

COLLECTIVELY SPEAKING

- 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 Public Confidence • Visionary • Prevention-Focused • Flexible • Adaptive • Client-focused •
- Building a Shared Narrative for BC's Non-Profit Sector**



**new
DIRECTIONS**

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
Management & Sustainability

Sector Impact

Messages



Sector Impact **Messages**

Collectively, the non-profit sector in BC has a tremendous story to tell. Not only is the non-profit sector a significant economic and social force, but it also helps to build critical bridges and connections needed for creating strong, vibrant and healthy communities.

Recent research prepared by Ference Weicker & Company for the Vancouver Foundation on The Characteristics of the Labour Market in British Columbia's Non-Profit Sector shows that, across British Columbia, there are more than 135,300 individuals employed in the more than 27,000 non-profit and charitable organizations across B.C. This represents a powerful network of individuals and organizations who care about their communities and who are committed to working to tackle difficult problems head on with a goal of making a better life for everyone.

This report shows both the reach and impact of the non-profit sector in BC and the role that it plays in contributing to a high quality of life for people and communities. The stories of impact set out in this report reflect the voices of the sector through the feedback received to the New Directions Survey completed in 2014 and 2015 and reflect the responses received related to the statement - "Because of my organization my community has..."

Because of my organization, my community...

“now has a transition house, victim services, women and children counselling, community living services and a new daycare.”

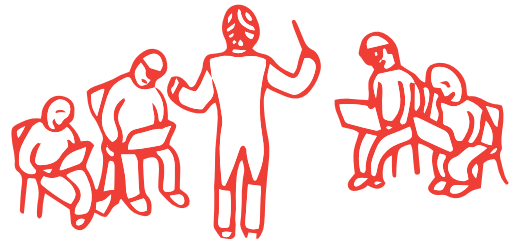
“has a place for people to turn to when things are not going well with their relationship or families.”

“has fewer completed suicides and more family resiliency.”

“has more empowered young people.”

“is stronger and more closely connected.”

“enjoys a vibrant and diverse local performing arts & music culture.”



“has more opportunities for success.”

“has a credible representation and dialogue with the Provincial Government.”

“has access to primary and sexual health care, free registered clinical counsellors, free registered massage therapy, and legal advice for transgender and gender diverse clients, low cost contraception, non-judgmental sexual health information, and comprehensive sexual health education in schools.”

“is more literate and its residents can access more personal options.”



“gains necessary hospital equipment, which would otherwise not be funded.”

“is a safer place for everyone.”

“provides services to those in low income and the less fortunate.”

“has more empowered young people.”

“is more economically viable.”

Because of my organization, my community...

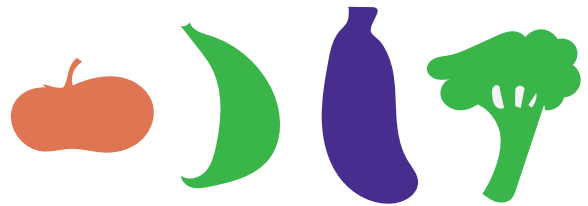
“provides opportunities for high risk Aboriginal youth to take an active role in their community and local economy through arts and culture.”

“is active in addressing the child care crisis in BC and Canada.”

“is more inclusive and connected.”

“has well-run affordable housing.”

“helps provide services and programs which make families feel a part of the community and able to take control of their lives.”



“has a greater sense of the critical importance of food security.”

“gets more students educated and working.”

“has a transition house and associated programs.”

“is better served in areas of immigrant, family, seniors, child and youth supports.”

“has a better sense of mental health issues.”

“has a hub of support for most social needs.”

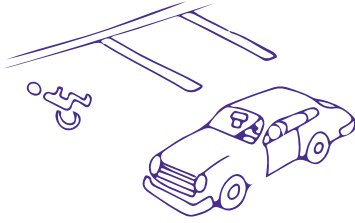


“benefits from the experience, perspectives, and contributions of seniors.”

“comes together to provide food and support to people in need.”

Because of my organization, my community...

“has accessible parking for people with disabilities.”



“has a lacrosse team.”

“can stay connected and active as Métis elders.”

“has access to the very best in pediatric palliative care.”

“works in collaboration and has a stronger voice for women’s safety.”

“benefits from the religious and interfaith dialogues and cultural diversity.”



“has housed, supported and welcomed 360 refugees.”

“has strong youth leaders and voices.”

“has gained experience delivering important, needed services in new ways.”

“provides a safe place for women and children who are at risk of domestic violence.”



“has transportation to school, daycare support, and children's services.”

“is a more accessible place for Deaf and Hard of Hearing persons.”

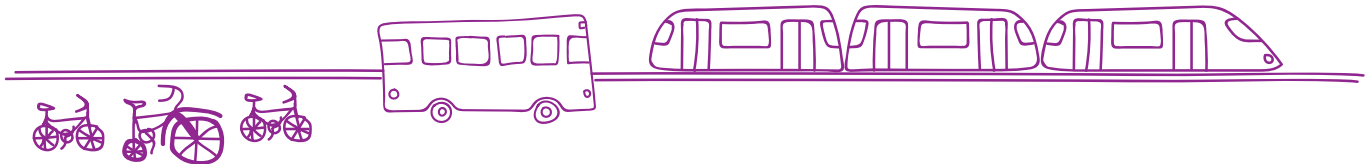
“has better access to high quality housing.”

“is stronger and more resilient.”

