



# SPECIAL EVENT VOLUNTEER PROGRAM

*Volunteer Program Plan*

June 23, 2014



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# INTRODUCTION

# 1

## INTRODUCTION

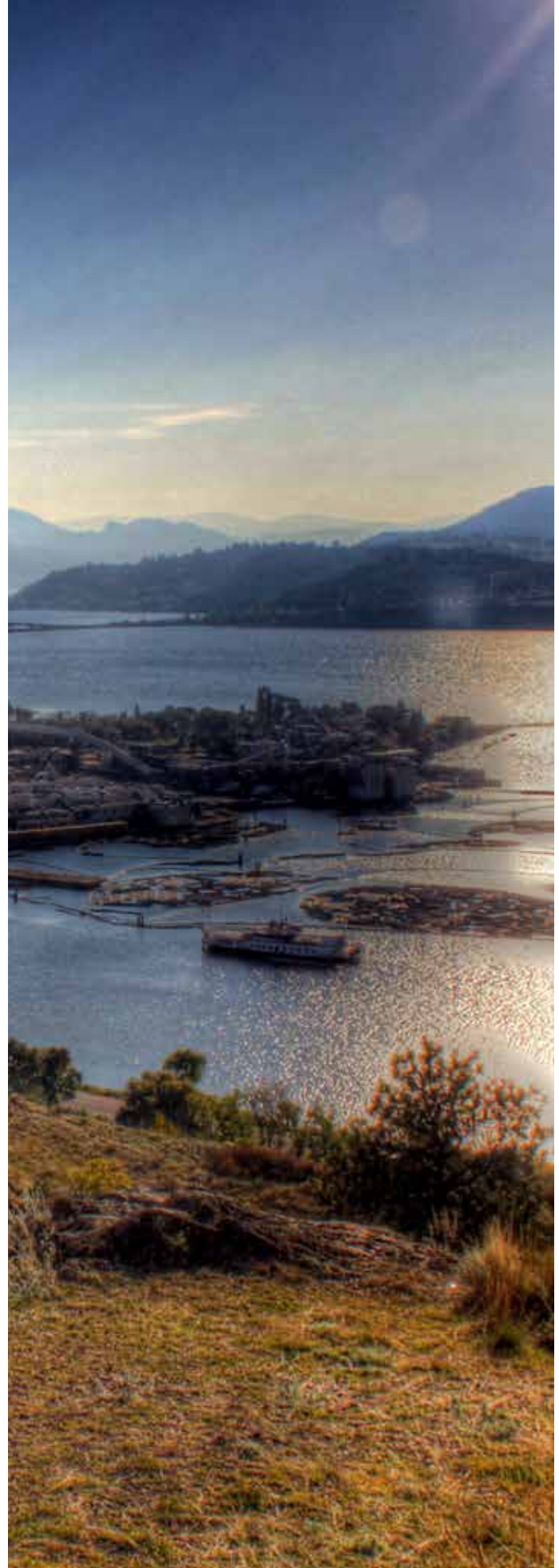
The City of Kelowna is known for the high quality of life offered to residents and visitors alike. This is due to a multitude of reasons including its scenic beauty and climate, natural amenities, municipal services, recreation opportunities and the many special events held in the city.

These special events provide opportunities for residents to participate actively, spectate, and volunteer. Many visitors travel to Kelowna to take advantage of these same benefits. While the City does contribute to the organization and facilitation of some special events, the majority of special events depend on the efforts of community organizations and volunteers, not-for-profit agencies, and several for-profit companies.

The City of Kelowna recognizes the many recreational and social benefits these special events contribute to the community each year. The City also recognizes that these events can serve as drivers of economic impact; they can also help position Kelowna as a destination of choice for special event organizers and hosting agencies.

Through the permitting process, the City interacts with those special event organizers who require access to city amenities (outdoor) to convene their events. Through this interface and through other, more informal means the City has learned that a number of special event organizers are experiencing difficulties recruiting and retaining sufficient numbers of volunteers. Currently the City has no formal protocol to assist event organizers with this challenge. Recognizing the multitude of benefits that accompany special events in the community, the City of Kelowna has developed the following approach to assist special event organizers with their volunteer challenges. This document describes the City's plan to support volunteerism amongst the various special events in the community.

It is important to note that volunteerism and the issues experienced by voluntary organizations extend beyond special events. While not to minimize these challenges, this program is focussed on the hosting of special events. The program prescribed is voluntary in nature and is intended to support the efforts of the special event organizers. The program is not intended to take over existing volunteer support programs offered throughout the City or have the City assume the direct responsibility for special events' issues. In the future this program is intended to encompass the volunteer programs within the City itself.



There were a number of research components that were implemented to inform this special event volunteer program. These are illustrated in the following diagram. This research is summarized and presented under separate cover in a document entitled “Research Report”.





# PROGRAM FOUNDATIONS

# 2

## PROGRAM FOUNDATIONS

A special event volunteer program could take many different forms. It is important therefore to identify some parameters under which the program has been developed. These parameters or program foundations help delineate the focus of responsibilities—in effect identifying what role the City has in mitigating volunteer related issues regarding the hosting of special events. A goal of the Special Event Volunteer Program is stated below as are several guiding principles.

