

SURVEY of Non-Profit Organizations & Voluntary Associations in British Columbia (BC) **REPORT**

2015

- Future-Orientated • Investment-Focused • People-Focused • Acts with Integrity • Resilient •
- Understands Needs • Understands Community • Deep and Wide • Build Connections •
- Sees the Need • Influence • Strength in People • Service • Openness • Integrity • Engaged •
- Diverse • Creative • Able to Leverage Support • Able to Leverage Resources • Gives Back •
- Builds Capacity • Builds Community • Relationship Builder • Welcoming • Accountable •
- Trustworthy • Accessible • A Strong Voice • Transparent • Compassionate • Inclusive • Caring •
- Cost Effective • Provides Value • Collaborative • Adaptable • Genuine • Efficient • Values-driven •
- Responsive • Creative • Results-Focused • Resolution-Oriented • Dedicated • Supportive • Skilled •
- Committed to Helping People • Tenacious • Passionate • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • Bottom-Line Focused • Nimble • Engaged • Active • Helping • Stable •
- Builds Multiple Relationships • Visionary • Prevention-Focused • Flexible • Adaptive • Client-focused •



**New
Directions**

Building a Shared Narrative for BC's Non-Profit Sector

THIS PROJECT WAS PREPARED BY THE NEW DIRECTIONS PARTNERS WITH FUNDING SUPPORT PROVIDED BY THE BC CENTRE FOR NON-PROFIT MANAGEMENT AND SUSTAINABILITY. IF YOU HAVE QUESTIONS ABOUT THIS PROJECT OR WOULD LIKE ADDITIONAL INFORMATION, PLEASE CONTACT ONE OF THE PROJECT PARTNERS. COPIES OF THIS REPORT CAN BE FOUND ON THE NEW DIRECTIONS WEBSITE (www.bcnonprofits.ca) AS WELL AS ON THE SPARC BC WEBSITE (www.sparc.bc.ca).

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BC Centre for Non-Profit
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New Directions Survey Report

2015

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Introduction

About the New Directions Project

BC's non-profit sector plays a critical role in the economic and social life of BC communities. We know that, collectively, the non-profit sector in BC has a tremendous story to tell. This project was designed to:

- Explore ways to create a common focus and understanding of the different organizations that make up the non-profit sector in BC;
- Work to build capacity within the non-profit sector as well as support innovation in order to strengthen and enhance the role, impact and contribution of the non-profit sector;
- Promote increased public awareness and support for the work of the sector and the contribution that it makes to the well-being of communities and regions across BC; and,
- Contribute to the development of a long-term strategy to sustain the non-profit sector and, at the same time, help to increase the visibility and contribution of the sector.

Key Project Phases

This project included a number of different phases that were completed over a twenty four month period beginning in June 2013.

Starting the Conversation (2013)

The initial phase was called “Starting the Conversation.” This phase included outreach and engagement with key sector partners and stakeholders through a number of different channels including the creation of a Project Reference Group, the design and administration of a survey to a broad cross-section of individuals and organizations across the Province as well as the development of an initial ‘network map’ and outreach strategy for the project. Through this initial phase of work, approximately 400 different organizations and associations were contacted representing approximately 12,000 non-profit societies from across the sector. There were a total of 972 organizations that participated in this initial phase of outreach as well as members from the Project Reference Group and the members of the ‘Next Steps Network’.

Broadening and Deepening the Conversation (2013/2014)

The second phase included the design and delivery of a series of community conversations and learning events across BC. These events were held in Abbotsford, Campbell River, Coquitlam, Cranbrook, Duncan, Kelowna, Nelson, Prince George, Revelstoke, Richmond, Terrace, Vernon, Victoria, and Williams Lake. A special event was also organized at UBC to invite students and youth into the conversation about the role and contribution of the non-profit sector in BC. There were 348 individuals who participated in the different community conversations and learning events that were organized representing more than 224 different organizations across the sector.

