

INspiration

2011 GTTP Case Study on Festival Tourism

INteract
INvolve

INvestigate
INfamous

INside the classroom

INfusion
INtense
INcredible

INgenious
INsight



St. Paul's Collegiate
Elie, Manitoba

We would like to sincerely thank everyone, parents, students, community members and colleagues who supported us in this adventure. We would like to thank the GTTP partners in particular for making this experience possible!



INspiration

A message from the SPC CATTs

When the topic for the 2011 GTTP Case Study Competition was announced, it didn't take very long for our class to come up with the concept for our presentation

As a group we are regularly called upon by a variety of organizations to help staff their events. We do so happily not because we have to complete our volunteer hours to receive our CATT certificate, but because it fulfills in us a much bigger need. What better way to showcase our experience with Festival Tourism than through the glossy pages of a magazine.



Figure 1 CATT students doing research at Boo at the Zoo in Winnipeg

In Manitoba, we eat, sleep and breathe festivals. The very mention of the word “festival” brings a smile to every Manitoban’s face. For generations festivals have been at the very core of our social fabric. They allow us to celebrate our tremendous diversity as a people and offer citizens an opportunity to share with the world the beauty and magic of their culture.

You would be hard pressed to find any Manitoban that has not participated first hand in a festival or visited a festival. With hundreds of festivals to choose from each year we never run out of things to celebrate. All play and no work would put an end to our festival culture as we know it. Each year over 30 000 people are called upon to volunteer of their time to make these festivals possible. That’s an impressive number considering Manitoba boasts a population of barely 1.2 million. It’s even more impressive when you consider our climate! Volunteers are often asked to work in difficult conditions! It’s not uncommon for the temperatures to dip into the -40°C range during the Festival du Voyageur, Manitoba’s largest winter festival. In the summer it doesn't get much better. Mosquitoes the size of small birds and scorching temperatures are big problems.

Let's be honest. The work of a volunteer is not often glamorous. It is often difficult and sometimes thankless. Each year organizations are finding it more and more difficult to recruit and retain quality volunteers. Our priorities as a society are shifting and individuals are finding they have less time to give back to their community. What will happen to our cherished festivals when there is no one left to help?

Our case study dives deep into the issues surrounding volunteers and offers some insight into the question of recruitment and retention of the volunteers that make Festival Tourism in Manitoba come alive.

Please copy and paste the link below into your browser to view a video we have compiled that shows just how innovative some organizations are getting to promote the "volunteer culture"

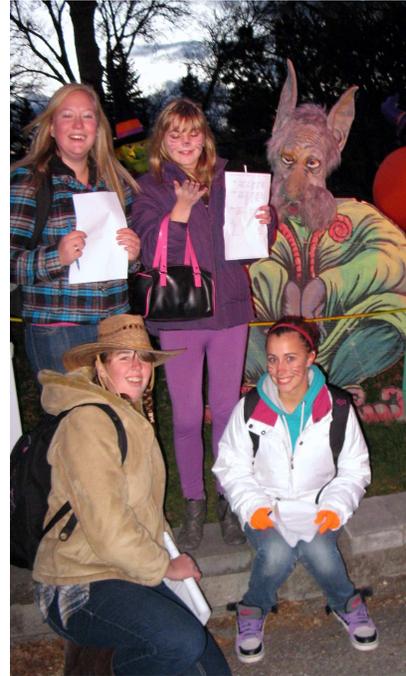


Figure 2 CATT students preparing to interview volunteers

<http://www.youtube.com/watch?v=B4ORJHmx1W4>

Ms. Saiko and the SPC CATTs



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Def **IN** ition of Festival Tourism

"You are invited to the festival of this world and your life is blessed."

Rabindranath Tagore



Figure 3 Street performers entertain on lookers at a local summer festival

Festival tourism is an ever growing branch of tourism that focuses specifically on travel, whether it be local, national or international, for purpose of experiencing a festival. Festivals come in all shapes, sizes and varieties. A festival is an event, or special activity that attracts visitors by engaging them in a variety of experiences that ensnare the senses. Visitors of festivals partake in food and drink, are exposed to music, art and history in meaningful ways that touch them deeply.

The human spirit is such that we never run out of reasons to celebrate. Festivals provide people around the world a venue to share with friends and strangers the very best things their communities have to offer! Festival Tourism can be found across the globe. Festivals often provide a unique educational experience to tourists by providing visitors a chance to experience culture and heritage first hand. What better way to learn about a region's culture than sampling food and beverage and being bathed in traditional music and dance?

Our city centers and rural communities are alive and vibrant with a truly extraordinary assortment of music, international cuisine, cultural events and visual arts. What better way to celebrate this diversity than at an annual festival? Such events allow locals so show pride in their heritage and celebrate with others the treasures of their regions. Such events also bring tourism dollars to the area which is very important for local business people.

When traveling, we strongly urge you to take advantage of local festivals. You will leave with a renewed appreciation for cultural diversity and a stronger desire to explore new regions. Volunteering to help organize and run local festivals is also important. Without volunteers, these events could not take place. The volunteer experience is a rich and valuable one. It gets people back in touch with their own culture and heritage. Experiencing festivals and volunteering at festivals, it's a win win situation!

“Annual festivals are significant events in our communities that help bring Manitobans of all ages together. Celebrating our cultural roots and history at these events helps make Manitoba a vibrant place to live and visit...”

Honorable Eric Robinson, Canadian Minister of Culture, Heritage, Tourism and Sport said in an August, 2009 news release.

Case Study Problem Description

The license plates on Manitoba's vehicles boast "Friendly Manitoba" and it's no great surprise! Manitoba has a long history of commitment to community.



Winnipeg, Manitoba's capital city is known world wide as "Festival City" because it hosts more than 100 festivals each year. The rural communities in Manitoba are culturally diverse and show the pride they have for their communities by hosting over 100 unique festivals each year.

You may be surprised to learn that 90% of these festivals occur in just 5 short months when the weather is fair. We take our festivals very seriously in Manitoba and each year tens of thousands of people volunteer their time to make these festivals possible. Three of our major festivals alone call upon 30 000 volunteers each year. With the economic impact of these three festivals reaching 50 million dollars, volunteer recruitment is of utmost importance.

Volunteers are the backbone to the success of Manitoba festivals. As the demand on people's free time is ever increasing, it becomes very difficult for event organizers to recruit volunteers. In our case study we will examine how some organizations are addressing this issue and propose other possible solutions to keep our festivals legacy a strong one.

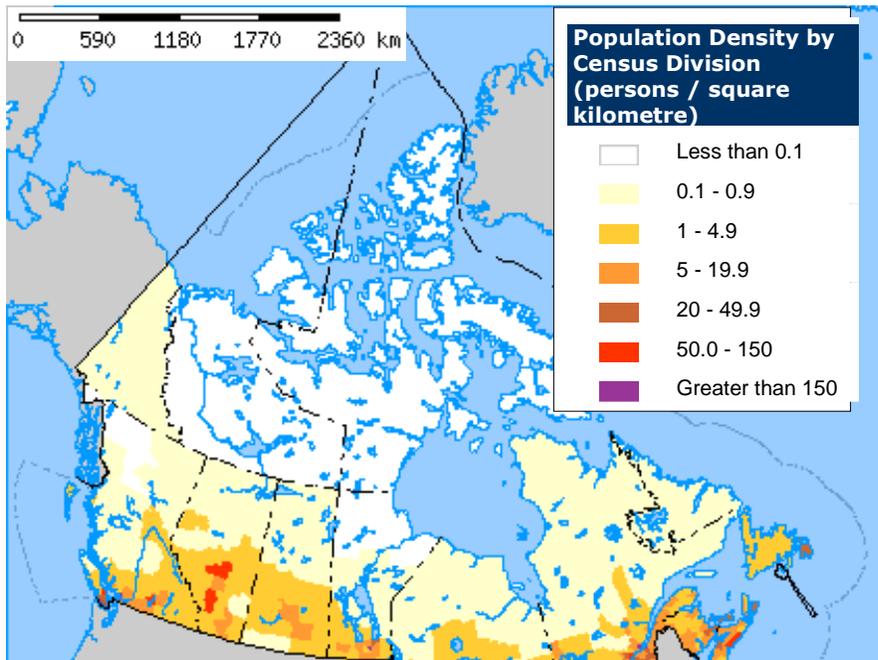
INcredible Country!



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Canada is a North American country consisting of ten Provinces and three territories. It is the world's second largest country by total area with a whopping 9,984,670 square kilometers.