“has the resources to get people off the streets.”

Because of my organization, my community...

“has access to practical solutions to transportation needs, and access for learning about sustainable transportation issues.”



“is safer, stronger and healthier.”

“is better supported to make informed choices and promote social justice.”

“receives much needed services for marginalized individuals including current, former and at-risk female, transgendered and male sex workers.”

“benefits from the work of volunteers helping those who are dying, and through the provision of counseling for grieving.”

“benefits children and youth with mentoring relationships.”

“provides parents with a voice in public education.”

“learns about the natural world and how to take care of it.”



“has a voice for families with young children.”

“provides affordable housing to Aboriginal people in need.”

“is safer and healthier for marginalized and traumatized women.”

“provides basic supports for persons in crisis and persons with chronic and persistent mental illness.”

Because of my organization, my community...

“is cared for with the availability of comprehensive health care, supportive housing and emergency shelter services.”

“is more understanding and accepting—with access to information and services that encourage healthy choices.”

“works more collaboratively to address service gaps and barriers.”

“has higher capacity to address social needs.”

“has more people receiving the much-needed benefits to which they are entitled under the law.”

“is better cared for and respected among those who access services.”

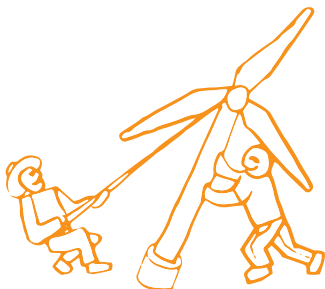


“has children, youth and families leading better lives and accessing more opportunities to improve their social and economic conditions.”

“has better access to the justice system for those who are disadvantaged.”

“is stronger, more resilient and more livable.”

“has the opportunity to meaningfully engage to create positive change.”



“has improved connections between agencies and collaborative approaches to issues.”

“is demonstrating a more compassionate attitude towards those involved in conflicts.”

“is supported and nurtured, safer and healthier.”

Because of my organization, my community...

“supports seniors to live fuller, more complete and active lives.”

“will have more successful children with invisible disabilities.”

“has a better understanding of the needs of low income individuals.”

“has a better understanding of domestic violence and sexual assault.”

“has a better understanding of the specific cultural needs of the Aboriginal population.”

“has a non-judgmental, caring resource for victims of abuse.”

“has effective resources and information to meet the needs of families.”

“feels cared for, involved and empowered to change their lives and the lives of others.”

“has members that function better under difficult circumstances.”



“is safe, friendly and cohesive.”

“is a more sustainable community.”

“is empowered and given a voice.”

“now recognizes the reality of violence against males and the devastating effect on them and their community.”

“has a greater understanding about mental illness and knowledgeable people actively involved in breaking down the stigma preventing people with first break psychosis from seeking help.”

Because of my organization, my community...

“is more collaborative and has developed stronger skills to work more closely together.”

“has access to critical, immediate, and professional counseling and support services that help children, youth, families, and adults defend themselves against social vulnerabilities and illness.”

“is more welcoming and supportive of diversity.”

“has supports for vulnerable youth, families and seniors.”

“has programs, activities, classes, and social events for seniors.”



“benefits through social and wellness of citizens who receive our services.”

“receives the support needed to strengthen and increase the resiliency of the individual.”

“has been more effective in improving the lives of children with special needs and their families.”

“is able to address homelessness with dignity, kindness and comfort.”



“is more engaged in volunteering and more aware of social issues.”

“is developing a more positive concept of mental illness.”

“has gained knowledge and tools to improve the care of those in residential care and support for their family and friends.”

“has a place where people can turn to for help and general well-being.”

Because of my organization, my community...

“supports people who live with a severe and sometimes disabling chronic disease.”

“takes better care of the most vulnerable people.”

“provides services to those who are marginalized.”

“provides free services to families in need.”

“is better connected to each other and a better place to raise young children.”

“is better informed about the needs of seniors.”

“helps families raise happy healthy children through our programs.”

“has services and supports for persons with intellectual disabilities.”

“has more opportunities.”

“has a place where people can turn to for help and general well-being.”

“has a group focused on the protection of the local environment and on the education of the public on global and local environmental issues.”

“is responsive to all citizens regardless of their ages, race, gender, or religious beliefs!”



“has four early childhood programs to choose from!”

“educates, informs, and supports foster parents.”

“has housed, supported and engaged seniors.”

“is more cohesive, caring, open for change, feels safer, and is more welcoming to all.”

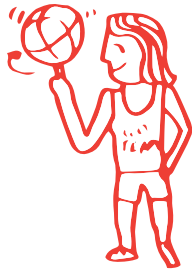
“has a culturally appropriate organization to come to for support and programming.”

Because of my organization, my community...

“receives services which greatly enhance new immigrants’ ability to adjust to life in Canada.”

“provides needed support to youth as they transition out of care and into adulthood.”

“has effectively and respectfully worked with citizens in all ages and stages of life and has assisted them to reach their highest potential!”



“is more physically active.”

“has free and impartial service.”

“is a safer place for women and children living with violence.”

“has access to emergency groceries, hot meals, fellowship, opportunities for personal and spiritual enrichment as well as legal advocacy services to assist community members in dealing with legal suits.”

“has been successful in changing the lives of many for the better.”

“has the benefit of many services, community events, activities and programs that were not available previously.”

“receives a 60% ROI on the provincial government tax dollars that are invested into our agency.”