Building a Foundational Narrative and Network Map in BC (2014/2015)

The final phase included the development of a foundational narrative and sector impact report that included baseline data and information about the non-profit sector in BC from key findings to emerge through Waves 1 and 2 of the New Directions Survey. Wave 1 was conducted from June to September 2013 and Wave 2 was conducted from December 2014 to February 2015. The New Directions Survey explored a number of different themes including the core strengths and shared values of the non-profit sector, common challenges and pressures faced by the sector as well as potential strategies and actions for moving forward on the development of shared solutions. This report provides some of the key highlights and observations to emerge through this work.

About the Project Partners and Contributors

The New Directions Project was funded by the BC Centre for Non-Profit Management and Sustainability and included a partnership between the Social Planning and Research Council of BC (SPARC BC), Vancity Community Foundation, the Voluntary Organizations Consortium of British Columbia (VOC BC) and Volunteer BC.

The work of the New Directions Project was also guided by members of the Next Steps Network as well as members of a Project Reference Group which included representatives from the BC Centre for Non-Profit Management and Sustainability, Board Voice, the Federation of Community Social Services, Realize Co-op, the University of Victoria, the Vancouver Foundation and StepUpBC.

This report also represents the voices and collective contributions of the 248 organizations and 348 individuals who participated in the community conversations as well as the 1,865 individuals and organizations that participated in Waves 1 and 2 of the New Directions Survey.

Project Principles

The non-profit sector in BC is diverse and represents every interest and every part of BC. It possesses a depth of expertise and ideas that too often goes untapped. The New Directions Project was designed to initiate and support a broader and deeper discussion about the future of the non-profit sector and the core strengths and values that underpin the sector. This initiative was also designed to build on a national narrative that was emerging through the work of Imagine Canada as well as to look more closely at the economic and social contribution of the non-profit sector in BC. This project was guided by the following principles:

- **Inclusivity**—welcoming all BC non-profits to be part of the project;
- **Diversity**—Reflecting non-profits of all types, sizes and regions;
- **Bottom-up approach**—Recognizing that community engagement and input is fundamental and essential to the success of this project;
- **Working together**—Building a shared understanding and informed sector perspective to promote the development of a shared BC non-profit narrative.

About the New Directions Survey and Those Who Responded

The New Direction Survey was completed in two waves.

The initial wave was completed over a three (3) month period (June to September 2013). The initial wave included outreach to non-profit and voluntary organizations across BC through the development of a listing of the 'network of networks' within the non-profit sector. This was followed-up by a second wave of surveys which were carried out over a three (3) month period starting in December 2014 and that included outreach to more than 20,000 non-profit organization in BC.

Across the two waves, there were 1,865 responses received from non-profit organizations from more than 170 communities. The survey responses that were received included representation from every region in BC as well as from the different subsectors and subgroups that make up the non-profit sector.