Canada occupies the major portion of North America, sharing the land borders with the United States to the south and the U.S. state of Alaska to the northwest. It boasts an impressive land mass that stretches from the Atlantic Ocean in the east all the way to the Pacific Ocean in the west.



Canada, with 3.3 people per square kilometer, has one of the lowest population densities in the world.

In 2001, most of Canada's population of 30 million lived within 200 kilometers of the United States. In fact, the inhabitants of our three biggest cities — Toronto, Montréal and Vancouver — can drive to the border in less than two hours. Thousands of kilometers to the north, our polar region — the Yukon Territory, the Northwest Territories and Nunavut — is relatively empty, embracing 41% of our land mass but only 0.3% of our population. Human habitation in the solitary north clings largely to scattered settlements: villages among vast expanses of virgin ice, snow, tundra and taiga.

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Canada has an estimated population of close to 34 million people. That's a mere 3 people per square kilometer! Severe climate and rugged topography makes Canada one of the countries with the lowest population densities in the world. It also means that vast portions of Canada are largely untouched by human hands and provide Canadians and tourists with some incredible outdoor experience and magnificent vistas!

Manitoba is a central Canadian prairie province. With an area of nearly 700,000

square kilometers, Manitoba is roughly twice the size of the UK. Manitoba extends from the 49th to the 60th parallel (the equivalent of Paris, France to Oslo, Norway). It boasts over 110,000 lakes and has a largely continental climate because of its flat topography.



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The name Manitoba is believed to be derived from the Cree, Ojibwe, or Assiniboine Languages meaning “Straight of the prairie” or “Lake of the prairies”.

Manitoba has an extreme continental climate. Temperatures generally decrease from South to North, and precipitation decreases from East to West. Manitoba is far removed from the moderating influences of both mountain ranges and large bodies of water, and because of the generally flat landscape, it is exposed to cold Arctic high-pressure air masses from the northwest during January and February. In the summer, air masses sometimes come out of

the Southern United States, as warm humid air is drawn northward from the Gulf of Mexico.

Manitoba has a population of 1,232,654. The very first Manitobans were Aboriginal people. As Canada developed Scottish, French and English settlers came to claim land for agriculture. Today Manitoba continues to welcome a variety of immigrants from countries all around the world.

Manitoba’s capital and largest city is Winnipeg. It is home to 60% of the province’s population. Four of the Province’s five Universities, all four of its professional sports teams and most of its major cultural activities and festivals are based in Winnipeg.

Cultural and Heritage Travel **IN** Canada

When traveling, tourists tend to have a main purpose. For some people it may be to experience the outdoors and have an adventure. Others may enjoy a cultural approach to their trip, as well as visit family or friends. Some people, however, will participate in anything they have an opportunity to do.

In the 1999 Canadian Travel Survey, it was discovered that travelers who participated in cultural or heritage activities did so because they felt they should participate in an “outdoor adventure experience”.

There has been an increasing number of Canadians taking part in travel that is related to culture and heritage, according to the Canadian Travel Survey. From 1996 to 1999, culture/heritage travel increased by 10%. There are great benefits to the country's economy for these types of trips. In 1999, about \$4 billion went into the Canadian economy from cultural/heritage trips. Ninety-four percent of this came from people taking overnight trips.

According to the Canadian Travel Survey, when Canadians travel, they spend more money, travel farther, and stay away from home for a longer period of time when they are on cultural/heritage trips. In 1999, approximately 5 nights were spent away from home by Canadian travelers while taking cultural/heritage trips. Only 3 nights were spent away from home for other overnight trips.

More women, single people, and couples with children tend to take part in cultural/heritage travel than any other type of travel, and over 33% of domestic travel packages are purchased by this group of people. These people are usually more educated, have a slightly higher household income, they spend more money while they are away, and they usually travel in summer.

Cultural/heritage activities are more popular during the summer, since there are so many festivals and other events that are based on this type of travel. Most of these festivals take place outside and the majority occurs in July and August.

When cultural trips are taken within Canada, greater distances are travelled compared to trips taken that don't involve culture. Also, while on cultural trips, Canadians tend to be more active throughout their stay. The most popular activity

Canadian tourists take part in while on culture/heritage trips is sightseeing, as were visits to historic sites. While Canadian cultural/heritage tourists are traveling, they are almost twice as likely to shop as other tourists.

In 2000, there were 19.6 million travelers from foreign countries that stayed overnight in Canada. This was the highest number of foreign travelers since international travel information had been collected. Approximately 15.2 million of these travelers were from the United States. There was an increase of travelers from both Asia and countries in Europe. (Beyrouti, 2001)

IN famous Festivals



Folklorama began in 1970, it was intended to be a one time only multicultural event to celebrate

Manitoba's centennial but because of its success it has returned every year since.

The very first Folklorama was seven days long and only had 21 pavilions. Since then it has flourished to become a two week long festival with half of the pavilions operating in the first week and half in the second.

Folklorama runs from July 31 to August 13 every summer. There are 45 different pavilions that celebrate the diverse cultures of our planet. Show times and running length vary for each pavilion. They are held at local Winnipeg destinations, everywhere from outdoor tents, to churches, to school gyms.



Figure 4 Dancers at the Ukraine Pavillion Folklorama 2011

Folklorama is one of Manitoba's largest festivals. Its sheer size and composition require a huge amount of manpower to make things happen. Volunteers from all over the province step up to the plate so to speak to serve food and plan this amazing celebration of cultural diversity. Without the dedicated volunteers, none of it would be possible. A 2001 study on Manitoba festivals reports that Folklorama has an economic impact of \$14.7 million on the Manitoba economy and its all thanks to the over 20,000 volunteers who generously give of their time each year

Thanks to the success of Folklorama, dozens of organizations have joined the mission of "Celebrating diversity and promoting cultural understanding." (Folklorama)

Folklorama is a great festival that has brought cultural diversity all throughout Manitoba.

IN famous Festivals



Festival du Voyageur

Festival du Voyageur is an annual festival that takes place in Saint Boniface, Winnipeg's French quarter. Saint Boniface is a very cultural hot spot for many proud Canadians who honor their francophone heritage.

Festival du Voyageur is considered by many to be the world's largest Kitchen party! It is also western Canada's largest winter festival. Festival du Voyageur welcomes their guests and volunteers with open arms. As many as 1,115 volunteers contribute over 10 thousand hours in order to deliver the perfect cultural experience.

Many people from across Manitoba and Canada visit St. Boniface during this 10 day festival. This year the festival will run from February 17-26, 2012. 5000 people from all ages are expected to attend the festival regardless of the bitter cold that is common for Manitoba in February.

This important piece of Canadian history was first conceived in the chilling winter of 1967. Although the plan was to host this iconic festival that winter, the plan was soon scraped due to the lack of funds necessary for the event to function properly.

The Festival wasn't hindered due to budgetary issues for long, in 1969 the maire of St. Boniface agreed to host the event and provide the necessary funds for it to be a glowing success. Mr Georges Forest was put in

charge of being the promoter of the event. Decked out in full voyageur gear, Georges was declared the first ever official voyageur.



Figure 5 Festival du Voyageur is for the young and old at heart!



Figure 6 Lucia, foreign exchange student from Brazil learns about the importance of the Bison in Canada's history

where banquets concerts and other such indoor events took place. When 1991 came, the festival became the first recipient for the spirit of Manitoba award, which honors cultural events that celebrate both the history of Manitoba as well as the touristic elements.

In 1999, the festival celebrated its 30th anniversary, adding an aboriginal camp near the fort. By the end of the year the government would also announce a financial support towards the construction of the house that would serve as a banquet and reception centre in Fort Gibraltar; “La Maison du Bourgeois”.

Ever wondered how the boot and hat symbols came to be? We have the annual ice sculpture contest to thank for that. The iconic symbol goes back to 1969’s ice sculpture winner! By 1978, the board of the festival decided that they would like to secure Whittier Park as a permanent venue for the festival. The original location, Provencher Park, had become much too small to host all the activities that were offered.

In 1981 the festival board purchased an empty warehouse in St. Boniface. This place was known as the Rendez-Vous and was the area



Figure 7 A unique dining experience can be had at La Maison du Bourgeois

After 43 years the spirit of the voyageurs still lives on through the festival. This festival brings in great profit for many Canadians. It truly is a cultural hot spot.