### 2.1 Special Event Program Goal

The City of Kelowna's Special Event Volunteer Program will assist special event organizers to more effectively recruit, retain, and generally manage their volunteers. This will contribute to the overall success of the special events and enhance the impacts these events have in the community. Ultimately the sustained successful facilitation of events will:

- Make Kelowna a more attractive city for events.
- Further enhance the quality of life of residents and visitors.
- Provide an economic stimulus to the city.
- Enhance / sustain existing events with value and historical significance to the community.



## 2.2 Guiding Principles

There are a number of principles that guide the implementation of this program and further define the City's contribution to the challenges special event organizers experience with volunteerism.

1. The City of Kelowna is providing tools and supports to the special event organizers to help with recruiting, retaining, and managing volunteers.
2. The special event organizers are responsible for the success of their events including the management of their volunteer programs. While the City will work with the special event organizers to help them address issues and challenges, ultimately the responsibility for the success of the special events resides with the special event organizers.
3. The Special Event Volunteer Program will create capacity amongst the special event organizers through skill enhancement. This will help enable the organizers to more confidently address other challenges encountered when planning and hosting events. As well the capacity built within this group will be applied to volunteerism issues in other circumstances throughout the City beyond special event hosting.
4. The Special Event Volunteer Program will also help develop a community of interest comprised of special event hosting organizations throughout the City. While some organizations may not require any of the tools and supports offered, the network formed in the event hosting community will produce its own ancillary benefits.







**SPECIAL EVENT VOLUNTEER  
PROGRAM: COMPONENTS**

# 3

## SPECIAL EVENT VOLUNTEER PROGRAM: COMPONENTS

In light of the program goal and guiding principles, a Special Event Volunteer Program has been developed with four components. The components are:

1. Online marketplace
2. Training
3. Templates
4. Special event support staff

The program components are separate items that have their own purpose and can stand alone although they are related and can be integrated. Each element is described as follows. Dynamics regarding their implementation are addressed in a subsequent section.

### 3.1 Online Marketplace

The online marketplace is a forum to facilitate the connection of volunteers with volunteer opportunities. The program is voluntary for special event organizers however it does provide one additional mechanism for them to identify and recruit volunteers. For those special event organizations experiencing challenges with recruitment, the online marketplace will be of immediate benefit. The long term success of this marketplace comes as a result of the scale to which it can grow. The more special event volunteer opportunities available in the marketplace, the more potential volunteers will be drawn to the site. The more traffic to the site, the greater the incentive for special event organizers to post volunteer opportunities and get them filled. Certainly efforts will be needed to promote this within both the special event organizer community and through the volunteer community. This marketplace will also help event hosting organizations target volunteers with specific skillsets once the database is populated.

Special event volunteer organizers will post their volunteer opportunities on the online marketplace. The posting will include a description of the event, the timing of the event (date, duration, etc), as well as event contact information. Each opportunity description also needs to include the specific

duties of the position as well as the time commitment. Each event should also identify a volunteer care program (how volunteers will be looked after during the event) and its recognition program. Summary statements regarding the benefits of the event in the community as well as the demographics and market characteristics of expected attendees will also provide information to prospective volunteers.

Potential volunteers can visit the marketplace and browse or search for volunteer opportunities. Fields to enable browsing or searching can include event date, volunteer opportunity duration, event type, location, expected community benefits, volunteer opportunity type among others. Should a volunteer opportunity of interest be found, the potential volunteer can read about the event and the opportunity. Contact information for the event organizers, the volunteer coordinator, or to the event itself will be available so the potential volunteer can directly enquire about the opportunity or apply to volunteer. Should the position be of interest, the potential volunteer can sign-up for that position. This capability will enable the City to monitor the progress of the special events in obtaining volunteers.

As well a potential volunteer can create a profile in the marketplace. This profile will include name, contact information, age, gender, skills, certificates (e.g. food handling, first aid), areas of interest, general availability, and so on. The online profile will be sent to the special event organizer when the volunteer signs up for a position.

**Note:** The volunteer profiles are not searchable by the special event organizers. The personal information only becomes available to the special event organizer if the volunteer sends it to them. The volunteer needs to be made aware of this. The special event organizers need to be apprised regarding the handling and safeguarding of personal information.

The online marketplace will be capable of aligning opportunities to ideal volunteer candidates, using the profiles created by potential volunteers and cross referencing opportunities listed. In fact notifications will be sent out to those with a completed online profile identifying potential opportunities that align with the individual interests, availability and skills. The marketplace will send out notifications through electronic communications (email, social media feeds, etc.) for those that register as new volunteer opportunities become available. Reminders about events as they near could be communicated as well.

With the City having real-time knowledge of the status of the volunteer levels, notifications could be sent out to those registered of the need for volunteers should the event be drawing near. Reminders could be sent out to those already registered. Volunteers can be surveyed after the events to help make improvements. Promoting the successes achieved due to the online marketplace will further enhance usage amongst special event organizers and volunteers.