“receives 250,000 pounds of food to help feed our vulnerable citizens.”

“receives the benefit of 45,000 hours of volunteer support.”

“is a stronger, healthier, more inclusive place to visit, live and work.”

“is a more accessible place.”

“is more aware of the importance of effective literacy skills to every aspect of life.”

Because of my organization, my community...

“is more accessible for deaf and hard-of-hearing citizens and provides knowledge about dealing with issues of hearing loss.”

“supports local charities and graduating high school students.”

“combats the marginalization of people with a mental illness.”

“is more literate, better able to find information, make decisions and take advantage of opportunities that are available to them and to their families.”

“provides housing and food to those most in need.”

“has more citizens who live fully engaged lives both economically and emotionally.”

“is more caring and is a better place in which to live.”

“has more affordable programs for children and youth.”



“is encouraging teens to become future leaders.”

“has the tools necessary to be effective stewards of our natural capital.”

“is more sensitive to the needs of the homeless and at-risk persons.”

“can access health services they would normally not be able to.”

Because of my organization, my community...



“has access to legal education and information in multiple formats to meet the diverse needs of people in BC.”

“provides educational presentations on growing food and plants.”

“is learning more about prevention of FASD.”

“is more inclusive and diverse.”

“is better informed and more aware of the needs of people with vision loss.”

“assists women in career transition, single mothers, and those who can't afford housing.”

“is overcoming poverty, addiction, and homelessness.”

“provides support to people who might not otherwise receive it.”

“is combating cycles of abuse in the community.”

“provides a home and support that people with a mental illness need to recover.”

“can access funding and information and build partnerships which create healthier, happier, sustainable communities.”



“hears the voices of youth as they communicate about issues that are important to them.”

“has benefited seniors in need of counselling while going through the many changes in their lives.”

Because of my organization, my community...

“has a comprehensive continuum of quality services that enhance the lives of children and their families.”

“provides activities for children and preschoolers.”

“is healthier and better balanced in its educational, social, and cultural well-being.”

“is helping improve the local environment and maintain these values for future generations.”

“is building a strong environmental stewardship ethic.”



“has a safe, secure facility that houses vulnerable seniors.”

“is helping house people otherwise not on the radar.”

“has the benefit of affordable housing in perpetuity.”

“is beginning to understand the needs of citizens who are living in extreme poverty and homelessness.”

“has resources to assist low income, isolated families.”

“understands the value of volunteerism.”

“is accepting and welcoming of people with disabilities.”

“receives services and representation that would not otherwise exist.”

“is more diverse, has more resilient and independent youth and has opportunity to experience and be a part of positive change.”

“is a place where everyone is welcome, people live healthier, safer, active lives and no one feels alone or unwanted.”

Because of my organization, my community...

“has fewer homeless people living on the streets and more people in affordable housing living more stable lives.”

“has an active and vibrant social support system for struggling young people and the general public.”



“has a local support service that works with families with children by adoption in a community driven way.”

“benefits by education and training opportunities.”

“has better access to books and is more environmentally aware.”

“helps frail individuals live independently in their own homes, while connecting them with community resources.”

“is better informed about and engaged in child and youth issues.”

“deals more effectively with the homeless and health issues by providing innovative solutions with limited funding sources.”

“supports community members who face obstacles because of low literacy.”

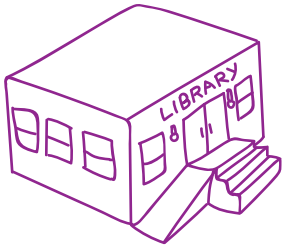
“is able to provide housing for low-income seniors in our area.”

“takes action to support people in lower income.”

“has a place people can gather to access diverse programs that meet their specific needs.”

“has experienced better outcomes for vulnerable community members.”

Because of my organization, my community...



“has a vibrant public library that provides educational and entertainment materials and connectivity to our community.”

“makes me feel proud of our work.”

“has a wide variety of counselling services, family support services, and outreach programs that enrich the lives of community members.”

“benefits from the strengthening of the Aboriginal Early Child Development field, caregivers have access to training, childcare centres have access to cultural materials and children and families receive better quality childcare.”

“has become more inclusive and peaceful.”

“has excellent programs for children, youth, adults, seniors, special needs individuals.”



“has access to a variety of arts programming that would not take place otherwise.”

“helps families meet the challenges in their lives.”

“facilitates accessible services to over 800 children in the community.”

“provides services for families, youth and individuals to lead healthy lives.”

“can better serve the needs and interests of all people.”

“is better off economically, as clients in recovery can better contribute to society.”

Because of my organization, my community...

“has provided meaningful services to senior citizens and residents to improve their quality of life.”

“is a healthier place for children and families to be able to reach their potential.”



“is increasing literacy within our population.”

“provides help to caregivers.”

“is working to end homelessness.”

“provides services not easily available in Northern BC.”

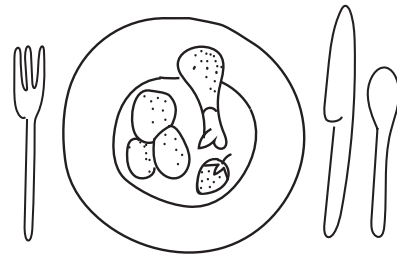
“provides opportunities for education and employment.”

“has less Aboriginal women living on the streets and less Aboriginal children in foster care, in turn creating a significant cost-savings to the government.”

“is more supportive of individuals with accessibility issues.”

