

The
Calgary Corporate Volunteer
Council
A Community Development Model



CALGARY CORPORATE
VOLUNTEER
COUNCIL®

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Canadian Heritage

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INTRODUCTION

The Calgary Corporate Volunteer Council (CCVC) is an example of how business, employees, and the community can work together to create positive change.

When we began our Council, it was based on the model that has proven to be very effective in the United States. Contacts with the Points of Light Foundation provided us with basic information on how to set up a corporate council. Conversations with the Corporate Council of Metropolitan Toronto and Volunteer Centres in Vancouver and Montreal provided a Canadian perspective on the concept of employee volunteerism.

Each community is different. In our case, we conceptualized a vision of a corporate council which would be self-sustaining. We also wanted to specifically target and recruit individuals who could do the work necessary to set up and run an employee volunteer program. Most of these individuals were from community relations or public affairs departments within local businesses and were typically responsible for the corporate donations budgets of their respective companies. In many companies, volunteer efforts are also connected to these departments. In effect, by recruiting the individuals we did, we managed to connect with both the financial and the leadership elements needed to get a corporate council off the ground.

With a staff consultant and adequate financial resources, the work of the CCVC has progressed quite quickly. The consultant provides focused support and develops materials for the membership. The business meetings the Council originally held, have been replaced by a series of workshops on topics related to professional development. The Council has created a forum for discussion and discovery as our business and nonprofit members enter into conversations about how they might work together in untraditional ways.

It is hoped that the information in this publication will support other communities in the development of corporate volunteer councils.

History Of The Calgary Corporate Volunteer Council

In 1991, nine companies together with the Volunteer Centre of Calgary founded the Calgary Corporate Volunteer Council (CCVC). These companies had a vision of being leaders in corporate volunteerism and committed \$2,000 per year for three years to pilot the idea of a corporate council in Calgary. The Kahanoff Foundation matched this amount with a grant.

Founding Members of the Calgary Corporate Volunteer Council

AGT Limited
Alberta Energy Company Ltd.
Amoco Canada Petroleum Company Limited
Canadian Pacific Limited
Chevron Canada Resources
Esso Resources Canada Limited
Norcen Energy Resources Limited
Nova Corporation Of Alberta
Shell Canada Limited
Volunteer Centre Of Calgary

The founding members wanted to explore and to then create a completely different kind of philanthropy. Their guiding philosophy was a commitment to involving businesses, nonprofit agencies, and employees in a dramatically different kind of relationship — one that enabled participation by each of these groups in finding solutions to pressing community problems in a collaborative fashion.

Early work consisted of range of discussions aimed at creating a common understanding of corporate volunteerism and employee volunteerism. By testing ideas and involving cross-sections of our community in shared discussions, the CCVC members moved towards supporting the individual needs and interests of its members. With the help of a consultant, members developed program components unique to their corporate and agency environments.

Originally, membership in the CCVC was restricted to local businesses. In 1993, however, membership criteria was expanded to include nonprofit and government agencies or associations. This change has brought all stakeholders in employee and corporate volunteerism to the same table to develop strategies for working together.

Current activities emphasize meaningful partnerships between nonprofit agencies and corporations. Besides direct consulting work, the CCVC staff consultant facilitates a range of learning opportunities and development activities for specific employee volunteer programs. This includes preparatory interviews between corporations and agencies looking to partner.

Development Of The Charter

Most of 1990 was spent creating the vision and purpose statements that evolved to become the CCVC Charter. The Charter in its entirety can be found Appendix I (see page 22).

The Charter serves as a reference document for Council members. It provides basic information on:

- the functions of the CCVC;
- the structure of the CCVC;
- the relationship between the CCVC and the Volunteer Centre of Calgary; and,
- services and resources to be provided by the CCVC to its membership.

The discussions that led to the development of the Charter were very important. They helped the founding members come to a consensus about the values and vision that have since guided their work on the Council. Over the year that it took to create their charter, members explored individual perspectives on corporate philanthropy, volunteerism and community development, as well as their own needs and expectations. By having these discussions early in the formation of a corporate council we created lasting relationships that became critical to our working together effectively.

As new members have joined our Council, we have revisited and modified the role of the CCVC in the community building on the work of the founding members. The strength of the original vision continues, serving to motivate and to inspire the work of the Council and its members.

"Volunteerism is going to become increasingly important as governments reduce funding. Organizations like the CCVC are key to helping match companies like ours and our employees to organizations needing help. With the assistance of the Council we will work to establish a long term corporate volunteer and donations policy that will benefit both the employees and the company."

Brett Berg, Manager information Systems, Flint Canada Inc.

THE COUNCIL'S OPERATIONS

The CCVC has a complex role to play in the building of community. Very little practical information exists to guide the catalytic role that our Council has in creating new connections between the various sectors of our community.

The Math Behind What We Do

Typically, the relationship between the business and nonprofit sectors has only involved requests for cash donations or donations of services — a one way exchange that frankly benefits the nonprofit agency but offers little in the way of real benefit to the business. We characterize this traditional relationship as “1 + 1 = 1.” This kind of relationship benefits only one of the organizations.

A less common but evolving form of business/nonprofit relationship is the mutually beneficial partnership. In other words, “1 + 1 = 2.” Both organizations benefit and the partnership, whether long or short term, is satisfactory to each participant. This kind of relationship based on reciprocal exchange has become an expectation by some businesses and some nonprofit agencies.

The CCVC is working to create deeply meaningful relationships that see benefits extending far beyond the working relationship of a nonprofit agency and a business. We characterize these partnerships as “1 + 1 = 3” because the partnership creates value that exceeds what each organization put into it and expects from it. A synergy develops that creates remarkable benefits for each partner. The processes used by the CCVC have evolved to create a level of preparedness in employees, in businesses, and in community agencies supporting the growth of these kinds of powerful partnerships.

The Council's Roles

The processes we have used have been sensitive to emerging issues, changes in the business and nonprofit sectors of our community, and the experiences and skills of the CCVC members. In our experience, each company, nonprofit agency and community issue calls for a different approach. We work hard to build upon our collective experiences whenever we undertake a new project. Nevertheless, the diversity of organizational cultures and their individual internal priorities, has meant that many different kinds of roles have been taken to advance employee volunteer programs. Most of these roles have been filled by the CCVC's staff person dedicated to the Council's operations and service requirements. The Council itself, however, has also played a critical role.