While this online marketplace will facilitate the connection between potential volunteers and special event organizers, it can also serve as a means to quantify the number of volunteers in Kelowna available for special events and to reach out to willing volunteers. For example, the City could point to this system as a testament to its special event volunteer capacity and capability when bidding on new events.

Because the special events themselves will be communicating to their volunteer bases regarding elements of the program—including the online marketplace—it will be important to have some consistency. Consistency in nomenclature, the use of hash tags, and perhaps timing should be determined.



## 3.2 Templates

The level of knowledge, sophistication and expertise among the special event organizers and volunteer coordinators varies. To assist with the ability of each event organizer to manage their volunteers, a series of tools and templates is provided. The templates would be essentially worksheets that, when completed by the special event organizers and volunteer coordinators, would provide the information to support a volunteer management program. The toolkit of templates would include:

- **Volunteer Application:** this information mirrors that collected in the online marketplace. The application form can be used for individuals not computer literate or by event organizers recruiting at off-site locations. The information collected will provide a description of the skills, background, and interests of each volunteer.
- **Event Overview:** this would guide organizers in compiling a basic description of the event, including details such as the name of event, date and time, location, description of activity, purpose for event, description of participant (target segment), size of event, benefits of the event in the community, etc.
- **Volunteer Job Description:** upon completion by the volunteer coordinator, the description would include skills and aptitudes needed; number of volunteers needed for the task; location; etc. The date and the task as well as the duration of the available shifts are included. The job description should provide as much information as possible to inform the potential volunteer about “what he is getting into”.
- **Volunteer Care and Handling:** this template would ensure there is a description of how the volunteers will be managed on the day of the event—it would most likely be different for the different opportunities. It will speak to the provision of breaks (if necessary) and for food and refreshments. It should note what the volunteers are expected to bring with them (e.g. hat, chair, sun screen), and would identify onsite contacts for the volunteers.
- **Volunteer Recognition:** this template will lead organizers in describing how volunteers will be recognized. This will include both formal and informal mechanisms ranging from the provision of food / refreshments, informal thanks, follow-up regarding the outcome of the event (e.g. \$X was raised towards helping the cause), and event banquets. The types of recognition offered

should be based in part on information gathered from the volunteer profile or through the volunteer survey (and other feedback mechanisms).

- Volunteer recognition is an important albeit difficult exercise. People volunteer for a variety of reasons. These include:
  - » Skill building and personal development
  - » Professional networking
  - » To meet people and connect with community
  - » To support a cause
  - » Interest in an event
  - » Giveaways and tangible return (e.g. entrance to an event, t-shirts)
  - » Enjoyment
- The most effective volunteer recognition program is one that recognizes the motivations of the individual event volunteers and rewards each accordingly.
- **Volunteer Follow-up:** special event organizers need to have a program in place to follow-up with volunteers. This may include outcomes of the event, reporting on the benefits of the event in the community, and notices regarding subsequent events. Timing for these follow-up activities should be noted. The fielding of a feedback survey, should event organizers choose to distribute one, would be included in the follow-up.
- **Volunteer survey:** a template of a questionnaire is available for organizations to use as part of their volunteer follow-up. The questionnaire will probe about the experience of the volunteer leading up to and at the event. Motivations for volunteering and recognition preferences will be asked as well, thereby providing information on which to base future program decisions.

These templates will be available to all special event organizers and would be required from those wishing to post their volunteer opportunity on the online marketplace. As well the appropriate completion of the templates will form an element of the training made available to special event organizers.

## 3.3 Training

For many of the special events, volunteer management is the responsibility of a volunteer. The level of knowledge and experience differs among special events in this regard thus it is important to include a training component as part of this special event volunteer program. While there will certainly be some special event organizers and volunteer coordinators that require little or no training (some are professionals while others very knowledgeable), some training needs to be made available.

Training opportunities are needed to enhance the volunteer coordinator's knowledge at the special events. Specific training topics could include:

- Creating volunteer job descriptions
- Promoting volunteer opportunities
- Care and on-site management of volunteers
- Information management
- Use of the online marketplace
- Recognizing volunteers

Other training that could be made available includes more broad topics such as traffic management, customer service, and so on.



## 3.4 Special Event Support Staff

With the variety of components comprising the Special Event Volunteer Program (online marketplace, training, templates), staff support in their implementation is critical. The City does have outdoor event permitting staff who interact with special events when it comes to securing appropriate permits and permissions. These staff do not have time and are not equipped to assist with the implementation of the elements of the Volunteer Program.

The intent of incremental staff support is primarily to work with special event organizers for the effective use and implementation of the components of this program. There is also a significant responsibility to market and promote the program and its elements to solicit participation and buy-in to the special event organizers and to the volunteer community.

This staff support role would involve liaising with the special event organizers to explain the program, its elements, and its benefits. The support staff will review the information from the event organizers prior to its posting on the online marketplace. The staff will be involved in some direct training, particularly in the use of the online marketplace, and the completion of the templates.

The special event support staff will also foster the spirit of volunteerism within the community and may approach major institutions, corporations, community and not-for-profit organizations to “prime the pump” for participation in volunteer programs for special events.