“empowers seniors to live as independently in their homes and in their communities as long as possible.”

“has people who are fed through our programs and services.”



“has more resources for children and families to improve the lives of children.”

“supports parents with young children to enter and stay in the workforce, pay taxes and raise healthy children.”

“is more aware of the importance of social health and has made positive improvements for the community.”

“is reducing youth homelessness.”

“continues to better themselves in supporting and advocating for their families and providing the quality care families need to grow into healthy, happy community members.”

Because of my organization, my community...

“has more activities for families.”

“provides services for people living on very low incomes.”

“is more friendly for elders.”

“is better able to understand and build capacity for action around community-wide social issues.”

“has a thriving arts and culture community and supports local artists.”

“has benefited by having adults and children with special needs provide quality services to the general public.”



“provides friendship and a wealth of activities and events for seniors to participate in, as well as services and support in the community including visitors for lonely or shut-in seniors, scholarships for students, and donations to community projects.”

“is helping women in significant ways.”

“is aware of what elder abuse is and how to deal with it.”

“is building a new, collectively owned infrastructure to create sustainable improvements in our social, economic and environmental conditions.”

“has children more likely to reach their full potential.”

“provides community members with a stronger voice regarding their community.”

“is a more accessible place.”

“receives skilled support and education about mental illness and the needs of the person and their support network.”

Because of my organization, my community...

“has an understanding of the importance of social emotional learning for children and youth.”

“has programing that helps to provide children with opportunities for social interaction and activities to help prepare them for education.”

“has fewer families in crisis, and families getting out of crisis quicker.”

“benefits from improved health and wellbeing.”

“has a better capacity to build strong and durable services for its families and organize youth activities.”

“is more connected, engaged, knowledgeable and inclusive.”

“helps people who need assistance in coping with their lives.”

“benefits substantially in independent living seniors housing.”

“has more resilient families and individuals.”



“is providing some necessary supports for vulnerable youth.”

“has a voice to governments.”

“is better educated about legal problems and how to address them.”

“supports early childhood development, family centred values, cultural needs, diversity of people and options for accessibility.”

“is making connections that support individuals in need.”

“is better connected to services, better informed and has individuals becoming more self-sufficient.”

“is able to support the independence and well-being of our citizens.”

“provides a forum for talking about social issues and concerns that otherwise don't have a common voice.”

Because of my organization, my community...

“is more literate, informed, healthy, and connected.”

“is more aware of inequities and helps address the needs of children and families.”

“supports diversity and enhances the lives of people with disabilities.”



“has better access to parenting resources and early childhood care and education information, training, and resources.”

“can access the information and services they need to stay connected to their community.”

“has children growing up within families that are supported, connected and provided with the resources they need.”

“has a great resource for families of young children.”

“has training opportunities, is safer and has a higher level of awareness of community issues.”

“offers programs and services not offered elsewhere.”

“is more vibrant and dynamic.”

“can access the information and services they need to stay connected to their community.”

“allows lower income seniors to enjoy affordable, secure residences in a community atmosphere.”

“is a place where individuals have the opportunity to have a voice and are empowered to build their capacity as individuals.”

“feels a greater sense of cohesion and has a space and mechanism for building community and inter-cultural and inter-generational understanding.”

“is where I am proud to live.”

Survey Feedback

Conclusions

Survey Feedback

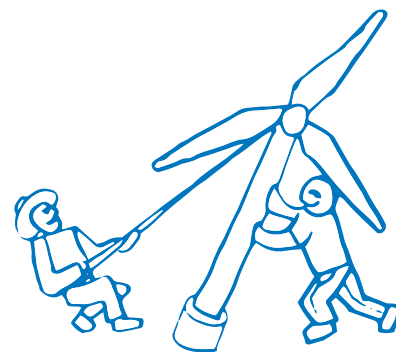
Conclusions

The insights shared through the sector survey and through the community conversations reflect the multiplicity of ways that individuals and society interact with the non-profit sector on a daily basis and the multiple points of connection. Through the stories of impact, it is clear that the non-profit sector is integral to the health, vitality and sustainability of Canadian communities and society and reflects the shared values and unique role that the non-profit sector plays in **enriching, caring, strengthening** and **connecting** communities through the actions of **knowledgeable, caring** and **committed** people who volunteer and who work in the non-profit sector everyday.¹

¹ These were the top five (5) shared values identified by respondents to the New Directions survey (see Appendix A).