Respondents by Community

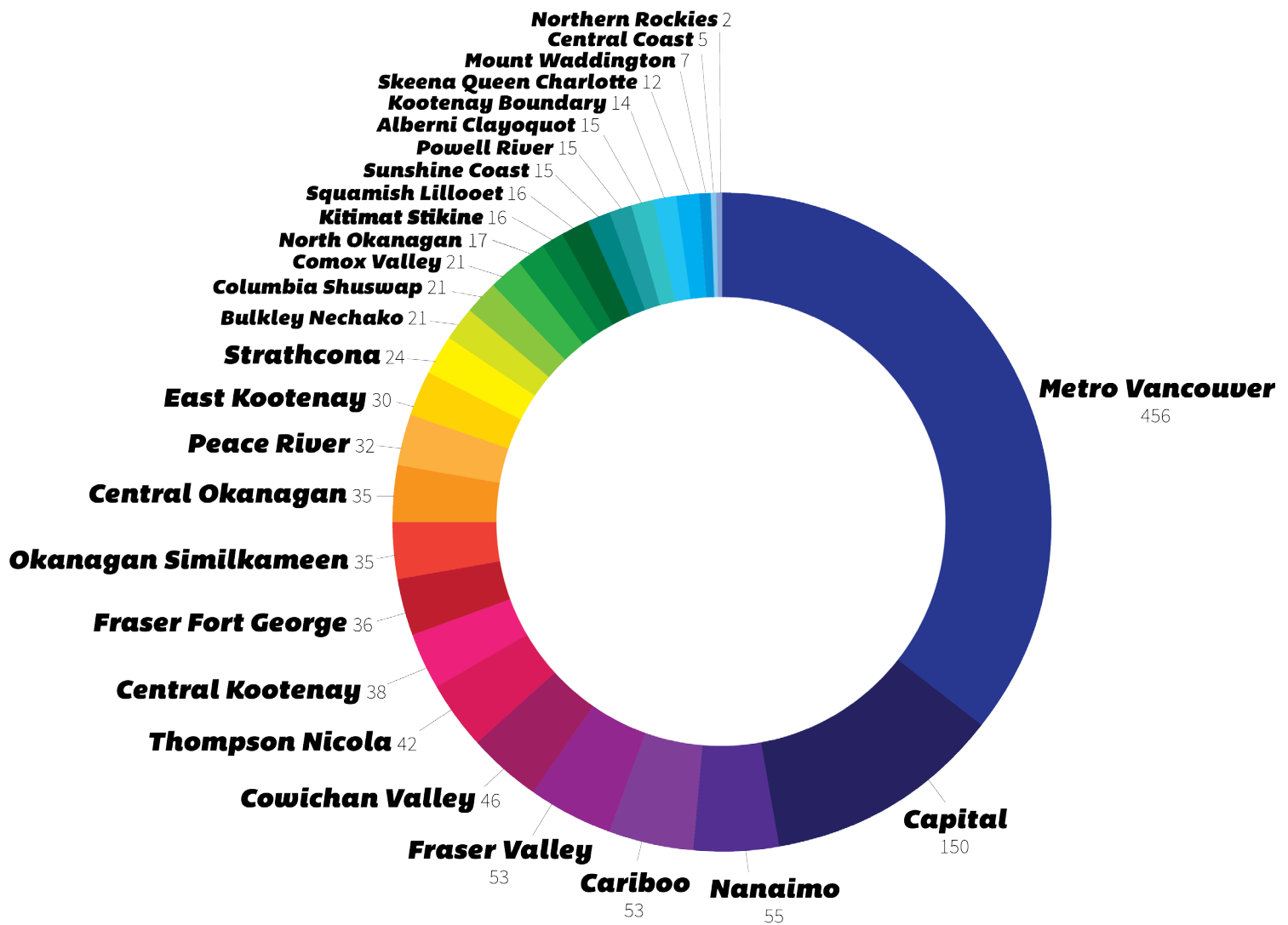
The following provides a list of the respondents by community:

70 Mile House	Fauquier	Lytton	Richmond
100 Mile House	Fernie	Mackenzie	Roberts Creek
108 Mile House	Fort Nelson	Maderia Park	Rock Creek
150 Mile House	Fort St. John	Malakwa	Rosedale
Abbotsford	Francois Lake	Mansons Landing	Rossland
Aldergrove	Fruitvale	Maple Ridge	Saanichton
Alert Bay	Gabriola Island	Masset	Salmon Arm
Armstrong	Galiano Island	Mayne Island	Salt Spring Island
Ashcroft	Garden Bay	McBride	Sechelt
Barriere	Garibaldi Highlands	Merritt	Sicamous
Beaverdale	Gibsons	Midway	Sidney
Bella Coola	Gold Bridge	Mission	Smithers
Black Creek	Gold River	Nakusp	Sointula
Bowen Island	Golden	Nanaimo	Sooke
Bowser	Grand Forks	Nelson	Sorrento
Brentwood	Goodlow	New Denver	Squamish
Burnaby	Harrison Mills	New Westminster	Summerland
Burns Lake	Hazelton	North Saanich	Surrey
Burton	Hedley	North Vancouver	Terrace
Campbell River	Hope	North Okanagan	Telkwa
Canyon	Horsefly	Oliver	Tofino
Castlegar	Houston	Osoyoos	Topley
Chase	Hudson's Hope	Parksville	Trail
Chemanius	Invermere	Peachland	Tumbler Ridge
Chetwynd	Jaffray	Pender Island	Ucluelet
Chilliwack	Kaslo	Penticton	Valemount
Cobble Hill	Kamloops	Pinantan Lake	Vancouver
Comox	Kelowna	Pitt Meadows	Vernon
Coquitlam	Kimberly	Port Alberni	Victoria
Courtenay	Kitchener	Port Coquitlam	Walhachin
Cranbrook	Kitimat	Port Hardy	Wasa
Creston	Kootenay Bay	Port McNeil	Wells
Crofton	Lac La Hache	Port Moody	West Kelowna
Cumberland	Ladysmith	Powell River	West Vancouver
Dawson Creek	Lake Country	Prince George	Whaletown
Delta	Lake Cowichan	Prince Rupert	Whistler
Denman	Langley	Princeton	White Rock
Duncan	Lasqueti Island	Qualicum Beach	Williams Lake
Eagle Bay	Lindell Beach	Quatsino	Yahk
Edgewood	Logan Lake	Quesnel	
Elkford	Lone Butte	Radium Hot Springs	
Enderby	Lumby	Revelstoke	