Through working with special event organizers and their volunteer coordinators, the development and fostering of a community of interest will occur. This may involve the sharing of practices and networking amongst event hosting organizations and individual volunteers.





# IMPLEMENTATION

# 4

## IMPLEMENTATION

The various components of this Special Event Volunteer Program can be implemented through different means but in relatively short timelines. The specific timing will depend on individual circumstance and is outlined in a subsequent table.

Part of the strength of this program is its implementation by the City of Kelowna and the availability of support staff allocated to the Program. The City has a strong brand and is respected for its quality. Its involvement is a proxy for quality which will help recruit organizations and volunteers. As well because of its communications and networking efforts in many other forms, the available means of promotion for this program are many.

The City will be investing significant resources into this program. As such it is important that this investment be recognized. The components of this program should also be branded which will help in the promotions of the program.

Aspects of implementation for each program component are noted below.

### 4.1 Marketing & Communications

The strength from this program will build as the number of special event organizers and individual volunteers use it. The program will be promoted to the broader community by utilizing existing communication channels employed by the City. For example, messages can be posted on the City website and Facebook page. Social media feeds can be utilized (Twitter, RSS feeds, etc.). Other existing channels that may be used include newspaper ads, sign boards ,etc..

While the aforementioned means of promotion will be important and beneficial in informing the community broadly about the program, other methods need to be employed. Meetings and discussions need to be convened with the special event organizers. Through these meetings the elements of the program can be presented and explained. This will not only help ensure the special events are aware of the program but it will serve as an instrument for involvement. The special event organizers will be asked to use their own communication channels to inform the rest of their organizations and their volunteers about the program.

Beyond special event organizers, other entities in the community will be sought out and apprised of the program. As with the special event organizers, it is anticipated that the details of the program will be fanned out to the network of these entities. These organization may include educational institutions (e.g. school jurisdictions, post-secondary institutions); major employers; and a variety of umbrella groups (e.g. Chamber of Commerce, sport associations, office networks). See Appendix A for a more detailed communications plan.



## 4.2 Online Marketplace

Kelowna Community Resources (KCR) currently has a system very similar to what is proposed. In discussions with KCR some interest was expressed in leveraging its online system into one that focusses solely on special events for the City of Kelowna (and maintaining the other portions of the system for themselves). There is the ability to provide access to the marketplace on the City's website and, in effect, separate it from KCR's other volunteer recruitment process. It is important to ensure that this system is accessible on handheld devices.

The availability of this marketplace will be promoted to both event hosting organizations and volunteers. Special event organizations that intend on using the site will need to provide documentation of sufficient quality to satisfy the requirements of the online marketplace at the discretion of the Special Event Support Staff. The use of the tools and templates and associated training will assist with this. Because of its existence with KCR, implementing this online marketplace can occur relatively quickly. A more detailed examination into the capabilities of the system is needed as are further discussions (and negotiations) with KCR. The appearance of the marketplace needs to reflect the City's Volunteer Program brand.

Volunteer Squared is a specialized software that is designed specifically to manage volunteers. It can be used from small programs (40 volunteers) through to extremely large ones (300,000). Based in Hamilton, Ontario, Volunteer Squared offers the City of Kelowna another option besides KCR for its online marketplace ([www.volunteer2.ca](http://www.volunteer2.ca)).



## 4.3 Training

Some specific training will need to be provided and / or coordinated by the Special Event Support Staff. In particular this would involve use of the online marketplace and associated responsibilities. Training in the use of the tools and templates needs to be available as well.

KCR does currently offer some volunteer management training. Other training providers may be available in the community. Where possible, leveraging this existing training is recommended. Doing so would enhance the offerings of KCR and others, build upon existing support structures in the community, and would maximize the time and effort of the staff position. It is important to note that the existing training needs to meet the needs of this program and should not solely be leveraged because of its availability. Discussions with the existing service providers (including KCR) may be needed to ensure training opportunities meet the needs.

## 4.4 Templates

Final versions of the templates need to be developed (examples of these templates are included in Appendix B). The Special Event Support Staff will finalize, and periodically revisit, the templates so they align with the overall program and so they reflect the City's program brand. The templates are available for use by any special event organizers and are part of the toolkit that needs to be submitted by an organization that wants their volunteer opportunities posted on the online marketplace.

## 4.5 Special Event Support Staff

This position has a varied role in its early stages where there is an emphasis on promoting the program. It is not expected that the position will be full time throughout the year. In the early stages of this program, the position can reflect the seasonal nature of the special event calendar, with most events taking place throughout the summer months.

With its promotions and communications role and in the implementation of the templates and the online marketplace, it is anticipated that the position would be 0.5 FTE. In the first year it is expected that the position would be in place from June through to December. In the second year the position would be 0.5 FTE throughout the year. The staffing requirement will continue in this matter as the program unfolds.



## 4.6 Timing & Tasks

In the first year it is intended that the program be structured as a pilot. With the Support Staff position being implemented into the year when many of the special events are underway, the timing works well to pilot the program with a few (2 - 3) special events that occur in the fall. This section presents a prioritized list of tasks that need to be addressed to have this program operational.