The CCVC, as a collection of nonprofit agencies and businesses, has been a safe forum for learning through frank and open discussion. With the focus of the CCVC being the promotion and development of employee and corporate volunteerism, members have an opportunity to engage in conversations with their counterparts in another sector of our community. The opportunity for dialogue to occur between individuals representing organizations committed to volunteerism did not exist in Calgary prior to the formation of the Calgary Corporate Volunteer Council. In

Calgary, then, the CCVC plays the role of community facilitator for meetings of key representatives from the business and nonprofit sectors.

The CCVC as an entity also plays the role of investor in our community. By combining resources — time, human, service, financial, knowledge— we have leveraged two major projects and underwritten the costs of an ongoing volunteer management certification program. Specific investments are:

- **Great Paint Exchange** — Working in partnership with Clean Calgary, a local nonprofit, the CCVC members pooled over 200 volunteers and some financial resources to recycle 40,000 cans of paint. This event launched the CCVC, mobilized employee volunteer groups inside of the participating corporations, and had enormous environmental benefits.
- **Mountain Bike Relay** — With William Roper Hull Child and Family Services and Wood's Homes, the CCVC sponsored a corporate challenge and provided volunteers to stage the event. Monies raised go towards programs to help two nonprofit agencies serving youth at risk — the key focus area of the CCVC.
- **Introduction to Volunteer Management Certificate Course** — This three and a half day entry level course in volunteer management was developed by the Volunteer Centre of Winnipeg and brought to Calgary by the CCVC. This course runs twice per year and trains over 70 new and experienced volunteer administrators per year in the fundamentals of volunteer management. Designed to be delivered in modules, the course covers such topics as: trends and issues in volunteerism, planning, job design, marketing and recruitment, interviewing, orientation and training, communication skills, problem solving, time management, performance evaluation, and recognition. The IVM has been reviewed by corporate participants to ensure applicability of the course to corporate volunteer programs.

Roles the Staff Consultant Takes

The roles of the CCVC staff consultant have been varied. Since the beginning, the expectation has been that the staff consultant would be able to provide support both to individual members and to the group as a whole. Primary roles have included:

- **Facilitator** — guiding and encouraging open and frank discussions in large and small group formats; documenting process and supporting explorations during the development of an employee or corporate volunteer program.
- **Coach** — providing “process consulting” to the CCVC or to individual members to reach any of the following goals:
 - ⇒ enhancement of philanthropic activities through policy development, diversification of philanthropic vehicles (e.g., going beyond money towards donations of corporate expertise), issue identification for focused giving;

- ⇒ development of specific program components by an internal team such as communications materials, surveys, project selection and, volunteer management strategies;
 - ⇒ encouraging global marketing of philanthropic activities based on social marketing principles.
- **Advocate** — promoting and championing the employee or corporate volunteerism movement within the company, nonprofit agency, community, and beyond.
 - **Consultant** — providing issue or topic related consultations on emerging issues; providing advise to troubleshoot difficulties and tools to build on opportunities.
 - **Ally** — working closely beside a CCVC member and non-members to champion the values of volunteerism in a specific company or agency when resistance is encountered.
 - **Archivist** — collecting, collating and disseminating information on employee volunteerism and corporate volunteerism, program models, project ideas, trends and issues in philanthropy, and the documentation of the evolution of the CCVC and its impact in our community. (Our library of programs and information related to employee volunteerism has close to 800 resources.)
 - **Broker** — recruiting and referring employee volunteers to community agencies and collecting examples of group projects from agencies to share with employee volunteer programs.

Maintaining Focus

In order to focus the activities of the CCVC, the Council adopted “youth at risk” as a key issue area. By focusing CCVC activities on an issue, we could consolidate many different corporate activities under a consistent umbrella and thus enhances our ability to market the Council to local media.

To understand what “youth at risk” meant in our community, a focus group was held with senior managers of agencies working with youth and delivering youth programming. The results of the focus group can be found in Appendix III. Representatives from a cross-section of agencies provided helpful insights which guided the Council’s understanding of the issue.

Two themes emerged. First, the CCVC could become involved in preventative activities or, second, it could become involved in activities which provided immediate assistance to youth. It appeared from the focus groups also, that a much broader group of youth was at risk than was initially perceived. Drop out rates, youth crime, family break-up, unemployment, hopelessness, and other factors were affecting more youth every year.

While we have been working within the youth at risk focus area for a relatively short period of time, individual members have already delivered programs directly benefiting youth. Some examples include:

- the creation of Calgary's only career development centre in a high needs school that works with every student for three years to improve their understanding of the workplace and grow the competencies necessary to compete for jobs.
- supporting the Calgary Achievement Centre For Youth - a "one stop shopping" service centre for street youth with services provided by the public and separate school boards, Wood's Homes, The YMCA, and The City of Calgary Social Services Department.
- participating in fundraising activities for youth serving agencies.
- numerous educational opportunities including Junior Achievement, work experience programs, programs for young women profiling professional careers, school partnerships, and mentoring programs.

Two members of the CCVC , Wood's Homes and William Roper Hull Child and Family Services, work with high risk youth and families. These agencies are an invaluable resource to business members who benefit from face to face discussions and suggestions made by these agencies who work with youth on a daily basis.

The Bottom Line

Without financial resources the CCVC would simply be unable to provide the range of services that it currently does. We began with each of the nine founding corporate members pledging \$6,000 over three years, matched by a grant from the Kahanoff Foundation. By developing revenue generating components, the monies were stretched to support a fourth year.

Currently, the CCVC is nearly self-sustaining based on membership fees and revenue generating services. Support from the Volunteer Centre of Calgary has been invaluable. As the central resource for volunteerism in our community, the Volunteer Centre of Calgary provides the CCVC with office space and computers, access to other related services, information on volunteer trends and issues, accounting services, and a direct connection to Calgary's nonprofit sector.

The following tables show the revenue and expenses associated with the CCVC. The figures which follow represent actual revenues and expenses for the 1994 calendar year.