Respondents by Region

	WAVE 1	WAVE 2	TOTAL
Alberni Clayoquot	4	11	15
Bulkley Nechako	8	13	21
Capital	40	110	150
Cariboo	16	37	53
Central Coast	2	3	5
Central Kootenay	3	35	38
Central Okanagan	5	30	35
Columbia Shuswap	4	17	21
Comox Valley	3	18	21
Cowichan Valley	23	23	46
East Kootenay	7	23	30
Fraser Fort George	4	32	36
Fraser Valley	18	35	53
Kitimat Stikine	2	14	16
Kootenay Boundary	3	11	14
Metro Vancouver	189	267	456
Mount Waddington	1	6	7
Nanaimo	6	49	55
North Okanagan	2	15	17
Northern Rockies	0	2	2
Okanagan Similkameen	8	27	35
Peace River	8	24	32
Powell River	5	10	15
Skeena Queen Charlotte	4	8	12
Squamish Lillooet	7	9	16
Strathcona	7	17	24
Sunshine Coast	3	12	15
Thompson Nicola	7	35	42
No region identified	583	0	583
TOTAL	972	893	1865

Representation Across the Different Regions



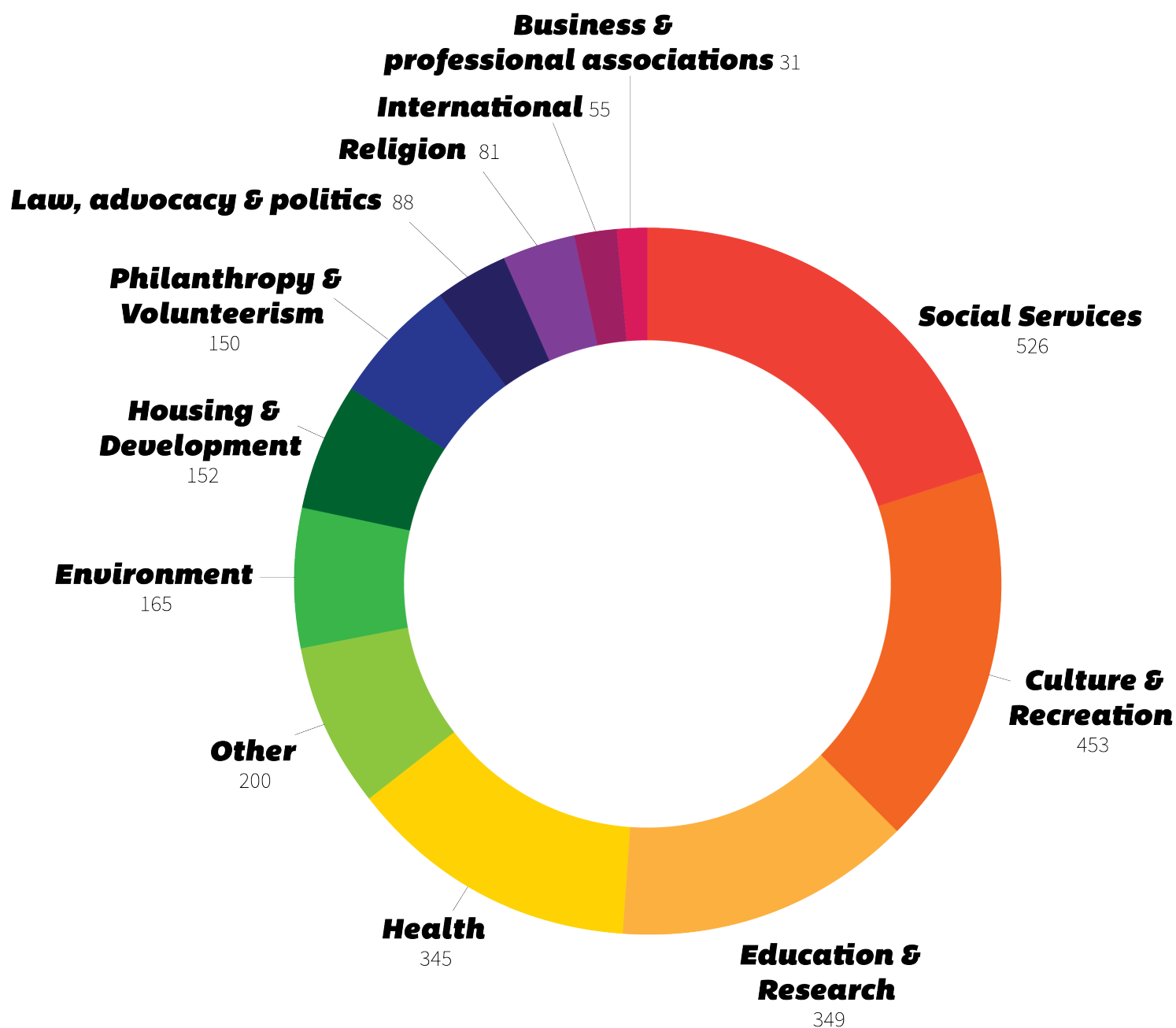
Response by Sector

The following shows the responses received from the different sub-sectors that participated in the survey. The largest number of responses in Wave 1 came from the social services sector. In Wave 2, the largest number of responses came from organizations that identify with culture and recreation (43%) followed by organizations in the social services (28%) as well as education and research (24%) and health (23%). The following table shows the distribution of the responses received across the different sub-sectors within the non-profit sector:

	WAVE 1	WAVE 2	TOTAL
Social Services	272	254	526
Culture and recreation	78	375	453
Education and research	135	214	349