Appendix A

Key Strengths and Shared Values from the New Directions Survey



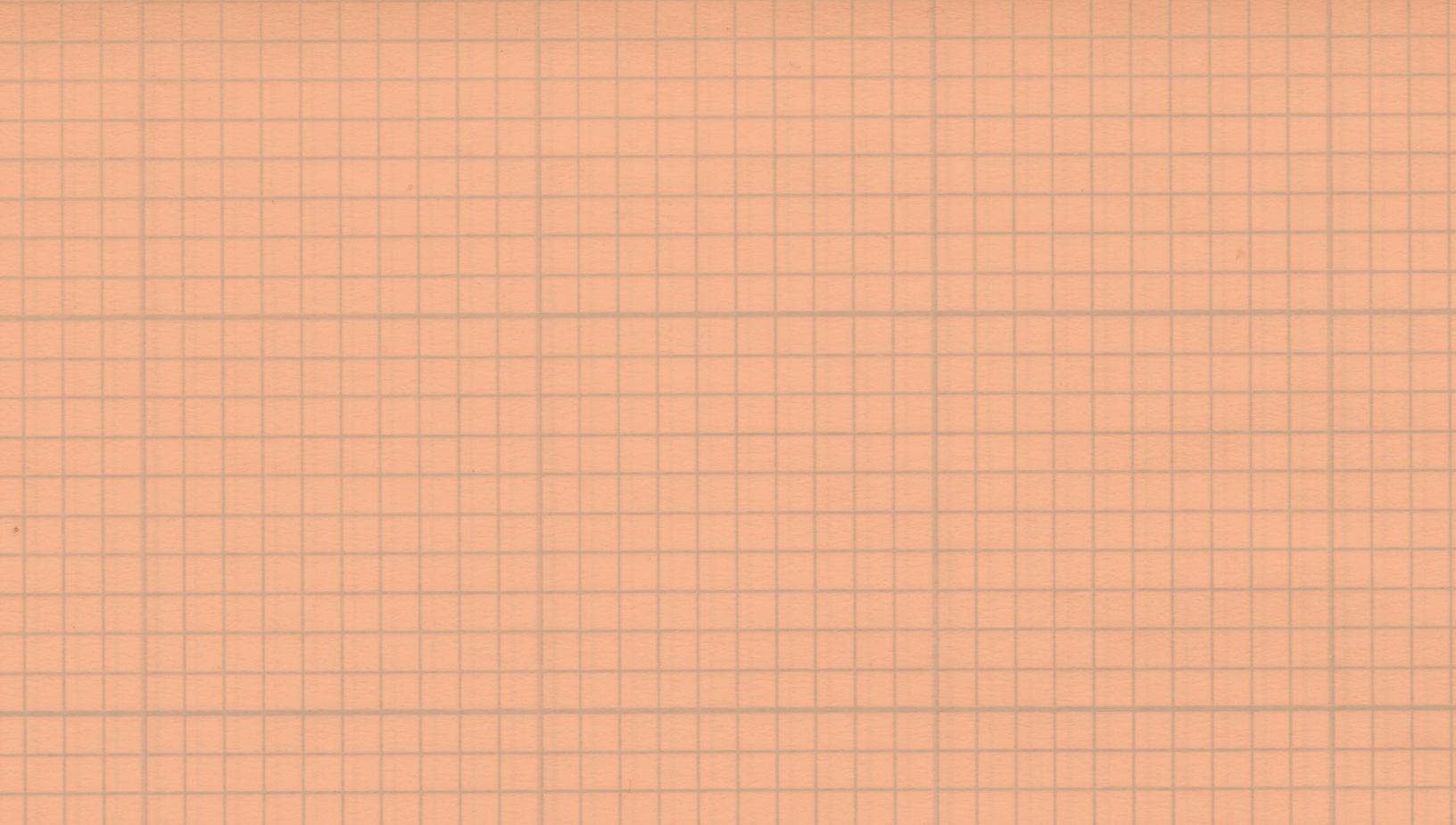
Key Strengths & Shared Values

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

Appendix B

15 Individual Community Conversations Highlighted in the New Directions Community Conversation Report



Highlights

15 Community Conversations



1. Campbell River Community Conversation

Campbell River Community Conversation

Campbell River hosted the first of the community conversations organized by the New Directions for BC Non-profits project—piloting the way the conversations were to be designed and presented. The Campbell River meeting was held on November 26, 2013.

Campbell River had one of the most diverse sector representations, with 30 participants including: Social Services (10), Volunteerism (5), Sport (3), Recreation (2), Health (2), Education (2), Arts (2), Environment (1), Housing (1), Religion (1), and Law (1).

“See Each Other”

- In this small community the participants attending generally knew the make-up of the non-profits in the area and were familiar with each other, but all participants did not know each other or each other’s organizations well.
- They said non-profits in their community were in the business of “connecting people through needs, interests and causes.”

“Talk Together”

Participants found the opportunity to talk broadly together about the sector in their community “interesting and thought-provoking.”

- They were curious about the project, and recognized the importance of networking and sharing ideas and goals, but wondered “how such desired collaboration could be achieved.”
- Participants emphasized that “working together” requires support and leadership, and most were fully occupied in the business of running their own organizations.
- They said community non-profits were “understaffed and underfunded.” (The host, Volunteer Campbell River, was being administered off the side of a municipal employee’s desk, at the time.

“Talk about Sector Impacts Locally and Provincially”

Participants talked about the overall impact their organization made in Campbell River—making a difference to people’s quality of life.

- They recognized that non-profits contribute to every community in BC and reflected the needs and priorities of individual communities.

Conclusion

Campbell River participants were engaged in the discussion, valued the concept of working together across the sector and recognized the value and diversity of non-profits in their area. They were also looking for leadership, support and resources to facilitate “working together” locally.

(As a result of this first conversation presenters simplified the discussion materials to promote, improve and give more time to participant discussion in the events that followed.)

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- Strong Stewards • Empathetic • Experienced • Committed • Driven by Service •
- Forward Thinking • Positive • Accountable • Collaborative • Humble •
- Compassionate • Bridge Builder • Problem Solver • Impactful •
- Respectful • Culturally Responsive • Lead by Example • Deep Roots •
- Future-Orientated • Investment-Focused • People-Focused • Acts with Integrity • Resilient •



2. Duncan Community Conversation

- Sees the Need • Influence • Strength in People • Service • Openness • Integrity • Engaged •
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Duncan Community Conversation

The Duncan community conversation was held on November 27, 2013. Some of the discussion tools had been reduced and simplified to prompt discussion and as a result the conversation flowed more readily in comparison to the first conversation which was held in Campbell River.