TABLE 1 — CCVC REVENUE

1994 Revenue	
Donations	
• Canadian Pacific Limited Charitable Foundation	1,000
• Imperial Oil Limited Charitable Foundation	2,000
• Other donations	1,300
Contract Revenue	5,000
Membership Fees	
• 7 Full	14,000
• 6 Associate	3,000
Interest and Other	300
Workshop Fees	
• Introduction to Volunteer Management Certificate Course	8,400
• Calgary Institute	2,000
Carry over from previous year	13,000
TOTAL	50,000

TABLE 2 — CCVC EXPENSES

1994 Expenses	
Salaries and Benefits	28,900
Program Materials Development	2,000
• Publication of Resources	500
Promotion and Publicity	1,000
Office Supplies	250
Training and Development	
• Conferences	2,000
• Workshops/Symposia	1,000
Postage and Courier	1,150
CCVC Meetings and Workshops	5,800
Telephone	100
GST Expenses	200
Travel Mileage and Parking	500
Library	1,600
Administrative Fees	
• rent	1,740
• insurance	270
• phone	120
• fax	40
• computer network	250
• photocopier	282
• audit	420
• book keeper	324
• administrative supervision	1,554
TOTALS	50,000

MARKETING THE CONCEPT

One of the corner stones to the success of the CCVC is the ongoing promotion of its activities. We make every effort to market:

- the services we offer,
- the impact our members and the Council as a whole are having in our community, and
- employee and corporate volunteer programs as they develop and unfold.

Our logo, as seen on the front cover, has great visual impact and is gaining recognition in all sectors of our community. The CCVC logo incorporates the logo representing volunteerism in Alberta as designed and copyrighted by the Volunteer Centre of Calgary and the Volunteer Centre of Edmonton. The CCVC logo appears on all CCVC promotional materials, sponsored events and workshops.

A video was produced as a targeted marketing tool for a corporate audience. Well known public figures including the Mayor of Calgary energetically discuss the benefits of corporate volunteerism and the impact that the CCVC has in the community. Involvement of the Mayor, a well respected CEO of Alberta Energy Company Ltd., the Executive Director of the Volunteer Centre of Calgary, and employees involved in an employee volunteer program, bring the message home — belonging to the CCVC makes good business sense.

Our annual reports were modeled on the excellent work of the Corporate Volunteerism Council in Minneapolis. A short description of the year's activities by company details the impact that employee volunteerism has had in our community. We distribute this document widely to potential allies and partners across North America.

Value for Money

Marketing means that there must be something valuable that we are asking businesses and nonprofit agencies to purchase. Examples from across Canada and the United States have shown that companies or agencies are interested in supporting impactful actions rather than concepts. Recognizing this, the CCVC employed a staff consultant to deliver meaningful programs and services for the membership. Fees for these services were purposely set much lower than private sector rates. The \$2,000 charge for a Full Membership or \$500 for an Associate Members realistically covers the cost of providing basic services to members. Additional services are also available and provided at a rate of \$50 per hour. Non-members pay \$50 per hour for all services.

As part of our marketing strategy we show the value of our services by comparing them with the very real internal costs that a company would incur if they wanted to do the work on their own.

Table 3 details the savings that the CCVC is able to realize for a company should they decide to join as a member. The information in Table 3 indicates the kind of financial and time commitments a company could be expected to make if it wanted to create

an employee volunteer program on its own. Compared to that, membership in the CCVC is an excellent value, and makes good sense to interested companies. The figures show that for the cost of a membership, a company could gain hundreds of thousands of dollars of value.

"With the continued decrease in funding to nonprofits the alliance and partnership with corporations is critical. The CCVC provides a "non-threatening" environment to forge the alliances. The CCVC has taken an active role in bringing the two sectors together to the benefit of all Calgarians."

***Cheryl Gillund, Coordinator of Volunteers,
Developmental Disabilities Resource Centre of Calgary.***

"As a new member to the CCVC, I have found the exchange of ideas and perceptions between the corporations and nonprofit organizations highly beneficial, providing both the profit and nonprofit organizations with exciting new ideas. It is through the workshops and resource materials that the CCVC can help corporations and nonprofits work together in valued-added community partnerships."

***Colleen Hood, Manager, Community and Member
Relations, First Calgary Savings & Credit Union.***

TABLE 3 — SAMPLE OF THE HOW THE CCVC SHOWS COST COMPARISONS

Service Provided by the CCVC	Usual time taken to complete	What would the cost in staff time or for consultants be?*	What are CCVC materials worth?
Volunteer Centre Newsletter	N/A	N/A	\$20
Weekly volunteer opportunities circular	N/A	N/A	\$100/year
Policy Development			
• whole program	4 wk.	\$4K - 20K	
• release time only	1 wk.	\$1K - 5K	
• employee grants	1 wk.	\$1K - 5K	
• insurance	2 days	\$400 - 1K	
Research			
• priority community needs	4 wk.	\$4K - 20K	
• social marketing initiatives	3 wk.	\$3K - 15K	
• employee wellness initiatives	3 wk.	\$3K - 15K	
• library	N/A	N/A	\$6K
Program Development			
• agency fair	2 wk.	\$2K - 10K	
• Project facilitation	2 wk.	\$2K - 10K	
Marketing — City-wide newspaper	N/A	N/A	3 @ 100K**
Professional Development			
• 10 sessions 1.5 hr. each	10 half days	\$1K - 5K	\$1K
• 1 day symposium	1 day	\$200 - 1K	\$1K
TOTAL	20 weeks	\$21K - 107K	\$308K

The CCVC adds real value to your company by providing real service!

FULL MEMBERSHIP \$2,000 ASSOCIATE MEMBERSHIP \$500

* NOTE Staff time taken at \$48K per year and the consultant costs at \$1,000/day

** The value of such feature articles as given by Dr. Jane Fulton, Economist

SERVICES PROVIDED TO THE MEMBERS

At the heart of the mandate of the CCVC are the services we provide to enable corporations, nonprofit agencies, the municipal government, and employees to participate in voluntary activities in our community. Each company or agency makes use of these services in a way which fits with its own internal situation. The table below indicates the range and availability of services to our membership. Consultations and presentations outside of the membership are contracted at a rate of \$50 per hour, though we have negotiated package prices for certain kinds of services.

TABLE 4 — SERVICES AND RESOURCES PROVIDED TO THE MEMBERS

Service	Full Member \$2,000 corporations only	Associate Member \$500 corporations and nonprofit agencies	Non—Member
Professional Development Series — 9 monthly, issue specific workshops	Included	Included	Not available
Consultant time to design elements of an employee or corporate volunteer program	50 hours	10 hours	\$50/hour
Awareness/Recruitment Fair — Agency Coordination	Included	Negotiated fee	Negotiated fee
— Specialized Coordination	Negotiated fee	Negotiated fee	Negotiated fee
Employee Presentations	Included	Negotiated fee	\$50/hour
Volunteer Centre Newsletter	Included	Included	\$20/year
Weekly Listing Of Volunteer Opportunities	Included	Included	\$100/year
CCVC Produced Resource Materials	Up to 5 copies	One copy	Retail Price (\$5-\$50)
Promotion of activity	Included	Included	Not Available
Library	Included	Included	\$5/year
Institute/Symposium	Reduced fee	Reduced fee	Full fee
Facilltate Gifts—In-Kind donations to community agencies	Administrative fee	Administrative fee	Administrative fee
Specialized Services	Negotiated fee	Negotiated fee	Negotiated fee

Professional Development Program

Other than direct consulting services, the key service that our members receive is a series of professional development workshops. These workshops replaced a "business meeting" which used to occur on a monthly basis. At the end of 1993, members indicated that they did not find these meetings valuable and suggested that a smaller executive committee take on the responsibilities of running the CCVC.