Health	142	203	345
Other	45	155	200
Environment	32	133	165
Housing and development	67	85	152
Philanthropy and volunteerism	32	118	150
Law, advocacy and politics	44	44	88
Religion	9	72	81
International	11	44	55
Business & professional associations	5	26	31
TOTAL	872	1,723	2,595

* Note: Respondents might identify with more than one sub-sector.

Representation Across the Different Sectors



Respondents by Size

Number of Full-Time Employees

Wave 2 included some additional questions around staffing and the size of the organizations. This included questions around the number of full-time employees as well as questions around staffing changes. Across those who responded to Wave 2 of the survey, almost half (48%) reported that they did not have any full-time employees. This is consistent with the findings from other studies. There were an additional 21% of respondents who reported between one and four full-time employees. Approximately one in 6 respondents (16%) did not answer this question.

NUMBER OF EMPLOYEES	FULL-TIME	%	PART-TIME	TOTAL
none	429	48%	381	43%
1 to 4	187	21%	269	30%
5 to 9	42	5%	64	7%
10 to 24	53	6%	36	4%
25 to 99	29	3%	33	4%
100+	7	1%	8	1%
Missing	146	16%	102	11%
TOTAL	893	100%	893	100%

Changes in Staffing

A larger number of respondents (Waves 1 and 2) reported no changes in staffing in the past year. However, in both Waves 1 and 2, a larger number of respondents reported an increase in staffing (full-time or part-time) when compared to those who reported a decrease.