TIMING	TASK
April / May	<ol style="list-style-type: none"> <li>1. Set-up Online Marketplace               <ul style="list-style-type: none"> <li>– Meet with KCR; review Volunteer Squared offer.</li> <li>– Select platform and set-up.</li> <li>– Ensure City IS involvement.</li> </ul> </li> <li>2. Develop Project Branding.               <ul style="list-style-type: none"> <li>– Working with City Communications.</li> </ul> </li> </ol>
May	<ol style="list-style-type: none"> <li>1. Hire Special Events Support Staff               <ul style="list-style-type: none"> <li>– Determine status of the position (e.g. contract position or bound by a collective agreement).</li> <li>– Working with the City to post the position, interview, and hire.</li> <li>– In place for June.</li> <li>– Creation of job description.</li> </ul> </li> </ol>

TIMING	TASK
June	<ol style="list-style-type: none"> <li>1. Support Staff to:               <ul style="list-style-type: none"> <li>– Develop detailed marketing plan.                   <ul style="list-style-type: none"> <li>» Key messages.</li> <li>» Mediums &amp; timing.</li> <li>» Costs.</li> <li>» Work with City Communications.</li> <li>» Identify 2 - 3 events to participate in pilot.</li> </ul> </li> <li>– Develop / finalize templates.</li> </ul> </li> </ol>
June & Onward	<ol style="list-style-type: none"> <li>1. Implement Marketing Plan               <ul style="list-style-type: none"> <li>– “Publish” notices &amp; communiqués.</li> <li>– Meet with special event organizers.</li> <li>– Meet with community organizations.</li> </ul> </li> <li>2. Identify Existing Training Opportunities.</li> <li>3. Program Elements Are Operational.               <ul style="list-style-type: none"> <li>– Support Staff working with special event organizers as part of pilot project.</li> </ul> </li> </ol>

## 4.7 Costs & Timing

To get the program operational will require a greater expenditure in the first year. As illustrated below program costs in the initial year are \$28,083 which increases in the second year attributed to staffing costs for the entire year. As the program becomes a little more established the costs decline slightly from the third year onward. Costs are shown in 2014 dollars.



PROGRAM ELEMENT	2014	2015	2016	2017
ONLINE MARKETPLACE	\$5,000	\$5,000	\$5,000	\$5,000
TRAINING	\$2,500	\$2,500	\$2,500	\$2,500
TEMPLATES	\$3,000	\$2,000	\$1,500	\$1,500
SPECIAL EVENT SUPPORT STAFF	\$14,583	\$25,000	\$25,000	\$25,000
PROMOTIONS & SUPPORT	\$5,000	\$5,000	\$3,000	\$3,000
<b>TOTAL</b>	<b>\$30,083</b>	<b>\$39,500</b>	<b>\$37,000</b>	<b>\$37,000</b>

\* Special event support staff costs based off an annual wage of \$50,000 for 1 FTE

0.5 FTE for 7 months

0.5 FTE

0.5 FTE

0.5 FTE





# EVALUATION

# 5

## EVALUATION

It is important to strive to improve the effectiveness of this program on a regular basis. While it is strongly recommended that each event organizer be encouraged and provided with tools to gather feedback from their volunteers in order to evaluate the success of their events and the volunteer experience provided, it is important that the Special Event Volunteer Program be evaluated on overall Program performance as well.

Through the Special Event Support Staff, ongoing (formative) evaluations will be occurring particularly with special event organizers. On an annual basis the special events that have received services (through online market place, etc.) and the potential volunteers who have logged onto the online market place will be surveyed.

Specific measures to gather to evaluate the success of the Special Event Volunteer Program include the following:

- # organizations using online market place
- # organizations using the tools / templates
- # potential volunteers sign up
- Satisfaction of special event organizers
- Satisfaction amongst potential volunteers
- Tangible and intangible measurement of community benefits from events using the program.



SPECIAL  
EVENT  
VOLUNTEER  
PROGRAM  
PLAN



APPEN





INDICES

# APPENDIX A

## Communications Plan



### **PURPOSE**

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The City of Kelowna has developed a volunteer program for special events. The program will be piloted in the summer of 2014. At its essence, the Special Event Volunteer Program includes a number of components that will assist special event organizers with their volunteer challenges. In order for this program to be effective, the community and the special event organizers themselves need to be aware of it and its components.

### **BACKGROUND**

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There are innumerable special events that are convened in Kelowna every year. These events provide many benefits to the residents of the city and also to the visitors who come to Kelowna each year. The city itself accrues some benefits as well due to the hosting of special events. Events can serve as drivers of economic impact; they can also help position Kelowna as a destination of choice for special event organizers and hosting agencies.

Through the permitting process, the City interacts with those special event organizers who require access to city amenities (outdoor) to convene their events. Through this interface and through other, more informal means the City has learned that a number of special event organizers are experiencing difficulties recruiting and retaining sufficient numbers of volunteers. Currently the City has no formal protocol to assist event organizers with this challenge. Recognizing the multitude of benefits that accompany special events in the community, the City of Kelowna has developed a Special Event Volunteer Program to assist special event organizers with their volunteer challenges.