Beginning in 1994, the CCVC began to offer noon hour workshops that have become casually known as "The Nooners." Topics and issues for these sessions came from the members themselves and the program is modified as needed. Occasionally, a smaller group wants to continue the work begun in one of these sessions. At an agreed upon time, a follow-up session is planned for that small group and the work is continued. Individual consultations that emerge as a result of the workshop are encouraged for those members who require specific kinds of support.

Below are a list of topics that we have delivered as workshops to the membership of the CCVC. A set of handouts and sometimes, worksheets are produced for each meeting and distributed to all members (including those unable to attend). We have made these handouts and worksheets available to other corporate volunteer councils for a nominal fee.

- ***Mission Statements for Employee/Corporate Volunteer Programs.*** Facilitated by Colleen Kelly, Source International Inc., this session linked the activities of the employee volunteer program to the mission and business objectives of the company.
- ***Employee Volunteerism — Making the Links to Human Resources.*** Facilitated by Milena Meneghetti, CHRP, this session developed the commonalties between human resources functions and outcomes from employee volunteerism. Members came with a human resources professional from their company.
- ***How To Build Management Commitment For An Employee Volunteer Program.*** This session explored valued processes with the member's company and developed links between those processes and an employee volunteer program.
- ***Developing a Retiree Program.*** Bette Fenton, Executive Vice-President of the National Retiree Volunteer Coalition from Minneapolis, provided the membership with an overview of their programs and the potential of retiree volunteerism.
- ***Bottom-line Impacts Of Employee Volunteerism.*** This session provided statistical information from Canada, the US, and Britain showing direct business benefits from an employee/corporate volunteer program.
- ***Social Marketing Of Employee/Corporate Volunteer Programs.*** This two-part session developed a general social marketing plan for employee volunteerism within the company, agencies, and the community.

- ***Youth At Risk Involvement Opportunities For CCVC Members.*** Building on the results of a large community focus group, this session involved a presentation by a multi-agency collaboration called the Youth Achievement Centre.
- ***The Future of Philanthropy.*** Renowned futurist, Ruben Nelson, discussed evolving trends in corporate donations and employee volunteerism.
- ***Developing Policies For An Employee Volunteer Program.*** Robert Reid, from Reid and Associates, presented a unique policy development model applicable to employee and corporate volunteer programs.
- ***Corporate — Nonprofit Partnerships, Part I.*** This session explored examples of corporate and nonprofit partnerships, looking at commonalities and uniquenesses, and provided a common language base for the following sessions.
- ***Corporate — Nonprofit Partnerships, Part II.*** Facilitated by Adrian Bohach, from the Volunteer Centre of Calgary, this session was an open forum between CCVC corporate and nonprofit members to discuss elements of successful partnerships, needs, and expectations.
- ***Corporate — Nonprofit Partnerships, Part III.*** This session focused on the shared values, needs, and skills of corporate and nonprofit members necessary for meaningful partnerships.
- ***Motivating Employee Volunteers.*** This session provided CCVC members with critical information around motivating employee volunteers for such events as United Way campaigns and special events.
- ***Corporate Volunteerism — Preparing for the National Summit.*** A National Summit was held during Volunteer Week to set a national agenda and action plan for the promotion of corporate and employee volunteerism. This session provided CCVC members with an opportunity to discuss issues pertaining to the Summit.
- ***School Partnerships.*** This session explored new information on successful business—school partnerships, focusing on TQM and unique outcomes for the students, employees, and corporation. The Career Development Centre at Crescent Heights High School was profiled and alternative business approaches to education were unveiled.
- ***Advanced Marketing of Employee Volunteer Programs.*** This session explored the economics of philanthropy as a primary marketing strategy for business and nonprofit agencies.

Agency Fairs

Another major service that we provide to the corporate members of the CCVC is organizing and coordinating agency fairs. An agency fair is a special event during which the company invites several agencies to come to the company offices. Employees are encouraged to visit the agency booths to learn about volunteer opportunities in the community. Sometimes agency fairs are used to recognize those nonprofit organizations where employees already volunteer. At other times the fair is an opportunity to launch an employee or corporate volunteer program while, at the same time, showcasing a variety of possible volunteer activities.

Fairs require a great deal of coordination and planning. To date we have coordinated five large agency fairs. We have learned from experience that depending on the theme of the agency fair, a wide variety of commitments and contracts need to be secured to ensure that the event is successful. To assist with the planning of agency fairs, the CCVC has designed a planning process. Table 5 represents the most common elements we have encountered in the planning process. We use this chart as a template for producing reports and time lines. This process is expanded or contracted on computer depending on the needs expressed by the company hosting the agency fair.

Promotional posters are an important tool to raise awareness of the fair within the company. A sample of a promotional poster is reproduced below. We also encourage the use of E-mail and other in-house communications vehicles such as bulletin boards and elevator cards. Below is a sample poster we used in two agency fairs co-sponsored by AGT Limited, Petro-Canada, and TransCanada PipeLines.



Table 5 – Agency Fair Planning Template

Area	Action Needed	Person Responsibility	Completion Date	Status (complete, incomplete)
Concept	Plan			
	Document			
Facility	Booth space			
	Electrical			
	Check-in room			
	Refreshments			
	Stage			
Agencies	Choose			
	Coordinate			
Equipment	Agency needs			
	Provision - tables, chairs			
Decorations	Planning			
	Provision			
Entertainment	Book			
	Schedule			
	Confirm			
Lunch	Plan			
	Coordinate			
Program	Format			
	Speakers			
	Confirm			
Promotion	Design			
	Produce			
	Distribute			
Invitations	List			
	Invite			
	Confirm			
Activities	Plan			
	Coordinate			
Media	Plan			
	Media Kits			
	PSA's			
Floor Plan	Design			
Corporate Booths	Design			
	Staff			
Other				

ISSUES AND OPPORTUNITIES

The Calgary Corporate Volunteer Council works in between the employees, the company, and nonprofit agencies. It works with the issues encountered by each individual group and the consequences and impacts on the other groups. In this fashion, the CCVC is particularly well placed to influence and support the evolution of the new kind of philanthropy that employee and corporate volunteerism represent.