The 28 participants represented more than one community and had a wide range of perspectives: Volunteerism (8), Social Services (7), Arts (6), Health (2), Religion (2), Sport (1), Recreation (1), and unknown (1).

“See Each Other”

- Non-profits from Sooke attended (because the cost of the accompanying training sessions was much lower in Duncan than in Victoria) as well as non-profits from Chemainus and Ladysmith.
- About half of the participants knew each other well, and the other half did not. Overall most of the organizations they represented were amongst the more well-known non-profits in these areas, and they represented a wide range of types of organizations (although no environmental organizations were present).
- The variety of places of engagement participants ranged from local government offices, to farm/equestrian centres, reported by recreation centres, hospitals, church halls, retail outlets, private homes, and more. They were well aware of their varied roles in “building and engaging the community” and the “many hats” they wore.
- They recognized that they were in the business of “caring and meeting needs”, enriching community quality of life, and working effectively and creatively to solve problems.
- They saw themselves as a reflection of their communities’ values and priorities.
- This group had a high proportion of volunteer centre representatives who are in the business of looking across the types of organizations in their community. Many participants were well aware of the diversity in their sector locally and, more broadly across British Columbia.

“Talk Together”

- Participants were very respectful of each other, and recognized the importance of their diverse roles in community life.
- They emphasized the importance of including and reflecting diversity locally, and more broadly in the sector.
- For example, participants noted that some perspectives were missing in the room – such as the “environment” perspective.
- Participants also pointed out that sports associations were not well represented in the survey response. (Sports represented about 5% of this project’s BC Non-Profit Survey Wave 1 responses as presented to this group in the conversation introduction.)

- Participants were happy to see “energy directed at creating a more cohesive sector” and recognized the importance of discussing and “sharing common interests.”
- Some had hoped that this session could present a finalized solution to “speaking with one voice” while recognizing the diversity of purpose in the sector.
- However, they recognized the need to include an array of voices in building a non-profit narrative, and the need to build understanding together from the bottom up.

“Talk about Sector Impacts Locally and Provincially”

- Participants talked more about more how they could improve their impact stories. For example they talked about the need for media expertise and training, such as story-telling workshops, as well as opportunities (such as this experience) and space to come together for conversation.
- They noted that they could work together and share a “common cloud”; a central point for gathering and dispersing information, and shared best-practices, resources, etc.
- Participants also talked about the need for non-profit communication hubs, such as Volunteer Centres, Board Voice, and the Administrators of Volunteer Resources of BC.

Conclusion

Participants were aware of the impact and significance of non-profits in their community, and generally about the impact of the sector more broadly. They wanted training, examples and opportunities to improve their ability to communicate those impacts.

- 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 • Problem Solver • Dedicated • Supportive • Skilled •
- Committed to Helping People • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • Engaged • Active • Helping • Stable •
- Builds Public Confidence • Flexible • Adaptive • Client-focused •
- Strong Stewards • Empathetic • Experienced • Oriented • Driven by Service •
- Forward Thinking • Positive • Accommodating • Energetic • Humble •
- Compassionate • Bridge Builder • Problem Solver • Impactful •
- Respectful • Culturally Responsive • Leads by Example • Grass Roots •
- Future-Orientated • Investment-Focused • People-Focused • Acts with Integrity • Resilient •

3. Victoria Community Conversation

Victoria Community Conversation

The Victoria community conversation was held on November 28, 2013.

There were a total of 30 participants, representing the following types of organizations: Health (8), Social Services (7), Education (4), Volunteerism (2), Law (2), Recreation (2), Environment (2), Housing (2) and Arts & Culture (1).

“See Each Other”

- The participants were mainly from the City of Victoria with a few from surrounding areas (Sidney, Saanich and Sooke), and they represented a fairly wide range of perspectives. (One of the housing associations was also a religious organization).
- Many of the participants were familiar with each other, representing many of the more well-known non-profit organizations in the city, but there were also “new” faces in the room.
- Participants reported a variety of places of engagement but these places were less varied than those demonstrated in the 2 previous conversations held in smaller communities.
- In general, they recognized the non-profit sector as being comprised of “volunteers, mentors, donors, and experienced people who were “passionate about what they provide.”
- Participants stated that non-profits locally reflected the values of their community, that the sector represented the diversity and richness of life in the Victoria area.

“Talk Together”

- Participants indicated that they were familiar with the concept of identifying common ideas across the sector, and thought that “New Directions” was about exploring “newer” directions.
- They said the discussion reminded them of the sector’s shared challenges, and that it was very helpful to share ideas and have an opportunity to network—that more networking would be beneficial.
- Participants were aware of the breadth of the non-profit sector locally and provincially, but some noted that “the idea that the sector (in all its diversity) needing to bind together was a revelation, a new idea—and some hadn’t thought along those lines.”
- This idea sparked “campaign ideas” as well, such as a ripple effect PR campaign—demonstrating the ripple effect of non-profits efforts locally.
- Another campaign idea was an interactive puzzle game – pieces of the puzzle of community coming together through different images (perspectives). (You choose certain interests and it brings up different pictures; look behind puzzle areas and find a sector initiative/solution; re-arrange the puzzle pieces etc. and receive a virtual trophy if you finish the puzzle.)