IN famous Festivals



The children's Hospital foundation celebrated the 25th anniversary of the Annual Teddy Bears' Picnic on May 29th, 2011. 45,000 people and teddy bears attended this event and once again it was a smashing success! The clouds didn't put a damper on the crowds at Assiniboine Park. Tens of thousands of children, parents and teddy bears converged on the annual fun-fest for main stage musical acts and

medical care for wounded bears and other stuffed animals. (Children's Hospital Foundation of Manitoba)

The Teddy Bears' Picnic is a labor of love for the volunteers involved -- so much so that a handful of founding volunteers have stayed on since its inception in 1986. Event planner for the Children's Hospital Foundation, Lori Derksen shared with us that it takes about 2500 volunteers to make picnic happen. It raises about \$50,000 for the foundation.

The sales of wares at the Teddy's bears picnic goes towards supporting a very worthwhile cause (research and medical care for sick children) all the while teaching children and parents about safety and health in a fun environment. There is no admission fee to attend the festival or to participate in the activities.

During the Teddy bear picnic all kinds of different sorts of activities are going on, but the main one is the main tent, the B.A.S.H (bear ambulatory surgical hospital) where children can bring their teddy bear to get fix by professionals helpers. Other tents focus more on activities, others on health care prevention and education for kids. On the stage dancers were putting on a show to entertain the picnickers.



Figure 8 Family enjoying the Picnic

Picnic volunteers share some thoughts with us about their personal experiences with the Teddy Bear Picnic

“My husband and I have been volunteering for the Teddy Bears' Picnic for about 7 years. We enjoy volunteering and seeing the smiles on the kid's faces and the different bears and hearing what is wrong with their bears. The Children's Hospital Foundation does so much for kids. Keep it up. I know the picnic is enjoyed by all who attend.”

“After spending my day volunteering I never got tired because seeing all those little kids smiling... it warms your heart.”



Bernie Martins, 25 year veteran for the Teddy Bear Picnic sums it all up.

“Every time I say I've had enough of picnic, which is pretty much every year I remember Chris taking me on a tour of the hospital. Especially the pediatric oncology ward... The kids in there were having a riot, smiling, laughing, being kids, back then the odds for kids with cancer were not nearly as good as they are now. A lot of those faces weren't making it to the next picnic. So I looked around and saw a couple of places where I could help. I told John that there would be no military support the next year but a few of would still like to help... Been here ever since!”

Figure 9 Bernie Martins receives achievement award for 25 years of Volunteer Service to the Teddy Bear Picnic

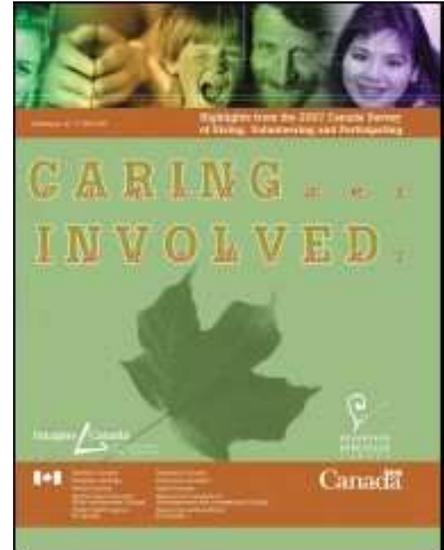
Caring and **IN**volved Canadians

There is a Greek proverb that says: A civilization flourishes when people plant trees under whose shade they will never sit. Canada is flourishing in large part thanks to its citizens who consistently look beyond the boundaries of their every day lives and reach out to others through charitable giving and volunteering. The Canada Survey of Giving, volunteering and Participating (CSGVP) shows that the vast majority of Canadians volunteer. (Statistics Canada, 2007)

The CSGVP is a series of surveys that began in 197 as a partnership between federal government and a number of charitable organizations.



Funding was given to Statistics Canada in 2001 to establish a permanent series of surveys that allows us to track volunteerism in Canada. The published results of these surveys provide the world with an overall picture of the Canadian social fabric and contain important information to government and charitable organizations regarding volunteers and how to recruit and retain them. (Statistics Canada, 2007)

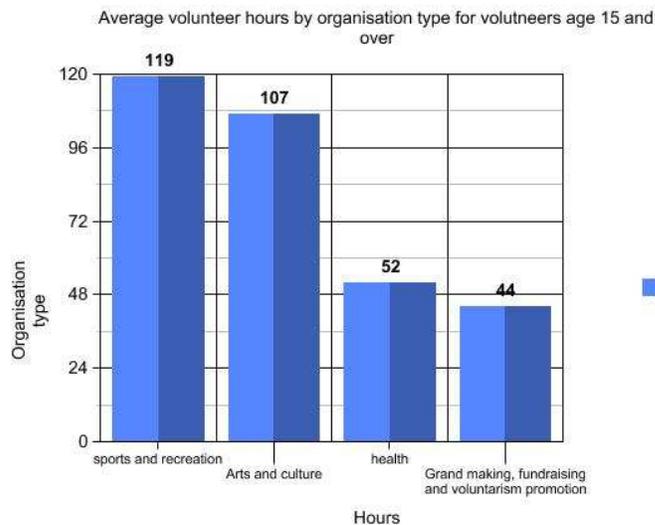


- Did you know that:
- 12.5 million Canadians (over 46% of the population) 15 years and over volunteer
- Canadians volunteered 2.1 billion hours in 2007-
- The equivalent to 1.1 million full time jobs
- The top 25% of volunteers accounted for over 78% of the total volunteer hours
- The top 10% contributed 52% of the total hours
- Those who volunteered most were those who had higher levels of formal education, higher levels of household incomes and those with school aged children at home
- The most frequent type of volunteer activity was organizing or supervising events

- Just over one quarter of the volunteers said they volunteered as part of a group project with family members
- Half of the volunteers said they volunteered with friends, neighbors or colleagues
- Most frequent reasons for volunteering were:
- Making a contribution to the community
- Use skills and experiences
- Because they were highly affected by the cause
- The most common benefits identified by volunteers were the development of interpersonal skills, communications skills and organizational skills
- The most identified barrier to volunteering more was lack of time

The survey identified that just under half of Canadians volunteered their time, energy and skills to non profit organizations in 2007. This is largely unchanged since 2004 although there are some noteworthy points we would like to share: (Statistics Canada, 2007)

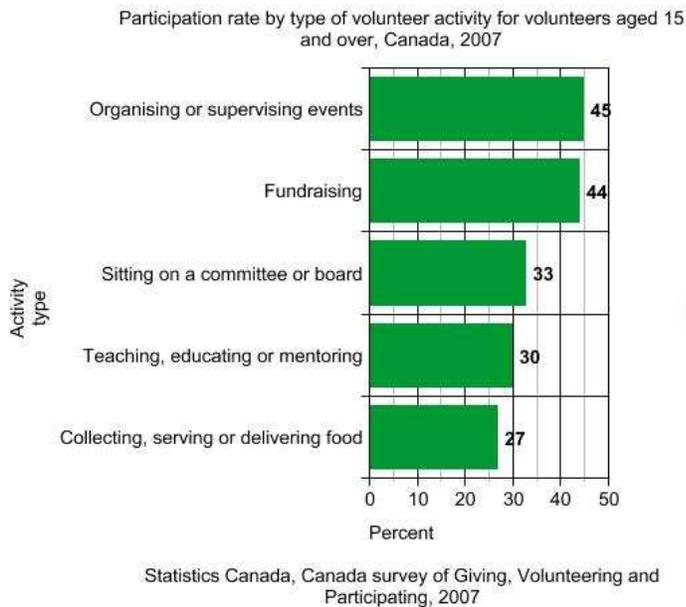
- A 5.7% increase in the total number of volunteers from 11.8 million in 2004 to 12.5 million in 2007
- A 4% increase in the total number of volunteer hours (from 1,983 million to 2,067 million)
- There was an 8% decrease in the average number of volunteer hours for those who had pre-school age children at home
- There was a 16% increase in the average number of volunteer hours by those with school aged children at home
- There was a 10% increase by those with no children at home.
- We saw increase rates of volunteering in Prince Edward Island, Nova Scotia and Saskatchewan
- We saw a decrease in the rate of volunteering in Ontario
- Most volunteer activity is concentrated on a single organization!



INestimable Ressources

As stated above almost 12.5 million Canadians aged 15 and over volunteer in their communities regularly. Both the number of volunteers and the total number of volunteer hours increased steadily by 6% since 2004.