CHANGE IN STAFF IN PAST YEAR	WAVE 1	WAVE 2	TOTAL
Increase in staffing	183	123	306
Decrease in staffing	164	71	235
No change	--	511	511
Information missing	625	188	813
TOTAL	972	893	1,865

Respondents by Year Founded

This question was not asked in Wave 1. Of those who responded to this question in Wave 2, half (50%) had at least a 20 year operating history. At the same time, approximately 9% of respondents had been operating for less than five years while almost one in 4 respondents had been operating for between 10 and 19 years.

YEAR ESTABLISHED	WAVE 1	WAVE 2	%
2010 (less than 5 years)	—	78	9%
2006 to 2010 (5 to 9 years)	—	126	14%
2005 to 2001 (10 to 14 years)	—	108	12%
2000 to 1996 (15 to 19 years)	—	92	10%
Before 1995 (20+ years)	—	442	50%
Missing/Unsure	—	47	5%
TOTAL	972	893	100%

Respondents by Size of Operating Budget

Only limited information about the size of the operating budget was collected in Wave 1 of the survey. Of those who responded to the survey in Wave 2, more than half (56%) had an annual operating budget of less than \$100,000. At the same time, approximately one in 10 respondents had an annual operating budget of \$1 million or more.

OPERATING BUDGET	WAVE 1	WAVE 2	%
0 to \$29,999	—	341	38%
\$30,000 to \$99,999	—	160	18%
\$100,000 to \$249,999	—	123	14%
\$250,000 to \$999,999	—	94	11%
\$1,000,000 to \$9,999,999	—	76	8%
\$10 million or more	—	7	1%
Missing/Unsure	—	92	10%
TOTAL	972	893	100%

Respondents by Source of Revenue

The responses to the question around funding was quite different between Waves 1 and 2 of the survey with Wave 1 having a greater emphasis on the different sources of government funding (Federal, Provincial, and local) while Wave 2 had a greater emphasis on other sources of revenue including philanthropic funding including grants from the various community foundations across the province as well as corporate contributions and other types of revenue.

WAVE 1			WAVE 2		
		%			%
Fund raising and donations	350	21%	Government funding	250	28%
Government funding (Provincial)	332	20%	Fund raising and donations	208	23%
Government funding (local)	222	13%	Membership fees	116	13%
Government funding (federal)	195	12%	Sale of goods and services	114	13%
Membership fees	179	11%	Foundation grants	98	11%
Sale of goods and services	154	9%	Corporate contributions	67	8%
Endowment investment	129	8%	Other	18	2%
Other	104	6%	Endowment investment	17	2%
Government funding	—	—	Government funding (Provincial)	—	—
Foundation grants	—	—	Government funding (local)	—	—
Corporate contributions	—	—	Government funding (federal)	—	—
TOTAL	1665	100%	TOTAL	888	100%

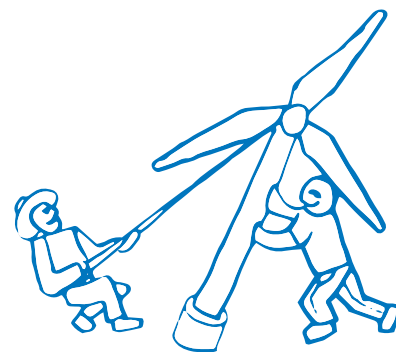
Changes in the Volunteer Base

Wave 2 included a specific question about the number of volunteers in 2009 compared to the number of volunteers in 2014. In general, the survey findings suggest that the number of volunteers across non-profit organizations has continued to increase.

NUMBER OF VOLUNTEERS	2009	%	2014	%
no volunteers	44	5%	27	3%
1 to 4	117	13%	123	14%
5 to 9	190	21%	173	19%
10 to 24	212	24%	257	29%
25 to 99	161	18%	170	19%
100+	66	7%	90	10%
No response	103	12%	53	6%
TOTAL	893	100%	893	100%

In Wave 1 the question was worded slightly differently with the focus being whether organizations are generally seeing an increase or decrease in their volunteer bases. The findings are consistent with the responses received in Wave 1 where approximately one in three respondents reported that they had seen an increase in their volunteer base.