“Talk about Sector Impacts Locally and Provincially”

- Participants talked about ways to network creatively and communicate non-profit challenges, solutions and stories.
- They identified the importance of supporting networking hubs such as Volunteer Centres, Board Voice, and the Administrators of Volunteer Resources of BC as a key part in building non-profit networks.
- Participants recognized the varied ways non-profits impact community, saying that non-profits create enriched, empowered, engaged communities.
- They also noted that by working together they could use resources more effectively, but recognized that “connecting” took time and non-profits were all operating with scarce resources.

Conclusion

They were aware of the impact and significance of non-profits in their community (particularly of the non-profits in their sub-sector), and generally about the impact of the sector more broadly. They identified working together / networking as a means to increasing and communicating the impact of non-profits, but recognized that networking also took time and effort.

- 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 • Problem Solver • Dedicated • Supportive • Skilled •
- Committed to Helping People • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • Impactful • Engaged • Active • Helping • Stable •
- Builds Public Confidence • Flexible • Adaptive • Client-focused •
- Strong Stewards • Empathetic • Community-oriented • Driven by Service •
- Forward Thinking • Positive • Action-oriented • Synergistic • Humble •
- Compassionate • Bridge Builder • Problem Solver • Thoughtful • Impactful •
- Respectful • Culturally Responsive • Learner • Grass Roots •
- Future-Orientated • Investment-Focused • People-Focused • Acts with Integrity • Resilient •
- Understands Needs • Understands Community • Deep and Wide • Build Connections •



4. Prince George Community Conversation

- Trustworthy • Accessible • A Strong Voice • Transparent • Compassionate • Inclusive • Caring •
- Cost Effective • Provides Value • Collaborative • Adaptable • Genuine • Efficient • Values-driven •

Prince George Community Conversation

The Prince George community conversation was held on December 2, 2013.

The 29 participants represented the following types of organizations: Social Services (9), Health (9), Recreation (6), Religious organizations (2), and Business and Professional Development organization (1), as well as 1 municipal government representative and 1 UNBC student.

“See Each Other”

- This conversation was well-attended and sparked a lively discussion.
- Although no Arts or Environment representatives were present, there was a range of perspectives in the room including a larger percentage of representatives from Recreation. There were also a number of people who had not met each other in the community.
- Participants reported a range of places of engagement, such as: swimming pool, bowling alley, call centre, church hall, city hall, fields, hospital, schools, and senior residences.
- Participants saw those in the non-profit sector in Prince George as “diverse groups of individuals with unique motivations”, and as members of the “community benefits sector”—rather than the non-profit sector.
- Those associated with organizations providing services saw themselves as “givers of time”, and “meeting community needs.”
- Broadly speaking, participants said that Prince George 'community benefit' organizations represented the whole community—“We are you.”

“Talk Together”

- Participants readily recognized the value of “working together.”
- By working together they saw themselves as “growing community” and improving the understanding of the value of the community benefits sector.
- Those providing services suggested the slogan “Prince George cares—working together to put caring into action.”

“Talk about Sector Impacts Locally and Provincially”

- Participants also discussed challenges to working together even in the same sub-sector. They “needed spaces to come together for conversation and support / tools to overcome barriers to working together.”
- They said that they needed venues to socialize, share stories and connect.
- Participants also said they needed to raise the visibility of community benefit organizations in the community, and needed resources and support to be able to do that.

Conclusion

Participants in Prince George recognized:

- the diversity of the sector and its value to the whole community,
- the importance of community benefits organizations working together,
- the need for visibility and a positive image for the sector locally,
- the importance of this discussion.

They were energized participants and were ready to take action to move forward locally, but also stated they needed support to make that happen.

- 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 • Problem Solver • Dedicated • Supportive • Skilled •
- Committed to Helping People • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • Engaged • Active • Helping • Stable •
- Builds Public Confidence • Flexible • Adaptive • Client-focused •
- Strong Stewards • Empathetic • Entrepreneurial • Oriented • Driven by Service •
- Forward Thinking • Positive • Accommodating • Energistic • Humble •
- Compassionate • Bridge Builder • Problem Solver • Fulfilling • Impactful •
- Respectful • Culturally Responsive • Leader • Grass Roots •
- 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 •
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- 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 •



5. Coquitlam Community Conversation

Coquitlam Community Conversation

The Coquitlam community conversation was held on January 21, 2014.

There were a total of 7 participants, representing the following types of organizations: Social Services (3), Religious organizations (2), Philanthropy & Volunteerism (1), and Arts & Culture (1).

“See Each Other”

- Although there were relatively few participants, those who attended reported a range of places of engagement: such as museum, church, international disaster sites, food bank, therapeutic offices and warehouse.
- Participants saw their organizations as caring, responsive and community-driven, as well as compassionate, advocating for, and connecting with others.

“Talk Together”

- Participants noted the importance of volunteers.
- They said that some non-profits used many “tools for engaging the community and attracting volunteers and that “most organizations would benefit from attracting volunteers of different profiles and ages.”
- They also recognized that it was important “to create linkages in the (local) Tri Cities” area and to “achieve a more universal level of recognition of the sector, the agencies in the area and the work that is being done.” For example, non-profits could “pursue new kinds of partnerships (e.g. with organizations like Tourism BC).”
- However, participants asked “what organization(s) they should / could connect with” and wondered if there was a repository of non-profits in their area.
- Participants also emphasized the importance of continuing the work of capacity-building in communities.