That being, said, there are important regional differences that were identified in the Canadian Survey of Giving, Volunteering and participating (CSGVP). (Statistics Canada, 2007)



In 2000 residents of the prairies reported the highest levels of formal volunteering and giving. Those living in Quebec reported the lowest. Regional differences in giving and volunteering diminish noticeably when both formal and direct personal volunteering and giving are taken into account. Distinctive styles of giving and volunteering appear to characterize several regions and certain kinds of communities. (Selbee, 2001)

Canadians in the prairies clearly had a greater propensity to volunteer through formal organizations while those in Quebec seemed to prefer direct personal helping. Canadians in small towns and rural areas are most likely to volunteer, NSGVP, shows us that rates of formal volunteering was highest in rural communities. In 1987 and 1997, in small towns and rural areas the rate of formal volunteering was 8% points higher than that in large urban centers. Formal volunteering rose about 5% points in large, intermediate and small communities. (Statistics Canada, 2007)

It was not surprising to read that there is a direct correlation between volunteering and educational attainment. The study showed that those people who were more likely to volunteer were those with the highest levels of education. On the same note, the study also showed that employed people were much more likely to volunteer than unemployed people. (Jones, 2000)

We found an interesting correlation between early life experiences and volunteering. The survey highlights the following situations that increase the likely hood that a young person would volunteer. These experiences included:

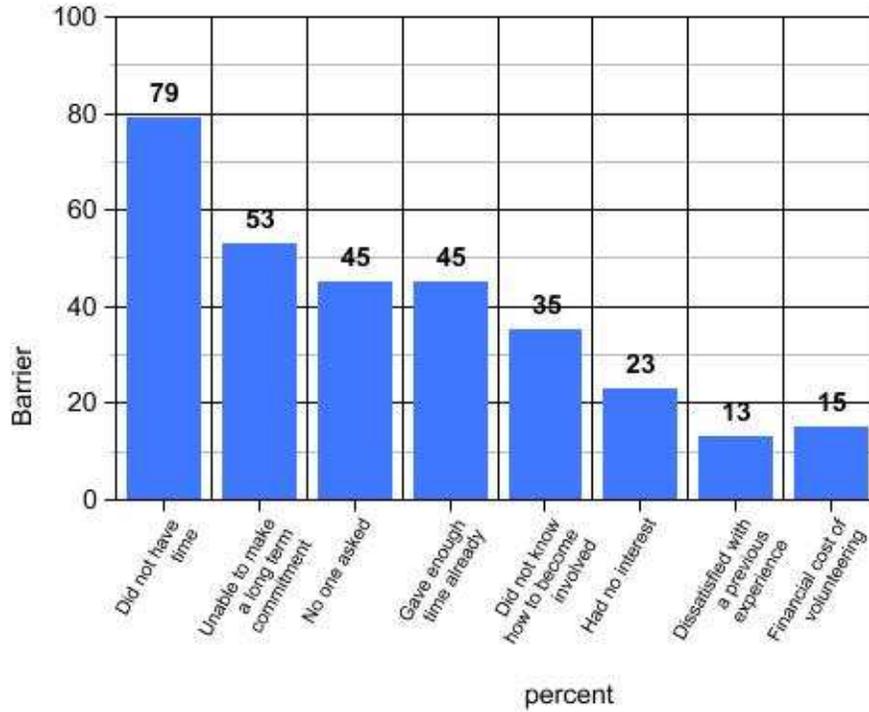
- Having participated in student government
- Having one or more parents who actively volunteer
- Having been active in a religious organization
- Having done some kind of volunteer work
- Having belonged to a youth group (guides, scouts, 4H)
- Having gone door to door to raise money for a cause or organization
- Having seen someone they admired helping others
- Having participated in an organized team sport

Top volunteers are those individuals who volunteered 170 hours or more annually. They account for 25% of all Canadian volunteers and are responsible for 78% of all the volunteer hours. These people are a key resource for organizations. Their contributions tend to be focused on a handful of specific activities as shown in the chart below. (Reed, 2001)

We are very proud to report that young Canadians aged 15-24 were more likely to volunteer than Canadians in any other age group! The reasons included mandatory community service, high school graduation requirements, university entrance requirements and job experience. Organization types for which young people most often volunteer include Education and research organizations, sports and recreation organizations and social service organizations.

Research indicates that young Canadians are eager to volunteer. Barriers to volunteering more included:

Barriers to volunteering more for young Canadians



Statistics Canada, Canada Survey of Giving, Volunteering and Participating, 2007

INtense Challenges

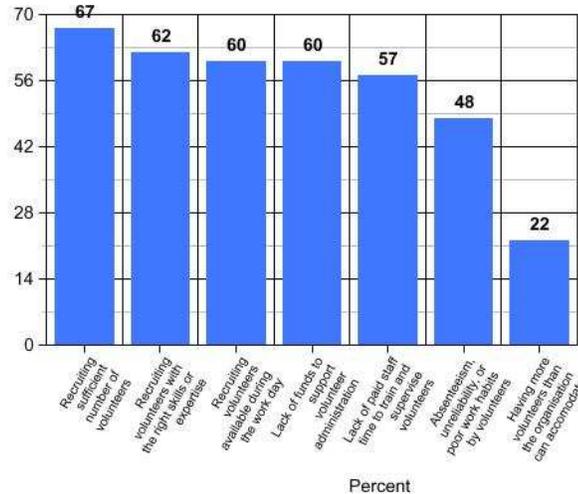
For many organizations using volunteers as manpower to organize and implement a number of their events is of utmost importance. Many of these volunteers are nameless and faceless and work endless hours with little or no appreciation. One has to wonder why these people give so freely of their time. What's in it for the volunteer? What's in it for the organization? Is using volunteers really that easy?

A number of studies including one called *Balancing Act: The Challenges and Benefits of using volunteers* by Mark A. Hagger and Jeffrey L. Brudney of the Urban institute (Brudney, 2004) delve into the question. It goes without saying that good things come out of using volunteers. When people interact with others, they can sometimes help recruit more people through word of mouth thus dramatically increasing the pool of available volunteers.

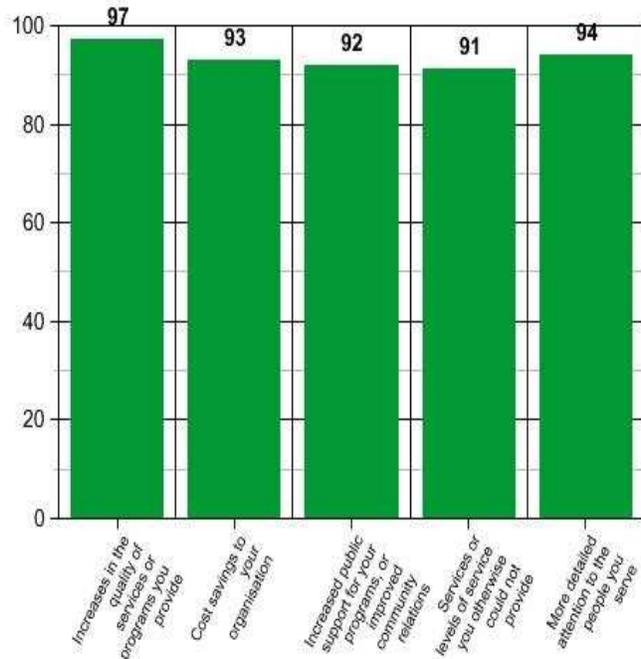
The concept of cost savings came to no surprise. Instead of paying people to work, funds can be redirected into other areas increasing the economic benefit to organizations and charities.

One aspect we had not considered was that of customer service. The study showed that using volunteers

Percent of charities that cite various challenges as problems



Benefits of volunteers



Balancing Act: The challenges and Benefits of Volunteers

dramatically affected the quality of services and programs provided as well as the ability to offer attendees more personal attention. The study also suggested that by using volunteers, organizations can offer services and activities they would not have been able to offer otherwise.

The advantages exist for the volunteer as well. The table below was taken from the Guide to Using Volunteers by J Howard in his course Environmental Education in Botanic Gardens.

<i>To the volunteer</i>	<i>To the organization</i>
Opportunity to 'give back' to society and feel useful	Reach more people
Fills a gap in personal life	Expand the program e.g. outreach, workshops
Flexibility compared with a full time job	Full time staff can concentrate on the bigger picture
Intellectual stimulation and growth	Rich and diverse pool of experience to call on
Meet new, like-minded people	Frees up staff time to specialize in different areas
Actively contribute to education change	More time to develop and explore new methods
Provides job experience if unemployed / student	Ready made sounding board / trial team

For the individual, volunteering is an excellent opportunity to make new friends and to connect with people who have similar interests. People are happier and work more productively when they are in a positive environment with friends and friendly people. There is nothing better than having fun while working. Time flies and retaining volunteers becomes easier and easier.