GROWTH IN VOLUNTEERS IN PAST YEAR	WAVE 1	%	WAVE 2	%
Increase in volunteers	316	30%	333	31%
Decrease in volunteers	216	21%	295	27%
No response	515	49%	458	42%



Survey Findings

Key Strengths & Shared Values

Survey Findings

Key Strengths & Shared Values

The survey was designed to explore some of the key strengths and shared values within the non-profit sector. This included discussion on the key strengths and shared values that best reflect the non-profit sector in BC.

The following were the top ranked key strengths and shared values identified by those who responded to Waves 1 and 2 of the survey:

	WAVE 1	WAVE 2	TOTAL
Enriching: The non-profit sector in British Columbia is effective in enriching the lives of people and communities.	411	332	743
Caring: The non-profit sector in British Columbia helps to give voice to those who are not heard.	422	229	651
Strengthening: The non-profit sector in British Columbia is effective in strengthening communities and in leveraging resources.	326	209	535
Knowledgeable: The non-profit sector in British Columbia brings significant experience and expertise in understanding and addressing local needs.	375	156	531
Connecting: The non-profit sector in British Columbia connects people and services and builds the social capital in communities.	353	175	528
Effective: The non-profit sector in British Columbia is effective at designing and delivering community-based projects and programs.	321	182	503
Productive: The non-profit sector in British Columbia makes an important contribution to the local economies of communities.	288	150	438
Collaboration: The non-profit sector in British Columbia helps to meet needs that government alone cannot meet.	258	136	394
Empowering: The non-profit sector in British Columbia is effective in mobilizing and empowering citizens.	268	114	382
Problem-Solving: The non-profit sector in British Columbia is effective in finding solutions to local problems.	270	95	365
Innovative: The non-profit sector in British Columbia has shown significant innovation and creativity in responding to local challenges and needs.	271	93	364
Diverse: The non-profit sector in British Columbia is effective in reflecting the diversity of BC communities.	248	110	358
Supportive: The non-profit sector in British Columbia is effective in supporting opportunities for learning and growth.	211	116	327
Credible: The non-profit sector in British Columbia is a credible voice that is respected and respectful.	200	115	315
Successful: The non-profit sector in British Columbia is successful in leveraging resources and opportunities.	186	88	274
Adaptive: The non-profit sector in British Columbia is effective in adapting to new challenges and pressures.	211	53	264
Creative: The non-profit sector in British Columbia has shown significant creativity in building a sense of cohesion and connection in communities.	158	61	219



Survey Findings

Pressures & Challenges

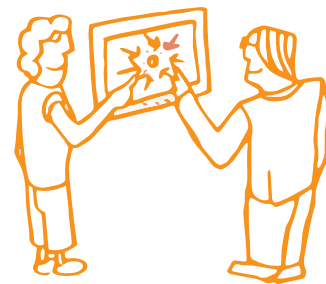
Survey Findings

Pressures & Challenges

The survey was designed to explore common challenges and pressures faced by the sector and was designed to explore ways to build shared solutions. The following were the challenges and pressures that were identified in order of frequency cited.

	WAVE 1	WAVE 2	TOTAL
Building and maintaining support for the non-profit sector in BC	392	389	781
Competition for limited resources	359	365	724
Responding to changing government priorities	378	302	680
Building effective relationships with government	372	289	661
Demonstrating the benefit and impact of our work	318	319	637
Collaboration burnout	420	215	635
Having the general public understand the sector	342	288	630
Finding effective ways to tell our story	397	172	569
Responding and adapting to the complexity and pace of change	378	178	556
Complicated and often redundant reporting requirements	358	194	552

Community Priorities



Existing & Emerging Needs

Community Priorities

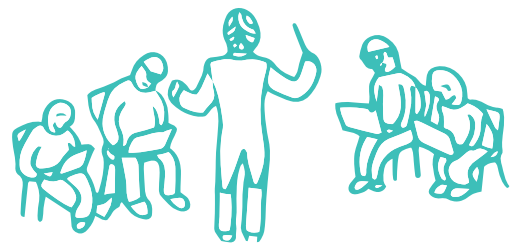
Existing & Emerging Needs

Wave 2 included a question which asked participants to identify some of the key emerging needs and priorities in their community. The following shows some of the key themes and emerging priorities that were identified.