What follows are some of the issues the CCVC has encountered and is still working on. (The following information was originally published in greater detail in the *Journal of Volunteer Resources Management, Summer 1994, Volume 3.3*. Ontario Association for Volunteer Administration.)

Six Issues Facing Employee/Corporate Volunteerism

Over the next few years, corporations, communities, and employees will have to find solutions to issues that are emerging:

Issue 1 — Dealing with volunteerism as a foreign concept. Questions are being asked about the roles of volunteers in a business setting. In the public sector (e.g., hospitals and governments which have large numbers of employees and numbers of volunteers), ethical concerns about replacing paid employees with volunteers is emerging as a significant issue for managers of volunteers;

Issue 2 — Is employee/corporate volunteerism a program or a process? This issue goes to the question of fit within a company. Programs are seen as add ons and are susceptible to being cut or discontinued. Processes fit more closely with the core initiatives and values of the company. The more an employee volunteer program becomes part of the process of doing business, the more likely it is that corporate volunteerism will remain as a viable tool in community, corporate, and employee development;

Issue 3 — Emphasis on a high quality product. The focus on customer service and total quality has meant that employees, the company, and the community will be expected to track and evaluate the outcomes of a corporate volunteer program. Programs that cannot be shown to add value are not likely to survive;

Issue 4 — Clarifying the difference between “corporate volunteerism” and “employee volunteerism.” Companies and employees often have different expectations of a volunteer program. “Corporate volunteerism” generally involves activities that are carried out in the name of the company such as sponsorships. It can also involve tangible services or products that the company can give. “Employee volunteerism” generally involves the personal commitments of the people within a company who are volunteering for their own reasons on their own time. Employee volunteerism is often endorsed by companies but not necessarily enabled through such things as flex time or release time;

Issue 5 — Level of commitment between the stakeholders. The question of commitment between employees, the company, and the community is a delicate one. If only two of these stakeholders have a commitment to working together, the partnership will not thrive. All three stakeholders need to be involved in planning in order to maximize the level of commitment to the work they will be doing.

"While Petro-Canada has not been in a position to introduce a major employee volunteerism program we do have a number of volunteerism initiatives underway. While we have not utilized the services and strategy assistance the CCVC can provide to the extent that some of the other CCVC members have, we believe in the value of the CCVC and its importance in maintaining the volunteer momentum in Calgary. As currently structured, the CCVC allows companies to access assistance to the extent that they require it. For all companies like Petro-Canada, the networking and sharing of ideas and experiences appears to be the most valuable benefit the CCVC offers."

**Hazel Gillespie, National Corporate Donations Manager,
Petro-Canada**

Since those issues were originally published, we have begun to address three new issues:

Issue 6 — Changing membership. Gaining and retaining members is an ongoing challenge. There is a need to accurately identify expectations and reasons that members have for working through and with the CCVC. Each year new corporate and nonprofit realities demand a review of the services we provide. Whenever the services and other benefits of belonging to the Council are not perceived to be equal to the cost of the membership, members will choose to leave. Companies that have left the CCVC have frequently told us that within their corporate environment there was no opportunity to grow an employee volunteer program. Economic realities and business downsizing have had a significant impact on our membership both positively and negatively. A strong service schedule has been a key sales component in recruiting new members. Nonprofit members find the services and networking opportunities offered by the CCVC to be invaluable. Most nonprofits have used the information they have received to modify their volunteer and fund development programs to be more accessible to employee volunteers, and to move their agency towards being responsive to new kinds of corporate philanthropy.

Issue 7 — Loss of leaders. Many of the member companies have gone through significant restructuring processes over the past years. This has meant that individuals who were in leadership roles with respect to employee volunteer programs within their company and on the CCVC, have lost their jobs. With the loss of its leader or champion, an employee volunteer program suffers a significant set back. The CCVC, too, suffers from the loss of these individuals who can no longer motivate or act as mentors to less experienced members. The continuity of a staff person has helped bridge the loss of leadership within the CCVC but little can be done to soften the impact within corporations.

Issue 8 — Community readiness. Many community agencies are either not aware of or are not responding to the unique needs of employees and businesses. Some companies are giving employees time off at work to volunteer. Agencies have been asked to come up with volunteer opportunities that can be done in the company in two hours or less. Traditional volunteer programs are situated in the agency itself and therefore a new way of conceptualizing volunteerism needs to be adopted if agencies are to take advantage of employees as volunteers.

Opportunities Being Developed by the Council

Opportunities for expanded services and greater community impact continue to emerge as the CCVC works with increasing numbers of companies, agencies, and community leaders in Calgary and elsewhere. We see that each new opportunity could take the work of the CCVC in a different direction and are open to that possibility. It is our plan to be fully responsive to the needs of the community and the organizations which provide service and do business within it. Three significant opportunities are unfolding for the CCVC:

- ***Retiree Volunteerism.*** The National Retiree Volunteer Coalition (NRVC) began working with Amoco Canada as a result of a major initiative out of the Amoco Corporate headquarters in the US. NRVC came to Calgary and Edmonton to begin the retiree volunteer program in Amoco called "AmoCARES." Early contact between the CCVC and NRVC led to a presentation to the Council members. Canadian Airlines International Ltd. had soon contracted with NRVC to help establish retiree volunteer programs in Vancouver, Calgary and Toronto. The CCVC began working with these two corporations in a new and different way. Within a short period of time, the Volunteer Centre of Calgary entered into negotiations to secure an agreement with NRVC to deliver its curriculum to Canadian companies.
- ***United Way Campaign Support.*** A corporate United Way Campaign is a large event requiring dozens of volunteers in multiple roles. The CCVC's modularized Introduction to Volunteer Management Certificate Course (IVM), could be a valuable tool to both the United Way and companies with large internal campaigns. Discussions have taken place to offer modules of the IVM to the internal campaign chairs of local corporations. These modules would be offered for a yet to be determined fee, either as a package deal or on an hourly consulting basis. We believe that, by enhancing the volunteer management skills of campaign managers, we would have a positive impact on United Way campaigns in our city.
- ***Expanding Our Connections.*** The CCVC can be a resource to communities across Canada and elsewhere in the world. We have a strong commitment to support, and if possible, enhance the work done by corporate councils and volunteer centres in other communities. By sharing experience and expertise, we hope to speed the growth and development of these organizations in the most cost-effective way possible. We continue to work with the Points of Light Foundation — the world's most centralized and focused source of information and networking in the area of corporate and employee volunteerism. Excellent resources and research initiatives sponsored by the Points of Light Foundation are critical to the evolution of employee and corporate volunteerism around the world. By sharing CCVC experiences and materials with the Foundation, we become an active and committed participant in the processes which they support. By growing our relationship with the Points of Light Foundation, we expand our international connections and become an active participant in developing community on an international scale.