For people who may be new to a community or for those looking to enrich their social circles, volunteering can offer opportunities to meet new people and make friends thus filling gaps in people's personal lives. The positive work environment and the overall sense of accomplishment volunteers share when facing a job well done creates an excellent environment for forming long lasting friendships.

Such environments are also ideal for increasing public support for an issue and improving community relations. Volunteers often participate in fundraisers, organize events, and develop programs. These are all important opportunities to provide leadership and guidance to each other and to members of the community. Volunteers often learn new skills and gain new information which they can then pass on to other people who want to start volunteering or simply increase the sense of citizenship in a community.

Lastly, one cannot argue that volunteering looks good on a resume. More and more, post secondary institutions and employers are looking for people who demonstrate good citizenship and moral character. Volunteering is a great way to highlight your values as community member. It also offers many young people their very first job experience which is invaluable!

Do you really get what you pay for?

Anyone who has ever organized any event knows that using volunteers can be as difficult as it can be rewarding. We need more than just warm bodies to make our events and festivals a success. Recruitment shortages and recruitment of toxic volunteers can easily poison the environment and make volunteer retention a challenge. (Toxic Volunteers)

Have you ever worked with this kind of “Toxic” Volunteer?

- Loose cannon – doesn’t follow protocols or policy decisions
- Lone ranger – doesn’t assign positions for other volunteers
- Needy helper – gives less to the organization than they take
- control freak – has to run the project the way they see fit
- Pessimist – only sees the problems and predicts failure
- Alienator – has few social skills and can’t interact very well with others

Let’s face it, order for many events to happen and to run smoothly, organizers rely on volunteers to help out. A lot of festivals need volunteers due to budget concerns. Having unhelpful volunteers could have a negative impact on other volunteers or staff at the event.

Volunteers may not always deliver as much as they are capable of because their career, salary, and other work benefits aren’t at risk by lack of performance. As well, volunteers could leave if they don’t get along with other volunteers they are working with, leaving event staff short of helpers. Problems with volunteers are likely to occur if the job that they are supposed to do is unclear or they don’t understand what they should be doing. This could be prevented by making sure that all volunteers have a clear description of the job they should do.

Another common problem with volunteers is that they often don’t have the knowledge or skills to do the job. In order to avoid this problem, there should be a clear description of the job, as well as carefully select people that will be able to handle the jobs that need to be done. People with a specific skill that may be related to the job they are assigned to would help for things to run smoothly.

Since volunteers aren't paid for the work they do, they often won't have any opportunities to have further training for the jobs they may do occasionally to develop further skills. This problem could be avoided by regularly providing training sessions for volunteers, or by having guest speakers to talk about different topics related to the work the volunteers are doing. Volunteers could also be encouraged to get further qualifications, perhaps by an offered course or other session. (Volunteer Management)

If the right resources or equipment needed to do the job effectively are not in place, it is not the best situation for volunteer manpower. Giving volunteers a role should only be done when they have the correct tools to work with. Using unskilled and untrained volunteers can cause many problems but fortunately there are solutions. Turning a blind eye and not addressing the situation won't make the problems go away, so it is important to deal with them effectively. Discussing the problem with the volunteer who is causing it is a good way to start, as often, people don't realize that they are causing problems for others or the whole organization.

Another way to effectively solve problems volunteers may cause is to reassign responsibilities to a different person. If one volunteer has a weaker performance in one area, they may work better in another one. If a volunteer can't work on their own, or has trouble figuring out what to do, it may be a good idea to pair them up with a person that can see what needs to be done, and will do it.

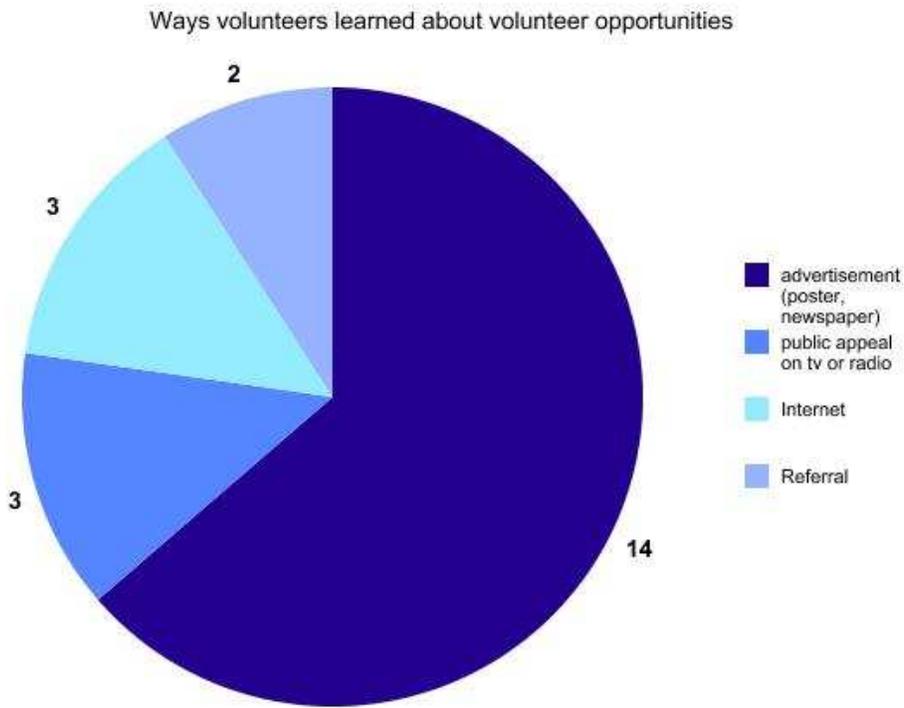
If there are problems caused by volunteers that are beyond repair, the best solution may be to dismiss them. By causing more harm than good to the organization, they aren't doing anyone a favor by being there. If the volunteer is acting illegally, it is even more important that they be let go.

The best way to deal with problems, however, is to prevent them from happening in the first place. Being able to manage volunteers effectively is the best way to prevent any issues that may arise later on. Let the volunteers know upfront that some types of behaviors that won't be tolerated by your organization. Communication is the key to a healthy working relationship with volunteers. (Mark A. Hager, 2004)

How do volunteers become **IN**volved?

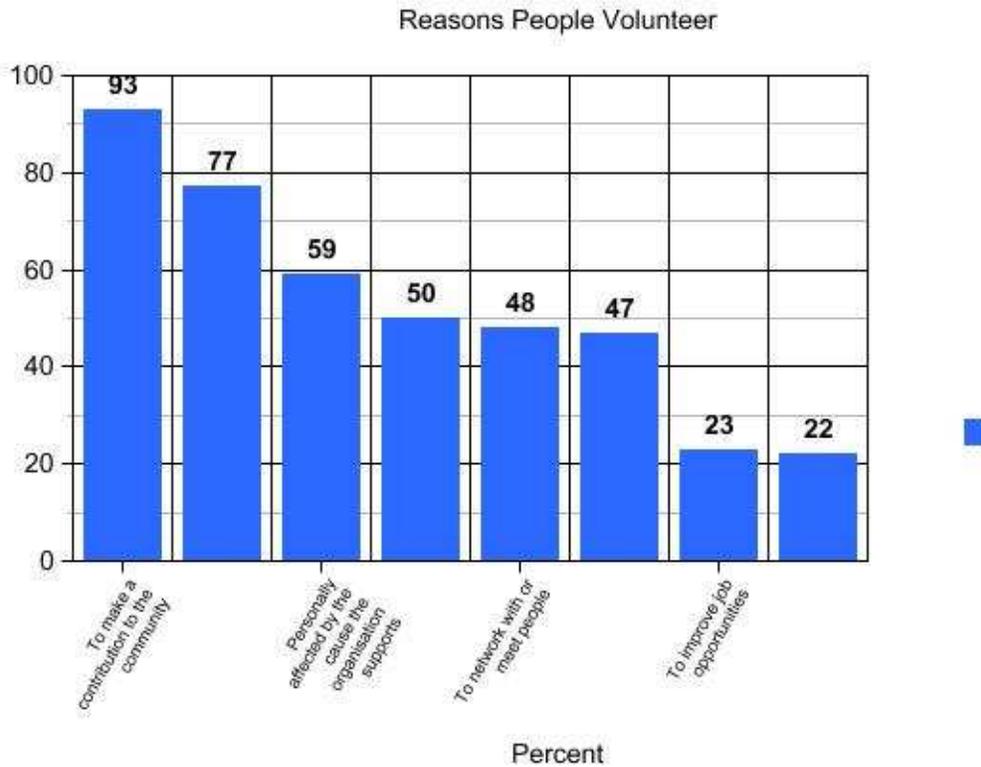
How does one go about recruiting 12.5 million people to work for free? Seems like an impossible task. The survey results indicate that just under half of Canada's volunteers became involved as a result of approaching an organization on their own. 48% of volunteers were recruited by a member of an organization. (Statistics Canada, 2007)

