	Award	Source
New Brunswick	since 2001	<ul style="list-style-type: none"> Family and Community Volunteer Awards (NBFCVA) (youth, adult, senior and organization) 	http://app.infoaa.7700.gnb.ca/gnb/Pub/EServices/ListServiceDetails.asp?ServiceID1=14596&ReportType1=All
	-	<ul style="list-style-type: none"> Lieutenant Governor's Award for Youth in Action, Youth in Motion 	http://app.infoaa.7700.gnb.ca/gnb/Pub/EServices/ListServiceDetails.asp?ServiceID1=14096&ReportType1=All
	-	<ul style="list-style-type: none"> - Two (male/female) in each county Youth Volunteer Award for 100 hours volunteer service 	http://www.ted-fde.gnb.ca/onthemove/volunteer.htm
Nova Scotia	2006	32nd Annual Provincial Volunteer Awards Ceremony and Diner (Lieutenant Governor and Premier of Nova Scotia honour 68 volunteers). <ul style="list-style-type: none"> Representative Volunteer Award Model Volunteer Community Award Youth Volunteer of the Year Building Healthier Futures Corporate Award Volunteer Family Award 	http://www.recreationns.ns.ca/volunteerawards
		available on line: <ul style="list-style-type: none"> 2006 Media Kit - includes award citations for 68 recipients 2006 Nomination Forms (also at the RNS office.) Volunteer Recognition Items and Gifts Brochure 2005 Awards Photo Gallery Volunteer Awards Press Kit - detailed bios on the award, logos and other 	http://www.recreationns.ns.ca/volunteerawards
P.E.I. (Dept. of Community and Cultural Affairs)	2003	<ul style="list-style-type: none"> Volunteer Recognition Awards - seven recipients 	http://www.assembly.pe.ca/sittings/2003spring/hansard/2003-04-25-hansard.pdf
	2001	<ul style="list-style-type: none"> Volunteers recognized during radio broadcasts - with 630 CFCY, CHTN and Magic 93 20,000 certificates of recognition 	
Newfoundland & Labrador	2001	<ul style="list-style-type: none"> Newfoundland and Labrador Volunteer Medal 	http://www.releases.gov.nl.ca/releases/2001/exec/1127n04.htm