APPENDIX I THE CALGARY CORPORATE VOLUNTEER COUNCIL CHARTER

The building and maintaining of economically strong, socially healthy communities is the responsibility of individuals and businesses living and working within the community. Any person or business that draws from the human and material resources of a community has a social and moral responsibility to replace, replenish, and expand the community to ensure its future.

The Calgary Corporate Volunteer Council (CCVC) is a collective and collaborative body of persons from businesses in Calgary who are dedicated to the preservation and protection of the quality of life in the community of Calgary. This organization is founded on the principle that by working together the businesses in the community can more effectively respond to the critical needs of Calgary by actively promoting and participating in efficient and effective employee/retiree volunteer programming.

The CCVC recognizes that in order to ensure a healthy future for the city of Calgary, more and more reliance must be placed on the community's ability to respond to its needs through the efforts of volunteer services, both private and corporate.

In fulfilling this charter the CCVC accepts responsibility to:

1. build effective partnerships between business and the Calgary and area nonprofit sector,
2. share information and expertise relating to corporate volunteer development and programming,
3. facilitate employee/retiree education on the value and impact of corporate volunteer services,
4. initiate and institute creative models of corporate volunteer programming,
5. function as a professional support system for employees who represent their company on the CCVC or who are engaged in educating, creating and administering volunteer programming as part of their job responsibility,
6. foster active involvement by the Calgary business community in the Council's efforts and activities.

Functions of the CCVC

1. The CCVC functions as the point of central coordination by:
 - a. gathering data relevant to corporate volunteer development and programming,

- b. identifying volunteer support needs in Calgary which the CCVC can effectively address, and
 - c. creating and utilizing a system of sharing information and expertise relating to corporate volunteerism.

- 2. The CCVC functions as the major advocate for the promotion and development of employee/retiree based volunteer programs. The CCVC will:
 - a. develop and provide corporations and businesses with educational materials and opportunities which will promote the value of volunteerism,
 - b. develop and provide corporations and businesses with informational materials to enhance understanding of the valuable role business can have in volunteer programming,
 - c. develop approaches to foster strong and effective working relationships between business and the nonprofit sector.

- 3. The CCVC functions as the liaison between the Volunteer Centre of Calgary (VCC) and the employees/retirees of businesses and corporations which are members of the CCVC by:
 - a. developing a resource of corporate volunteer program models,
 - b. fostering the posting of available volunteer opportunities through the members bulletin boards, inter-active mail, or in-house newsletters,
 - c. prompting businesses and corporations to invite the VCC staff to provide formal presentations to their employees/retirees.

- 4. The CCVC functions, relative to corporate volunteerism, as the primary developer of promotional materials, educational resource information, models of effective corporate volunteer programming by:
 - a. creating a strong alliance with the VCC in the development of resource materials and programs,
 - b. operating as the major catalyst for transferring models, materials and successful volunteer programming between companies, and other interested parties,
 - c. being viewed by the public as the organization in the business of change-making, innovating, creating, caring and collaborating on all aspects of corporate volunteerism,
 - d. being viewed by the business sector as the primary support system for business professionals who represent volunteer development for their company, and
 - e. prudently combining the power, authority, influence and leadership of the businesses and corporations represented in the CCVC with the identified volunteer needs of Calgary, thereby efficiently meeting those needs through the support, education, action and endorsement of the CCVC.

Structure of the CCVC

1. Membership

- a. All businesses and corporations are eligible for a full or associate membership that entitles that business to one vote on the CCVC.
- b. Nonprofit organizations are eligible for a non-voting associate membership.
- c. The membership entitles one representative of a business or corporation to participate in the CCVC.
- d. Personal memberships are not accepted.
- e. Membership is renewable on an annual basis.
- f. Membership fees are set by the Executive Committee and approved at the Annual General Meeting.

2. Organization Of CCVC

Businesses and corporations retaining a Council membership may send as many employees/retirees to a Council meeting or event as they desire. Any cost incurred will be charged on a fee per individual (from a member corporation) basis (on voting issues the business/corporation retains only one vote).

All CCVC members are entitled to access the resources and services provided by the organization.

From within the CCVC membership an Executive Committee is elected which is the decision making body of the CCVC.

3. The Executive Committee

- a. The Executive Committee is comprised of three CCVC members:
 - The Chair
 - The Vice Chair
 - The TreasurerThe Executive Committee will be extended to include the Chairs of ad hoc committees.
- b. Term on the Executive Committee is one year with one renewable term. The first Executive Committee is comprised of individuals representing corporations on the CCVC.
- c. Members of the Executive Committee are nominated for election by means of application to, nomination by, or by invitation of the CCVC nominating committee. Elections are to be held at the Annual General Meeting.
- d. Executive Committee Officers and terms of office:

- Chairperson
 - Vice-chairperson
 - Treasurer
 - Each position has a one year renewable term (two years maximum).
 - Progression from Vice-chairperson to chairperson is not automatic.
- e. When a position is vacated, the Executive Committee has the right to replace that position until the next Annual General Meeting.
- f. Participation in the annual in-service training for Executive Committee members is mandatory.
- g. Correspondence and recording of the minutes of the Executive Committee is a Volunteer Centre of Calgary staff function.
- h. A member of the Executive Committee may be replaced if he/she exhibits poor attendance or if his/her dues are in arrears.

4. Meeting Requirements

The CCVC shall convene a minimum of two times per year:

- Spring — Educational meeting
- Fall or Winter — Business meeting

Additional meetings are optional and determined by the Executive Committee.

The Executive Committee shall convene a minimum of four times per year. The schedule for the following year is determined at the first meeting of each year. The fiscal year of the CCVC shall be the calendar year.

The decision-making procedure of the Executive Committee is by majority rule.

Relationship Between The Calgary Corporate Volunteer Council And The Volunteer Centre Of Calgary

The Calgary Corporate Volunteer Council began as a three year co-venture among the Volunteer Centre of Calgary and Calgary businesses and corporations interested in employee volunteerism.