Those volunteers who approached an organization learned about volunteering opportunities in the following ways:



Statistics Canada, Canada Survey of Giving, volunteering and Participating, 2007

Reasons for volunteering ranged from a deep desire to make a change to their community to the need to gain new and valuable skills. The results showed that simply wanting to volunteer was not enough. Many barriers exist to people's ability to volunteer including competing demands for people's time and their ignorance to the way to get started in volunteering. Survey participants were asked a series of questions to find out what their motivation for volunteering was. Results are shown in the chart below. (Reed, 2001)



Statistics Canada, Canada Survey of Giving, Volunteering and Participating, 2007

INteract— Top 10 ways to recruit volunteers!

Have you ever been responsible for getting people to volunteer; you know how much work it can be! Then here are some tips and strategies to recruit volunteers for your next event!

10. News Paper Article and Ads

This form of media remains an important tool to convey information and recruit help! Every day millions of people turn to local newspapers to find out what is happening in their communities. Many local papers offer free classifieds to not for profit organizations. In addition, having a local reporter on your side can help publicize your event making volunteer recruitment all that much easier next time around.



18-27 FÉVRIER 2011 SOYEZ !

JE SUIS BÉNÉVOLE
TU ES BÉNÉVOLE
IL EST BÉNÉVOLE
NOUS SOMMES BÉNÉVOLES
VOUS ÊTES BÉNÉVOLES
ILS SONT BÉNÉVOLES

**Le Festival c'est la fierté de notre communauté,
nous ne pourrions y arriver sans vous !**

Le Festival du Voyageur recrute présentement des bénévoles en préparation pour la 42^e édition de sa célèbre fête hivernale, qui aura lieu du 18 au 27 février 2011. Venez partager vos talents et votre joie de vivre avec une équipe chaleureuse et dynamique.

Visitez notre site Web au www.festivalvoyageur.mb.ca ou communiquez avec nous au (204)237-7692 afin de remplir votre formulaire d'inscription. Donnez de votre temps et redonnez à la communauté !

WWW.FESTIVALVOYAGEUR.MB.CA

9. Bulletin Board Postings

Community billboards can be found in a number of public places and local businesses. Using billboards is a quick and easy way to attract the attention of a variety of people who have a deep connection to the community. This method of advertising is usually free. It's a great way to involve the community members!

8. Tabling at community event

Put up booths at events to inform people that an event is coming up and that volunteers are needed. Give out information about it and have a sign up sheet ready for people who want to volunteer.



7. Business Presentations

Connect with local business by offering to make a presentation to employees. A well organized and visually appealing multimedia presentation has the potential to recruit large numbers of volunteers as well as corporate sponsorship!

6. Offer incentives and rewards:

Offering incentives and rewards can be very useful strategies when it comes to recruiting and retaining volunteers. Volunteers need to know that they are important and appreciated. Small tokens of appreciation go a long way to create loyalty and a sense of teamwork. There is often very little financial investment required and the rewards are immeasurable.



5. Partnership Programs with Youth Groups:

If your organization is partnered with a youth group you are practically guaranteed a steady stream of volunteers. These volunteers are often long term participants and over the course of the year become valued and experienced volunteers.



4. TV and Radio:

Media is a GIANT reason for the growth of volunteers. Securing support from local television and radio stations can result in a dramatic increase of volunteers for your organization. Many local stations are more than happy to advertise events and share volunteer opportunities with their viewers and listeners. Interviews live broadcast on location and cover stories share with the world what is going on in communities everywhere.



3. Keep in contact and gain their ongoing support

Communication is the key to success. The more you keep people informed about your group's news and activities, the more they'll feel like part of the team. Happy team members happily give more of their time!

2. Become more organized and impress potential volunteers by posting your next sign-up sheet online.



The Internet has become the most useful tool in volunteer recruitment. Over 500 million people use the internet and 50% of those people log in every day.

Going online offers real flexibility to potential volunteers. By creating sign-up lists that everyone can view and that allow people to sign up 24 hours a day, 7 days a week, you increase your volunteer potential exponentially. When potential volunteers see with their own eyes what the need for volunteers really is, you don't run the risk anyone thinking "someone else will do it". Online sign-ups let everyone see that everybody else is "chipping in" to get the job done.

INgenious

1. Using Social Media to recruit volunteers:

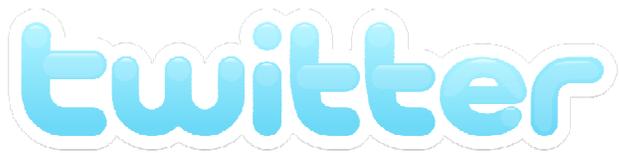
Social Media is about connecting with other people, its great for creating a community of volunteers. Websites like Facebook and Twitter have become household names and connect billions of people all around the world each day.



You might ask yourself what this has to do with volunteering. Well social media is not just about sharing useless information. It's also an easy way for organizations and volunteers to post links, videos and photos all about volunteer experiences and opportunities.

It's a fast and efficient way for organizations and individuals to share new information, be informed of last minute changes and send important reminders about volunteering. Social networking now is about constant access to information by billions of people all over the world. Information is passed on from friend to friend exponentially much faster than using conventional methods. Recruiting possibilities increase dramatically with each post and each "like". Going public with your event has never been easier! Imagine a situation like the following: (Mattern)

Jenny goes online and stumbles upon a clean up the river volunteer group. She has 200 "friends" or "followers," and she makes a casual comment about the group on her page. 200 other people have just been notified, and from there the info will keep spreading.



Social media is not without its challenges and it should never be used as the sole method to recruit volunteers:

- Not all the volunteers have access to Facebook, Twitter, etc. Some information would get to only some volunteers and not all.
- Also some volunteers don't check their Facebook/Twitter regularly
- Many people don't actually know how to use social networking and may not be able to find needed information.

- People could join your group without any real intention of helping out,
- People joining could post hateful or inappropriate messages on your page.
- People can pretend to be someone they aren't
- Security issues can arise; one can also encounter cases of harassment, cyber-stalking and maybe even online scams.

On the other hand, advantages are numerous:

- A lot of people organizing events find social networking very user friendly
- Social media is the best way to connect with youth, our next generation of volunteers
- Fewer and fewer people are reading newspapers
- Its easy to create communities of volunteers
- They can easily send their volunteers needed information when ever they have to.
- It's also a great way to meet new people
- It's a great recruitment tool
- Social networking is an easy way to find people with similar interests
- Most social network are free, you can promote your site, group, event, etc at no cost.

Susta**IN**ability

Experts agree that using volunteers is a great way to get help when there is a big job to be done. They shared with us their tips on how to recruit quality volunteers and most importantly how to keep them coming back once they are part of your team. (How to Recruit and Retain Volunteers)

Friends and Family: most volunteers start their career as volunteers because they were asked by a friend, family member or community member. It is their experience that people will often respond positively if they get a personal invitation to be part of an event! We all know it's much harder to say NO to someone we know than to a stranger!

Let your feet do the walking: Don't wait for people to come to you! Get out there where people gather and talk to them about your activity or organization.

Put yourself out there: People need to be informed about what is going on in their communities. Most public places such as libraries, community centers and grocery stores have community bulletin boards that allow you to share information. You won't get volunteers if your event stays under the radar! It's very important to inform as many people as possible!

Now that you have your volunteers, the difficult task of managing them begins. Our experts agreed on the following key elements to retaining and managing this precious resource.