Community Priorities: Existing and Emerging Needs

Priority Identified	Frequency of Response	%
Gaps in the social infrastructure	293	33%
Affordable housing and homelessness	280	31%
Building and maintaining a sturdy volunteer base	220	25%
Funding	195	22%
Belonging and community connectedness	156	18%
Children and Youth	141	16%
Poverty	135	15%
Transportation	127	14%
Employment	126	14%
Seniors	124	14%
Health	123	14%
Mental health and addictions	121	14%
The environment	98	11%
Community viability	94	11%
Disadvantaged groups (single mothers, new immigrants, Aboriginal people and people with disabilities)	76	9%
Food security	75	8%
The economy	66	7%
Leadership and political engagement	66	7%
Safety/crime/violence	62	7%
Communication	61	7%
Education	58	7%
Arts and culture	36	4%
Economic security / taxes	19	2%
Religion / faith	8	1%
Animal welfare	7	1%

* Note: The total number of respondents for Wave 2 was 893.



Survey Findings

Moving Forward Together

Survey Findings

Moving Forward Together

The survey included questions around potential strategies and collaborative actions for moving forward and for helping to build and strengthen the sector.

	WAVE 1	WAVE 2	TOTAL
Build increased awareness with government	420	399	819
Build increased awareness with the general public	397	377	774
Build increased awareness with funders	372	374	746
Finding and keeping talented people	392	348	740
Leveraging new relationships and opportunities	378	325	703
Building increased awareness with business	342	315	657
Coordinated leadership	359	223	582
Strengthening the collective voice of the sector	358	201	559

Survey Findings

Conclusions



Survey Findings

Conclusions

The non-profit sector in British Columbia is complex. Traditionally the non-profit sector has played a fundamental role in contributing to the well-being of people and communities through civil society coming together to address common challenges, advocate for change, and work for the well-being of everyone across the province.

The strengths of the sector are in the results that are achieved through the tireless dedication and commitment of the staff and volunteers who work to make a difference through deliberate and collective action across a range of community partners, philanthropists, government, non-profit associations and networks, as well as the more than 27,000 non-profit organizations across BC.

This report resulted from the collective contributions of more than 2,100 individuals, non-profit organizations and volunteers who participated in our *Community Conversations* and who responded to our survey. Whether small or large, each of these organizations made a real effort to respond to our questions and to share their insights in an effort to help shape the conversation about the sector and to build a strong foundation for action going forward.

We welcome your thoughts and feedback on this report and invite you to join us in our efforts to create a better understanding and common focus around the role that the non-profit sector plays in helping to build and strengthen the social fabric and contribute to a high quality of life in communities across BC.

THIS PROJECT WAS SUPPORTED BY A PROJECT REFERENCE GROUP AS WELL AS COLLABORATIVE EFFORTS ACROSS COMMUNITIES AND PROJECT PARTNERS.

THE NEW DIRECTIONS PARTNERS WOULD LIKE TO ACKNOWLEDGE THE FOLLOWING INDIVIDUALS AND ORGANIZATIONS WHO HELPED TO ADVANCE AND SUPPORT THIS WORK (listed in alphabetical order):

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Rebecca Ataya
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School of Public Administration
Dr. Evert Lindquist



THIS REPORT IS DEDICATED TO THE MEMORY OF DR. CAROL MATUSICKY WHO PASSED AWAY ON DECEMBER 5, 2014—A DEDICATED COMMUNITY CHAMPION WHO BELIEVED IN POSSIBILITIES.



• Builds Public Confidence • Visionary • Prevention-Focused • Flexible • Adaptive • Client-focused •
• Strong Stewards • Empathic • Experienced • Self-Aware • Community-oriented • Driven by Service •
• Forward Thinking • Positive • Accountable • Collaborative • Respectful • Synergistic • Humble •
• Compassionate • Bridge Builder • Problem-Solver • Generous • Non-Judgemental • Insightful • Impactful •
• Respectful • Culturally Responsive • Lead by Example • Devoted • Fair • Ethical • Complex • Grass Roots •
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