It continues as a mutually beneficial partnership involving businesses and corporations that are members in the Council, potential members of the Council and the Volunteer Centre of Calgary.

1. Role of the Volunteer Centre of Calgary (VCC):

- a. The VCC has one seat on the Executive Committee as a standing member. This seat is filled by the Executive Director of the VCC.
 - The VCC provides a staff member to the Executive Committee.
 - The VCC functions as the financial arm of the CCVC; it assumes responsibility to maintain the books and disburse funds as determined by the budget.
 - The VCC provides the financial records and reports at all CCVC meetings and Executive Committee meetings.
 - The VCC provides direct service to members of the CCVC and acts as the link between the nonprofit community and the members and Executive Committee of the CCVC.
- b. The VCC provides professional staff support to both the Executive Committee and members of the CCVC and serves as a resource and facilitator to assist the CCVC in achieving its goals and objectives.
- c. The VCC functions as the distribution point for all resource materials produced by the CCVC as well as generic resources on corporate volunteerism.
- d. The VCC provides marketing support to the CCVC Executive Committee by providing promotional materials and information to potential members and the community at large.
- e. The VCC staff assigned to the CCVC Executive Committee works with other VCC staff to facilitate service delivery to members.
- f. Staff assigned to the CCVC from the VCC are accountable for their performance to the Executive Director of the VCC.

If problems occur between the CCVC and the VCC, the chairperson of the CCVC and the Executive Director of the VCC negotiate a solution. If no solution is reached the issue is put before the Executive Committee and its decision is held binding.

Services And Resources Provided On Behalf Of The CCVC By The VCC:

A list of services and resources provided to the membership of the CCVC are developed by the VCC on an annual basis.

Founding Charter Members are those Lead Corporations who invested in the pilot phase of the Calgary Corporate Volunteer Council. They will be acknowledged as such on all the printed materials produced by the CCVC.

Founding Members

AGT Limited
Alberta Energy Company Ltd.
Amoco Canada Petroleum Company Limited
Canadian Pacific Limited
Chevron Canada Resources
Esso Resources Canada Limited
Norcen Energy Resources Limited
Nova Corporation Of Alberta
Shell Canada Limited
Volunteer Centre Of Calgary

APPENDIX II CORPORATE PROFILES

	AGT Limited	Alberta Energy Company Ltd.	Amoco Canada Petroleum Company Ltd.	Bank of Montreal	Canadian Airlines International Ltd.	Chevron Canada Resources	Imperial Oil Limited	Norcen Energy Resources Ltd.	NOVA Corporation	Petro-Canada	Shell Canada Limited
Annual Revenue	\$1-10 billion	\$599-999 million	\$599-999 million	N/A	N/A	\$599-999 million	N/A	\$1-10 billion	\$1-10 billion	\$1-10 billion	\$1-10 billion
Number of Employees in Calgary and area	2,951	300	2,500	1,139	1,606	800	1,200	734	2,602	1,300	1,550
Number of Retirees still associated with company	592	30	N/A	145	3,300	285	N/A	63	140	400	500
Volunteer Program											
• formal	•				•						
• informal		•	•	•		•	•	•	•	•	•
Types of Activities and Programs											
• Agency Fairs	•		•							•	
• Employee Grants	•		•	•		•	•	•		•	•
• Time Off				•		•					•
• Placement	•	•	•								
• Retiree Program	•		•				•	•			
• Group Projects	•	•			•			•	•		•
• National Projects			•		•					•	
• Provincial Projects					•						
• Local Projects		•	•		•		•	•	•	•	•
• Cooperative Projects	•		•					•	•		•
• One - time Projects	•	•	•		•			•	•	•	•
• School projects/ Partnerships	•		•	•		•	•	•	•	•	•
• Social issues Projects									•		
• Environmental Projects		•	•		•	•	•	•	•	•	
• Cultural Projects		•	•		•				•		
• other											•
Roles of Corporate Volunteers											
• expert assistance	•	•	•				•	•	•	•	
• board/ committee member	•	•	•	•	•		•	•	•	•	•
• loaned executive	•	•	•				•	•	•		
• fund-raiser	•	•	•	•	•				•	•	
• mentor	•	•	•			•	•	•	•	•	•
Volunteer Recognition											
• formal	•		•		•					•	•
• informal		•		•		•	•	•	•	•	
Administration											
• FT staff	•		•								
• PT staff			•								
• written policy	•		•	•							•
• volunteer guidebook											
• E-mail notices	•	•	•				•		•	•	•
• article in company newsletter/ magazine	•	•	•	•	•	•	•		•	•	•
• bulletin board		•	•			•	•		•	•	
• staff volunteers			•								

APPENDIX III RESULTS OF THE YOUTH AT RISK FOCUS GROUP

Participants

Jim Campbell	Uncles at Large Haultain School 225 - 13 Avenue SW Calgary, AB T2R 1N8
Tom Fabijan-Waddell	Alberta Safe House 110 - 18 Avenue SW Calgary, AB T2S 0B9
Silvia Vajushi	Enviros 5121 - 17 Avenue NW Calgary, AB T3B 0P8
Patty Kilgallon	Children's Cottage 1715 - 32 Street SW Calgary, AB T3C 1N6
George Ghitan	William Roper Hull Child and Family Services 2266 Woodpark Avenue SW Calgary, AB T2W 2Z8
Randy Diddams	Woods Homes 1005B, 1st Street SW Calgary, AB T2R 0T8
Myrna Linder	Boys and Girls Clubs 1318 Regal Crescent NE Calgary, AB
Dr. Jagruti Dholakia	YMCA - South Family Branch 11 Haddon Road SW Calgary, AB T2V 2X8