- **Welcome:** New people need to feel welcome. It is crucial to introduce them to the group and to facilitate a personal connection. If a new volunteer feels unwelcome they will be less likely to stay. As a team leader, it's important to fully explain the mission and why the volunteer help is so important. Volunteers function better when they see the "big picture"
- **Fun:** We have all heard what happens when it's all work and no play! By incorporating social activities before or after a meeting, volunteers become more engaged in the task at hand. Ice breaker activities help people loosen up and facilitate relationship building amongst volunteers.

- **Be mindful of people's time:** It's very important to keep volunteers busy but it's equally important not to put unreasonable demands onto your volunteers. Problems can occur when you ask too much of people. Don't ask volunteers to attend meetings they don't need to be at. Make sure there is enough work for your volunteers to do and clearly define beginning and end times for their tasks. People need to know what kind of time commitment is being asked of them.
- **Be organized:** Keeping track of volunteers is very important. A variety of tools such as charts and spreadsheets that include names, addresses, phone numbers, availability and special skills is an event planner's best friend. Such tools can help match volunteers to positions that suit their skills and interests helping them feel passionate about their contribution.
- **Training:** Volunteers need to be trained! It's a huge mistake to assume that volunteers instinctively know what to do. Tasks can often become overwhelming and without proper training volunteers can become exasperated and quit. Our experts recommend spending some time creating training binders that contain general information about the organization as well as specific job descriptions for volunteers. Each new volunteer should also receive an orientation so that you can answer any questions they might have about their duties.
- **Communication:** It's important to maintain open lines of communication with your volunteers. Volunteers need to know that they are needed and that other people are depending on them. If they feel replaceable they are more likely to quit. They need to hear regularly that their contributions are important to the organization.
- **Celebrate:** Recognition is the best tool for building a successful and happy team. We often forget that volunteers are a team and take their efforts for granted. Show your volunteers you care by giving them perks such as corporate wear, staff discounts, etc. Recognize dedication by offering long term service awards, fun awards and regular celebrations of success. Publicly thank them in newspaper and magazine articles. Mention their contribution in radio and television interviews. Make everyone aware of their importance to your organization.

If you want one year of prosperity, grow grain.

If you want ten years of prosperity, grow trees.

If you want one hundred years of prosperity, grow people."

-- *Chinese Proverb*

The agricultural theme of the proverb above is particularly significant to the theme of our case study.

We have emphasized throughout our case study that volunteerism is at the very core of our social fabric as Manitobans.

Many challenges present themselves whenever the success of an event depends on volunteers. There are so many unknowns yet we continually turn to volunteers to fill important roles in our festivals. How do we do this successfully? What do we need to do to successfully "grow" our volunteer crops?

Our findings show that like with any other garden, we need to tend to it lovingly, feed it regularly and appreciate the bounty!



We volunteer! Do you?

INdispensable Resources

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INside the classroom

Festival Tourism Case Study: A Study of Volunteerism in Manitoba Festivals Teacher Notes



Global Travel & Tourism Partnership International Conference
Canadian Academy of Travel and Tourism
St. Paul's Collegiate
Elie, Manitoba, Canada

Written and compiled by Academy School Coordinator
Susanne Saiko-Gamble

CATT Learning Outcomes

Learning Outcome	Related Skills & Knowledge	Learning Outcome	Related Skills & Knowledge
Tourism Ambassador	Knowledge of community & local/regional tourism	Problem Solver & Decision Maker	Identifies problems and develops strategies to solve them
	Demonstrates professional attitude		Knows the steps and processes to problem solving
	Demonstrates a desire to learn and grow professionally		
Effective Communicator	Shares information in an effective and meaningful way using written, verbal and visual forms	Information Processor, Organizer & Time Manager	Assesses and organizes relevant information
			Completes tasks on time
Critical Thinker	Analyses and constructs ideas, concepts and information related to tourism	Adaptable Worker	Flexible to changes in assigned work, workplace expectations, environment and technologies
	Communicates information in effective ways using a variety of forms		Demonstrates a willingness to learn new skills in response to changes in workplace demands and expectations
Team Player	Interacts with others in positive and constructive ways to achieve team goals	Technology Literacy	Demonstrates computer skills related to the workplace:
Independent Worker	Responsible and reliable in completing assigned tasks and maintaining professional behaviors		<ul style="list-style-type: none"> · Word Processing · Internet Researching · Webpage Design · Spreadsheets · Email · Graphic Design · Photography/videography · Desktop Publishing
Business System User	Demonstrates competency with common workplace equipment		

Introduction:

In Manitoba, we eat, sleep and breathe festivals. The very mention of the word “festival” brings a smile to every Manitoban’s face. For generations festivals have been at the very core of our social fabric. They allow us to celebrate our tremendous diversity as a people and offer citizens an opportunity to share with the world the beauty and magic of their culture. The topic of festivals provides for a number of engaging and enriching activities to undertake with students. The opportunity for “teachable moments” are abundant offering the students occasions to develop their cultural identities and become better global citizens.

Specific Outcomes of the Case Study

By the end of the lesson, students will be able to:

- Define Festival Tourism
- Show an appreciation for Manitoba’s Festival Tourism Industry
- Describe the economic impact of Festival Tourism in Manitoba
- Demonstrate mastery of various techniques in research
- Identify the challenges of using volunteer man power
- Suggest strategies for attracting, training and retaining quality volunteers
- Act as ambassadors for Festival Tourism
- Produce written and visual presentation materials to promote the importance of Festival Tourism and volunteerism

Case Study Content and Curriculum

The following resources are designed specifically for Tourism students in secondary schools. The activities outlined in this Case Study Project will help students develop skills in the following areas:

- Processing and organizing information
- Developing effective communication tools
- Investigating, interpreting and analyzing data
- Networking with industry professionals
- Teamwork
- Higher level thinking
- Implementing Information Communication Technology elements
- Promoting tourism in the community
- Modeling responsible tourism

Cross-Curricular Links

Our study of volunteerism in Festival Tourism has linked to the following subject areas

- Français
- English language Arts
- Geography
- History
- Career Technology Services
- Information Technology
- Physical Education
- Cinematography
- Photography
- Biology
- Earth Studies

How to use this Resource

A Case Study Project is an excellent tool to engage students in a hands-on authentic activity. In this case the topic of Festival Tourism creates an extra layer of socio economic awareness that is transferable to many subject areas. All of the following activities can be adapted for use with most case study topics.

Activity 1 – What is a Case Study?

Learning outcomes: Effective communicator, Critical Thinker, Team Player

Most students have no prior knowledge of case studies. Begin by showing the students sample documents of GTTP case studies that can be found at

<http://gttp.org/html/studentcases.html>

A. In small groups, have the students study the samples and ask them to identify the common parts of the case study documents.

Review the document entitled “How to Write a Good Case study. This document is online at

<http://gttp.org/docs/HowToWriteAGoodCase.pdf>

B. Have the students make up a rubric that could be used as an assessment tool to evaluate case study samples.

C. Ask each group to choose a case study that interests them and assess it using their rubric. This exercise will help them familiarize themselves with the essential parts of the Case Study Project and aid them in the planning and development of their own case study.

D. Students can present their findings to the class if time permits.

Activity 2- Define festival tourism

Learning outcomes: Effective Communicator, Critical thinker, Independent Worker, technology Literacy

A. Using a variety of articles regarding Festival Tourism (see Appendix 1 for example) and a clothesline graphic organizer, students will Identify Main Ideas and details that will lead them to the formulation of a definition of Festival Tourism that is applicable to all festivals in all countries.

B. Divide the class into small groups. Distribute a different article pertaining to Festival tourism to each group member. Have the students regroup themselves with those having the same article as they do. In their new groups, students read the article and highlight the important information. As a group they identify the main ideas of the article as well as key details for each main idea. Main ideas and details are recorded on the Clothesline graphic Organizer (see Appendix 2)

C. Students then return to their original Groups to share the details of their articles. Students take turns presenting their articles to the other students. Once all the articles have been presented, the students work together to find the common elements of their articles. A fresh copy of the clothesline graphic organizer is distributed to summarize the group discussion. One or more representatives from each group are invited to share the highlights of their group discussion with the class.

D. Following the presentations, students are given the opportunity to reflect on their reading and on the discussions that took place. Each student is asked to prepare a short essay defining festival tourism and its role in the cultural and economical development of our province.

Activity 3 - A web quest of Manitoba Festivals

In groups of three, students will put together a Webquest highlighting at least three of Manitoba's main festivals. Their classmates will perform the Webquest to gain knowledge of Manitoba festivals

What is a web quest?