### **BUSINESS OBJECTIVE**

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- To assist the organizers of special events with their volunteer challenges by providing supports.
- To work in partnership with other volunteer organizations.

### **COMMUNICATION OBJECTIVES**

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- To apprise special event organizers of the program and its components.
- To encourage special event organizers to participate in the program.
- To promote the program and its components to the volunteer community and major organizations in Kelowna.
- To encourage residents to utilize the program.

## **KEY AUDIENCES**

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There are two key audiences: special events organizers and potential volunteers. The initial stages of the project will be implemented as a pilot. As such the emphasis, in terms of the special event organizers, will be on a select few special events.

Specifically, the following will be targeted through marketing, media and direct contact:

- Schools - public, post-secondary
- Sporting organizations - coaches and members of sporting organizations
- Service groups - eg: Rotary, Lions, Kinsmen
- Businesses - clubs, companies, chambers, professional and industry associations
- Special events - e.g. Apple Triathlon

## **STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS**

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### **Strengths:**

#### External:

- Many of the special events have been convened in Kelowna for several / many years.
- There are established volunteer pools that many events have.
- Many special events have some level of established processes to recruit, manage, and retain volunteers.
- The program is being introduced as a pilot program. The program is intended to assist special event organizers and build capacity, not to pull the event into the City.

#### Internal:

- The City of Kelowna has established relationships with many special event organizers.
- The City of Kelowna has established relationships with most of the key audiences.
- The City has well established communication channels and methodologies.
- The City has a Communications Department with communications professionals and expertise.
- There is strong internal support (Council and staff) for the implementation of a program to help the special event organizers.
- On-going annual budget of \$50,000 is supported by Council.

### **Weaknesses:**

#### External

- Special event organizers are used to managing their volunteer programs and issues themselves.
- The volunteer community has existing means to identify and secure special event volunteer opportunities.
- The process to recruit, manage, and retain volunteers is varied amongst the special event organizers.
- The season for special events is underway.

#### Internal:

- This is a new program which requires resources to develop awareness.
- Staff will need to be hired and trained before development of templates and procedures.
- Evaluation of online marketplace options takes time.
- Event organizers are currently busy with planning for 2014 events.

## Opportunities:

### External:

- Many special event organizers would benefit from elements of this Special Event Volunteer Program.
- Some volunteers have expressed a need for some components of the program.
- There is a large number of special events in Kelowna.
- Schools (secondary and post secondary) have volunteer programs that would benefit from an established program.
- There is a large volunteer base in Kelowna.

### Internal

- Currently there are a number of Recreation Technicians who have experience with events and volunteers.
- Establishing a volunteer program will highlight Council's support for events.
- Volunteers are utilized in a number of different areas in AL&C and throughout the City. This program could expand to facilitate a much broader scope.
- The City will have a greater level of understanding of the status of each event and its volunteer situation.

## Vulnerabilities:

### External:

- Some special event organizers have established volunteer programs. As such there may be some challenges trying to implement a new program in a manner that does not present problems with existing programs.
- Some special event organizers may not want to adopt components of a new program.
- There are risks involved as organizers - protocols are needed to ensure privacy of information, liability insurance and proper training across the board
- Other community organization (KCR) may be sensitive to this program as it could be perceived as a threat (competition) to what they are doing

### Internal

- Many different event organizers will have access to the program and will have an impact on the image of the City (positive or negative).

## KEY MESSAGES

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### Internal

- The City has heard from event organizers that meeting their events' volunteer needs are often a challenge.
- This volunteer program will provide a consistent method of delivery among events and provide volunteers with a "one stop shop" to all event opportunities.
- Communication between volunteers and event organizers will be enhanced.
- The City permits between 80 to 100 events each year. These add a dynamic element to the vibrant culture of Kelowna. Most rely on dedicated volunteers to deliver the event.
- The Special Event Volunteer Program is being implemented as a pilot project in 2014.
- The City's Special Event Volunteer Program is intended to assist special event organizers with the challenges of volunteer recruitment, management, and retention.

External

- The City of Kelowna is working with Special Event organizers to help them successfully host their events.
- The Special Event Volunteer Program is being implemented as a pilot project in 2014.
- The City’s Special Event Volunteer Program is intended to assist special event organizers with the challenges of volunteer recruitment, management, and retention.
- The Special Event Volunteer Program will be used by special event organizers to help potential volunteers identify appropriate volunteer opportunities.
- The Program will be developing a central “market place” for special event volunteer opportunities.
- The Program will help ensure volunteers have very positive experiences.
- The City of Kelowna values the contribution of special events to the quality of life of residents and visitors.
- The City of Kelowna values the contributions of volunteers in the hosting of special events.

**STRATEGIC CONSIDERATIONS**

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- Work closely with the special event organizers identified to participate in the pilot program.
- A dedicated position is being implemented for this Program. This person will serve as a key resource in the implementation of this plan.