CURRENT Issues/Needs

Preschoolers (0-6 years old)	Children (6-12 years old)
<p>basic requirements: shelter, food, clothes</p> <p>education: opportunities for children to be self-expressive, toys and learning materials, parenting skill development for parents</p> <p>support systems: role models: same age, family, and adult.</p> <p>recreation: affordable activities, opportunities to participate</p> <p>early intervention systems</p> <p>coordinated approach: long term and interagency, integrated systems</p> <p>safety: from environment, e.g., pollution, hazardous areas</p> <p>protection: from abusive people, e.g., parents, guardians</p> <p>health care: accessible and affordable medical attention</p>	<p>education: alternate forms of education, alternate resources to respond to diverse needs, e.g., learning disabilities, de-emphasize mainstreaming</p> <p>social: all identified issues of 0-6 age group become more acute, "haves" and "have nots" become evident to children especially in school behavioral problems, unhealthy competition, parent/child conflict, increased amount of violence committed by and to this age group, increased amount of nonviolent crimes, lost childhood; children raising younger siblings, pressure to earn money for self and family, increase in number of latch-key kids</p> <p>support Systems: no supports to be accessed without parents, few parent supports, confused identity issues as "I" is evolving, mental health issues need to be addressed</p> <p>immigrant Issues: language barriers, assimilation difficulties, increasing need for supports</p>
Teens (13-18 years old)	Young Adults (18 - 24 years old)
<p>social issues: loss of adult support, (e.g., mental, financial, relationships), no positive role models, e.g., same age, adult, increase in sexual activity, crime, drug use, prostitution, want to learn and eager to do things for themselves if they have the resources, homelessness increases</p> <p>safety: need for a safe, fun "night life", protection from gang violence, gang roles, virtually no recreation activities for 16-18 year olds</p> <p>loss of childhood: Increasing criminalization of children - more 16-17 year olds being pushed into adult centres, becoming parents at a young age (their children experience the needs/issues of the previous age groups), living as welfare recipients, lost sense of rehabilitation, a belief that they're "not worth it"</p>	<p>employment: opportunities to get into the job market, training, used as cheap, unskilled labour</p> <p>chronological age not reflective of emotional age: mental health needs are not being met</p> <p>high death rate</p> <p>loss of self-concept</p> <p>education: difficult to access few unique opportunities, programs</p>

FUTURE Issues/Needs

Preschoolers (0-6 years old)	Children (6-12 years old)
<ul style="list-style-type: none"> • changes in social assistance will produce increasing numbers of homeless • increasing need for the basics: food, clothing, shelter • increasing polarization between "haves" and "have nots" with deepening poverty • increasing numbers of abandoned children • dropping quality and quantity of services • stress on family increases resulting in increasing rate of abuse • children increasingly viewed as a commodity • environment becomes an increasing danger • numbers of extended and cooperative families increase • increasing need for community development • increasing number of communities strive for self-sufficiency • increasing "ghetto-ization" 	<p>All of the future needs and issues already mentioned effect this age group as well. In addition, the following needs/issues emerge:</p> <ul style="list-style-type: none"> • short term increase in the numbers in this age group • increasing numbers of children drop out of school • increasing occurrences of child labor • increasing punitive approach to this group • more gangs
Teens (13-18 years old)	Young Adults (18-24 years old)
<p>All of the future needs and issues already mentioned effect this age group as well. In addition, the following needs/issues emerge:</p> <ul style="list-style-type: none"> • increasingly involved in negative activities • education, schools becoming more elitist • at risk teens increasingly more influential on those youth not at risk • increasing demand that teen help support the family 	<p>All of the future needs and issues already mentioned effect this age group as well. In addition, the following needs/issues emerge:</p> <ul style="list-style-type: none"> • welfare reform • new employment schemes

General Comments From Participants

Preschoolers (0-6 years old)

- a more holistic approach which values children, is required by those working with this age group

Children (6-12 years old)

- traditionally the group that has had the most resources directed at its issues/needs
- as their sense of "I" develops, there is not a corresponding development of "WE"

Teens (13-18 years old)

- this group is seen as a burden on society

Young Adults (18-24 years old)

- this group is seen as a burden of society
- this group may include 15-16 year olds if they have left school and been supporting themselves or a family
- the worst of everything has built up by this time

Recommendations

The focus group made the following recommendations to the Calgary Corporate Volunteer Council.

General Recommendations

1. Any work that the Council undertakes in this area should have a family focus.
2. Employee volunteers should be matched to agency needs for expertise, e.g., accounting, strategic planning, marketing, computer related tasks. This would free resources within the agency which can be directed to direct service provision.

Specific Recommendations

1. The CCVC should avoid a one-time project with very short term impact. Short term projects waste resources that should be put into a long term change. The issue of "youth at risk" requires long term involvement and commitment in order to make a meaningful change.
2. The CCVC should encourage members to partner with agencies working with youth at risk. The parameters of the partnership would be mutually negotiated. The CCVC would endorse the partnership. Specifics of the partnership include:
 - agency and CCVC member work together to develop a responsive and preventative program for youth at risk that meets the needs of the company, the employee volunteers, and the agency,
 - committees of employee volunteers, youth, and agency staff/volunteers would work on elements of partnership and service delivery
 - model for partnership would be developed jointly between the agency and the CCVC member.
 - advantages of partnership include: a meaningful role for employee volunteers, increased business awareness of issue, resources are not wasted, business would get volunteer program support from agency, agency would get expertise from business,
 - the business would support a diverse range of tasks within the agency to match employee interests and needs.

Here's What Members Say

"AGT believes volunteerism, and its association with the Calgary Corporate Volunteer Council, is a winning combination... for the community, the employee... and the business!" **Don Lowry, President and Chief Operating Officer, AGT Limited.**

"I believe the CCVC's role as facilitators, coaches, mentors, teachers will only increase as the awareness in the corporate and nonprofit sector grows. They play a valuable part in getting the two sectors together to partner in the process of enhancing the community we live in." **Addie Brown, Office Manager, Flint Canada Inc.**

"The Calgary Corporate Volunteer Council provides a venue through which nonprofit agencies and corporations can share information and formulate partnerships which are to the advantage of both partners as well as the community." **Jill Winters, Manager Resource Development, Developmental Disabilities Resource Centre of Calgary.**

"Since the Calgary Corporate Volunteer Council was established in 1991 as a co-venture between nine corporations and the Volunteer Centre of Calgary, member companies have experienced downsizing, restructuring, re-engineered departments and all manner of strategies in dealing with the reality of new economies. They deserve an incredible amount of recognition for their leadership and their commitment to both the concept and the potential of employee volunteerism. All partners in the process are enriched through their efforts to mobilize people and resources to ensure a strong and healthy community."
Martha Parker, Executive Director, Volunteer Centre of Calgary

"Innovate or evaporate --THAT is the challenge we face! The Calgary Corporate Volunteer Council fulfills a promising function in facilitating dialogue and partnerships between the corporate and not-for-profit sectors in a manner that is most timely for the turbulence we are facing in our society. Going beyond the boundaries is what we need! The CCVC is what we need!"
Din Ladak, Co-Ordinator of Volunteer Services, William Roper Hull Child and Family Services