A web quest is an online treasure hunt. It is an inquiry based lesson in which most or all the information that learners work with comes from the web. These can be created using various programs, including a simple word processing document that includes links to websites.

Online authoring systems that facilitate building of a web quest :

Filamentality is a fill-in-the-blank tool that guides you through picking a topic, searching the Internet, gathering good Internet links, and turning them into online learning activities. Support is built-in along the way through Mentality Tips. In the end, you'll create a web-based activity you can share with others even if you don't know anything about HTML or serving web pages. Cost: Free.

zWebQuest (formerly called InstantWebquest) is a web based software

for creating WebQuests in a short time. Cost: \$0

PHP Webquest is a Webquest Generator that allows teachers to create webquests without the need of writing any HTML code or using web page editors. The program supports images uploading, and resizes images is necessary. A HTML editor is provided in order to format the texts for the pages. Cost: Free. Must be installed on your own server.

1. Students work together in groups of three to create an interactive journey through the world of Manitoba festivals using one of the online authoring systems listed above.

Each web quest must contain the following:

2. An introduction to orient the students to the topic of the webquest and capture their interest
3. A clear description of the task at hand. What exactly do you want the students to do with the information they gather?
4. A clear set of instructions including tips and strategies classmates should use to complete the task
5. A list of websites your classmates will use to complete the task
6. A rubric that measures their success
7. A conclusion sums up the activity and encourages students to reflect on its process and results.

Activity 4- Working with databases

Using Microsoft Access, students create a database of volunteer positions pertaining to a festival of their choice. The data base will include job descriptions and a list of skills needed to do the job successfully.

A. Students are given class time to complete a tutorial in Microsoft Access such as the one found here:

<http://office.microsoft.com/en-us/training/get-to-know-access-RZ006118141.aspx>

B. Once the students have a working knowledge of the software, they can begin to build a detailed database of volunteer positions pertaining to a festival of their choice.

C. Students should gather data on a sampling of their classmates in order to create a database of volunteers.

D. Students can then use their new skills to create volunteer forms to track volunteers and their skills and to match volunteers to particular jobs.

Activity 5- How to recruit and retain volunteers

Through research and guided discussion students come up with their top 10 ways to recruit and retain volunteers.

A. Have the students brainstorm a number of issues and challenges pertaining to volunteer recruitment and retention. If necessary help the students sort the issues into categories.

B. Have each student find a minimum of 4 articles that directly

- address the issues and challenges that were identified during class discussions.
- C. Students should summarize the articles identifying key points
 - D. Working individually or in groups, students will prepare a comprehensive strategic plan for recruiting and retaining volunteers that addresses all the issues and challenges identified earlier and that could be used by a variety of organizations and groups. Each plan must have an introduction and a conclusion and must address key issues surrounding the reality of volunteer recruitment and retention.
 - E. Students present their Strategic plans to the class. Feedback is provided to the presenter by his or her classmates.
 - F. The students are given the opportunity to reflect on the feedback provided and make adjustments to their strategic plans before they are handed in to be marked.
 - G. Assessment can be done using a rubric created by the students with the guidance of the teacher.

Activity 6 - advantages and disadvantages of using volunteers.

After having been exposed to and discussed a variety of material on the topic, students meet with an event planner to discuss how they use volunteers and how they overcome the challenges they are faced with on a daily basis when working with volunteers.

- A. Provide students with a variety of text and video pertaining to the advantages and disadvantages of using volunteers.
- B. Have students prepare a list of questions (minimum 10) they will use to gather information from the event planner. Questions should be open ended (no yes or no answers) that will provide

- the class with insight into the advantages and disadvantages of using volunteers in different situations. A rubric can be developed in conjunction with the students before beginning the activity.
- C. Newly enlightened and armed with new information students will prepare a newspaper article on the advantages and disadvantages of using volunteers. The article must include at least one photo and at least one direct quote from the person being interviewed.

Activity 7- Interview a volunteer

Students further practice their communication skills by preparing interview questions and going on location to interview volunteers in a variety of capacities. Video and audio podcasts are prepared with the information. See the following link for examples

<http://youtu.be/1z8k-1fd3Tc>

<http://youtu.be/crm1B1IHAXI>

http://www.youtube.com/watch?v=ya91D-MUTXI&feature=mfu_channel&list=UL

Activity 8 Surveys on volunteerism

A. Individually or in small groups, students study data collected through a variety of surveys on volunteerism provided by statistics Canada. Using Microsoft excel or a web 2.0 tool such as, students prepare a series of graphs to illustrate data collected.

B. Students then learn to use www.polleverywhere.com to gather similar important data on volunteerism from their school mates and community members.

C. As a class, students can then make comments on trend patterns regarding volunteering in their school, community, city, province and country.

Appendix 1



Festivals and Events

Key Pillars in Manitoba's Tourism Industry

What do frogs, lilies and voyageurs have in common? Each of these provides a reason to celebrate at a festival in Manitoba. From the St. Pierre Frog Follies, to the World Lily Festival in Neepawa, to the winter fête of the Festival du Voyageur, Manitoba's festivals and annual events bring together communities in celebration, and are also important pillars in Manitoba's tourism industry.

Both the federal and provincial governments understand the importance of festivals and events in terms of tourism and economic impact. The provincial government has been providing funding to regional festivals since 2003 through the Community Festivals Support Program.

"Annual festivals are significant events in our communities that help bring Manitobans of all ages together.

Celebrating our cultural roots and history at these events helps make Manitoba a vibrant place to live and visit," the Honourable Eric Robinson, Minister of Culture, Heritage, Tourism and Sport said in an August, 2009 news release.

As one of several tourism-related programs announced in the federal government's Economic Action Plan, the Marquee Tourism Events Program will see \$100 million invested over two years to assist annual events expand their reach. Three Manitoba events, Folklorama, the Winnipeg Folk Festival and the Red River Exhibition have received funding from the federal Marquee Tourism Events Program to date.

"This investment is allowing us to build new and unique attractions that enable us to expand attendance, especially from outside Winnipeg," said Garth Rogerson, CEO of Red River Exhibition, noting that 19% of the Ex's visitors come from further than 80km away. With the additional

federal funding, the Red River Ex is developing a new fun and educational interactive exhibit that expands on the Ex's non-ride programming in an effort to attract new visitors.

In addition to drawing in new visitors and generating tourism expenditures, Rogerson noted that building the new exhibit also acts as a stimulus, by hiring contractors and vendors to complete the job. "These are all components that add to the economy," said Rogerson.

"Considering some economic factors at play at the moment and cross-border factors at play it was a good year for the government to invest in organizations that stimulate destination tourism," said Tamara Kater, Executive Director of the Winnipeg Folk Festival.

"We are a signature event in Canada and in North America with an international reputation," said Kater of the annual music festival at Birds Hill Park. "This investment allowed us to expand the



scope of the festival both in terms of time and outreach to the audiences.*

This year, with the additional funding, the Folk Festival added a fifth day to its program. Attendance to the festival increased by 11% over last year and by 20% when factoring in the additional day.

Folklorama, coming off a successful 40th annual edition of the multicultural festival, put a portion of its grant to use in a mass media campaign in markets including Regina, Saskatoon, Thunder Bay, Kenora, Grand Forks and Fargo-Moorhead. A portion of the grant is also being used to support a travelling promotional show campaign to key U.S. markets such as Wisconsin, Illinois, Iowa, Michigan, Kansas and Colorado.

While these large events that draw crowds in the tens and hundreds of thousands are significant economic drivers, even smaller scale festivals have a wide reaching impact in supporting the local economy with visitors spending on lodging, meals, local

products and other leisure activities. More than \$50 million dollars was spent by almost 150,000 overnight tourists attending a festival or fair while travelling in Manitoba in 2007, according to the most recent figures available from Statistics Canada.

Tourism operators in the festivals and events market can appeal to potential visitors by cross-promoting with other cultural products and with outdoor experiences, both of which were revealed as travel preferences for domestic and U. S. Fair and Festival Visitors in the 2006 Travel Actions and Motivations Survey. While these travelers use the Internet, word-of-mouth and past experiences to obtain travel information, television programs and advertising and travel-related media should prove successful in reaching this segment.



The Winnipeg Folk Festival has been named one of the American Bus Association's Top 100 Events in North America for 2010. The Top 100 Events list was started 28 years ago as a way for motorcoach operators to incorporate new product into their itineraries and has since grown into one of the most sought-after lists by travel professionals, motorcoach operators and the general public. Congratulations to the Winnipeg Folk Festival!

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Appendix 2