**TACTICS, TIMELINE & RESOURCES**

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Items	Notes	Responsible	Support	Timing	Cost
<b>Internal</b>					
Presentation to Council	Outlining the components of the program and its objectives <i>Inform</i>	Recreation and Cultural Services (RCS)	Communications	May 2014	Internal
Develop project branding	Create a Special Event Volunteer Program workmark.	RCS	Communications	June 2014	Internal
Memo	Communique to City staff about the Program; post on InSites (Corporate News or Staff News) <i>Inform</i>	RCS	Communications	June 2014	Internal
<b>External</b>					
Meeting	Meet with special events identified as pilots <i>Inform, instruct, partner</i>	Recreation and Cultural Services (RCS)		May	Nil

Media release/Media Invite to kick off event	City has a new program to assist special events <i>Inform</i>	Communications	RCS	May	Nil
Web Interface	Develop web interface for the program	Information Services	Rec & Cultural services (RCS); Communications	June	Internal
Social media protocols	Updates and messaging is important. Terminology, timing, and permissions need to be established <i>Inform</i>	RCS	Communications	June	Nil
Ads	Msgs about the program (direct to web for more details) <ul style="list-style-type: none"> <li>• TV Screens at City Hall and others</li> <li>• Municipal page in newspaper</li> <li>• Articles in newspapers / radio / TV</li> <li>• E-Subscribe</li> </ul> <i>Inform</i>	RCS / Communications	Communications	May - July	TBA
Networking / Meetings	Present benefits and program elements. Meet with: <ul style="list-style-type: none"> <li>• Central Okanagan School District</li> <li>• Okanagan College</li> <li>• UBC</li> <li>• Chamber of Commerce</li> <li>• Major employers</li> <li>• Sport organizations</li> <li>• Service clubs</li> <li>• Other volunteer coordinators</li> </ul>	RCS		June - Dec	Nil

	(Telus Pioneers, Kelowna Hostesses) • KCR <i>Inform, instruct, partner</i>				
Attend Outside Events	Volunteer Fair - this is where the kick off announcement should be (have discussions with KCR)  Booth set up at Festivals Kelowna events <i>Inform, instruct</i>	RCS	Communications	May - Dec	

## RECOMMENDATION

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### Track Networking / Meetings

It is recommended that a database is started to track the activity around promotion of the program. It should include: organization name, date, number of people in attendance.

## EVALUATION

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- # of website hits
- # of meetings during which the program is promoted
- # calls / contacts received at the City asking about the program
- # of media stories / enquiries
- # of people receiving the message (e.g. attendance at a Chamber meeting for example)
- General interest expressed in the program
- Level of support from pilot special event organizers
- # of shares/retweets from social media
- # of volunteers signing up/increase in volunteer #'s

## APPROVALS

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\_\_\_\_\_ Initial

The above level plan was **approved** by Sxx Msss, Recreation Technician on \_\_\_\_\_, 2014.



## NEXT STEPS

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- Details regarding specific communication activities need to be developed prior to implementation. For example the content for meetings with the special event organizers, for social media, etc needs to be developed based on the key messages, context, etc.
  - Mechanisms to develop include FAQs, brochures, flyers, sign up forms etc.
- Program staff will need to develop protocols for the special events in terms of access to online market place, training, job descriptions, etc (as outlined in the Strategy).
  - The Strategy includes template examples - these will need to be addressed and finalized. Additional materials will need to be developed by the staff person.
- The communications plan should be updated in 2015 as the Strategy's implementation enters its second year. Details of the plan will be dependent upon the successes and experiences (of all stakeholders) in the first (pilot) year.
- Investigation of impact of privacy laws needs to take place. Careful collection, storage and management of personal information needs to be implemented.

# APPENDIX B

## Templates

# Volunteer Application

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**1. Personal Information:** Please provide us with some information about yourself.

Name: \_\_\_\_\_  
Phone Number: \_\_\_\_\_  
Email Address: \_\_\_\_\_  
Gender:  Male  Female

**2. Special Skills:** Please indicate your special skills (please check [ ✓ ] all that apply).

Accounting  
 Legal  
 Construction  
 Computer Skills  
 Drawing / Painting  
 Other Language (please specify) \_\_\_\_\_

**3. Career History:** Please list your current and previous career history with job title and primary responsibilities

<i>Position</i>	<i>Responsibilities</i>
_____	_____
_____	_____
_____	_____
_____	_____

**4. Event Preferences:** What types of special events would be consider for a volunteer opportunity?  
(Please check [ ✓ ] all that apply.)

Music / Concert  Child-focussed Event  
 Sporting Event  Animal-focussed Event  
 Cultural Event  Other: \_\_\_\_\_

# Volunteer Application

PAGE 2 OF 2



5. **Role Preferences:** What types of volunteer roles would you consider? (Please check [  ] all that apply.)

- |   |  |
|---|--|
| <input type="checkbox"/> Event set-up / or tear-down  | <input type="checkbox"/> Food services (serving, preparing)                    |
| <input type="checkbox"/> Coordinating or training other volunteers<br>(e.g. team leader, direction of other volunteer groups) | <input type="checkbox"/> VIP hosting<br>(e.g. sponsors, special guests)        |
| <input type="checkbox"/> Volunteer recruitment  | <input type="checkbox"/> Crowd management / security                           |
| <input type="checkbox"/> Media / public relations   | <input type="checkbox"/> Cash handling<br>(e.g. ticket or merchandise selling) |
| <input type="checkbox"/> Promotions & marketing<br>(e.g. pre-event information booths in the mall)                            | <input type="checkbox"/> Participant registration                              |
| <input type="checkbox"/> Directing participants<br>(e.g. course marshalling)  | <input type="checkbox"/> Officiating / scoring (during event)                  |
| <input type="checkbox"/> Event Planning   | <input type="checkbox"/> Board positions                                       |

6. **Availability:** Generally, what is your availability?

- 6a.  Spring (March - May)  
 Summer (June - August)  
 Fall (September - November)  
 Winter (December - February)

6b.	Morning (Before Noon)	Afternoon (Noon - 6:00 p.m.)	Evening (After 6:00 p.m.)
Monday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tuesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wednesday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thursday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saturday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sunday	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Event Overview



**Name of Event:** \_\_\_\_\_

**1. Description of Event** (Identify primary activities that comprise the event from a participant and spectator perspective.)

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**2. Date** (Note if there are different dates for different event components.)

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**3. Time** (Note if there are different times for different event components.)

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**4. Location** (Note if there are different locations for different event components)

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**5. Event Purpose** (Note the primary purposes for hosting the event. For example, is this a fundraiser for a cause, etc)

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**6. How large is it expected the event to be?** (Consider the number of participants, number of spectators, etc)

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**7. What benefits will the broader community accrue due to this event?**

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# Volunteer Job Description



**Volunteer Position:** \_\_\_\_\_

1. Purpose of the Position:

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2. Specific Duties & Responsibilities:

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3. Qualifications (skills required):

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5. Training Provided:

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5a. Date

5b. Time

5c. Duration

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6. Location:

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7. Number of volunteers for this position:

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8. Training / Orientation Provided:  Yes  No

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# Volunteer Care & Handling



**Name of Event:** \_\_\_\_\_

1. Complete the table showing specific training & orientation activities and the accompanying details.

TRAINING / ORIENTATION ACTIVITY	VOLUNTEER GROUP	PURPOSE	CONTENT	TIMING

2. Provision for Breaks:

\_\_\_\_\_  
\_\_\_\_\_

3. Onsite Benefits (Identify the benefits and perks for the volunteer during his time. This could include free meals and refreshments, or attendance at a performance.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Volunteer Supplies (What items should the volunteer bring? E.g. sunscreen, a hat, water bottle.)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Event Contact Information (Provide the name and contact information the volunteer can use onsite.)

Name: \_\_\_\_\_  
Phone 1: \_\_\_\_\_  
Phone 2: \_\_\_\_\_  
Email: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Volunteer Recognition



**Name of Event:** \_\_\_\_\_

1. Describe any tangible rewards that volunteers will be provided with. (Ensure to identify what is provided onsite at the time of volunteering compared to those items provided prior to and afterwards)

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2. What follow-up will be provided to the volunteers?

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3. Describe informal and intangible reward elements that volunteers will receive.

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# Volunteer Follow-Up



**Name of Event:** \_\_\_\_\_

1. Complete the table showing specific volunteer follow-up activities and the accompanying details.

FOLLOW-UP ACTIVITY	PURPOSE	KEY MESSAGES	TIMING	TARGET VOLUNTEER GROUP	RESPONSIBILITY

# Volunteer Survey

PAGE 1 OF 2



**Name of Event:** \_\_\_\_\_

1. What volunteer task did you perform during the event?

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2. How did you first learn about this volunteer opportunity?

Online marketplace

City's website

Event's website

TV / radio

From a friend

Personal experiences

Other (please specify) \_\_\_\_\_

3. What motivated you to volunteer with this special event?

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4. How satisfied were you with your overall experience?

Very Satisfied

Somewhat Satisfied

Neutral

Somewhat Dissatisfied

Very Dissatisfied

# Volunteer Survey

PAGE 2 OF 2



**5. Please rate your satisfaction with the specific elements of your volunteer experience.**

Use a scale of 1 - 5 where 1 = very satisfied and 5 = very dissatisfied. Please circle your response.

How satisfied are you that...

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| A) ... the description of the task matched your volunteer experience. | 1 | 2 | 3 | 4 | 5 |
| B) ... you were provided with sufficient training to do the job.      | 1 | 2 | 3 | 4 | 5 |
| C) ... you were thanked appropriately for your time and efforts.      | 1 | 2 | 3 | 4 | 5 |
| D) ... your participation was valuable to putting on the event.       | 1 | 2 | 3 | 4 | 5 |
| E) ... the volunteer shift length was appropriate.                    | 1 | 2 | 3 | 4 | 5 |

**6. How likely is it that you would volunteer again during this special event?**

Very Likely

Somewhat Likely

Neutral

Somewhat Unlikely

Very Unlikely

**7. Please describe your preferences for rewards and acknowledgement.**

(This could include give aways, banquets, thanks at the event, etc)

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**8. Please use the following space to provide any other comments about your volunteer experience at this special event.**

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