“Talk about Sector Impacts Locally and Provincially”

- Participants pointed out that “small non-profits needed the help of larger umbrella organizations to get the message out about the sector more broadly in terms of who we are, why we matter, what would communities be without non-profits.”
- They pointed out that developing a sector-wide communication / marketing plan would be more effective than the typical ad hoc approach to dialogue and engagement in the non-profit sector.
- Participants said that a “very broad statement should be discussed and developed to capture the range of the sector” and to begin to bring about a “mind-shift” in the way the sector is understood.
- Some participants also thought that incentives / pressure should be added to encourage / push organizations to “think on a bigger scale, get out of their own bubble, and think about the sector as it engages community and impacts our world.”

Conclusion

Coquitlam non-profits talked about many of the same “ideas” or “themes” discussed in other community conversations: partnering or working together with diverse groups, developing communication tools with a broad perspective demonstrating the impact of non-profits locally and broadly in the world, the need for capacity building in the sector, and seeking the help of sector umbrella groups to get that work done.

- Future-Orientated • Investment-Focused • People-Focused • Acts with Integrity • Resilient •
- Understands Needs • Understands Community • Deep and Wide • Build Connections •
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- 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 • Problem Solver • Dedicated • Supportive • Skilled •
- Committed to Helping People • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • Engaged • Active • Helping • Stable •
- Builds Public Confidence • Adaptable • Client-focused •
- Strong Stewards • Empathetic • Evidence-based • Oriented • Driven by Service •
- Forward Thinking • Positive • Accommodating • Energetic • Humble •
- Compassionate • Bridge Builder • Problem Solver • Impactful •
- Respectful • Culturally Responsive • Leadership • Grass Roots •
- 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 •



6. Kelowna Community Conversation

Kelowna Community Conversation

The Kelowna community conversation was held on January 28, 2014.

The 15 participants represented the following types of organizations: Social Services (5), Philanthropy & Volunteerism (4), Education (1), Health (2), Law (1), and Arts & Culture (1), as well as 1 representative from municipal government, the City of Kelowna.

“See Each Other”

- This conversation was smaller, the participants were mainly from the City of Kelowna, and they represented various non-profit perspectives (although there were no representatives from environment, religious or sport organizations).
- Most participants knew each other, representing many of the more well-known non-profit organizations in the city.
- Participants reported a range of places of engagement in Kelowna: such as hospital, music school, coffee shops, parks library, police station, preschool, gym, gardens, and pool.
- They saw themselves as “wanting to work to make a difference” and recognized that local “non-profits are not just social services”, but “are (reflective of) community / society”, and “part of our identity as Canadians is what we do in this sector—we build community.” They recognized that locally, and provincially the non-profit sector needed to do a “reframe around the sector”, that we needed to “market the sector effectively.”

“Talk Together”

- Participants recognized that in trying to explain the role of non-profits one of the first challenges was the fact that “non-profits don’t have an easy common language that could be shared with the community.”
- They noted that although it was difficult to explain the role of the sector in terms that others could understand—that it was important work and needed further consideration.
- However, many did not like the “non” in the term non-profit sector and pointed that out.
- Participants said that non-profits spent so much time looking for funding and describing themselves in a reactive manner that there was not a lot of “self-determination” in how they operated, or thought about themselves.
- They said that non-profits needed to “reframe how they thought about themselves.”
- Participants said that non-profits needed to think of their strengths. They recommended that non-profits invite government and business representatives to join them in community, rather than the other way around.

- Some noted that the non-profit sector seemed to be about to mature and realize its full identity, that the non-profits needed to get beyond their current point in development and discussion as a sector, and move forward together.
- Participants emphasized that non-profits need to “work to work together, to build trust (across organizations and in the community)”, and “to model the work that we do together.”
- They emphasized that “non-profits were better (working) together” but that non-profits don’t have the equivalent of a trade association to elevate the sector and provide a vehicle for a “common voice.”
- Participants pointed out that this community conversation grouping of non-profits was an amazing role model.

“Talk about Sector Impacts Locally and Provincially”

- Participants said that non-profits needed to leverage the support of umbrella groups to play a key role in facilitating and pulling the sector (which is composed of so many smaller organizations) together and communicating its role.
- The fact that non-profits are making a difference is important and that impact needs to be understood.
- They said that the majority of community residents have benefited from non-profits in their communities. (To demonstrate this we could black-out all the enrichment and services non-profits provide in a place—or we could show our impact by shining a light on all the ways people’s lives are enhanced by the efforts of non-profits.)
- They noted that demonstrating value is “business language”, and that the non-profit sector needs to use those skills and that language.”

Conclusion

Participants urged the group to act on this type of thinking. They referred to the Ontario Nonprofit Network as a great model of a network of networks. They noted that there seemed to be some coalescing of thought in the lower mainland but that non-profits in various regions of the province needed to coalesce as well. Participants emphasized that this message was and had to come from the grass-roots organizations, and that there had to be a strategy developed mutually to change the idea of the sector.

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- 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 • • Dedicated • Supportive • Skilled •
- Committed to Helping People • • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • • Engaged • Active • Helping • Stable •
- Builds Public Confidence • • Flexible • Adaptive • Client-focused •
- Strong Stewards • Empathic • Evidence-based • • Oriented • Driven by Service •
- Forward Thinking • Positive • Accessible • • Energetic • Humble •
- Compassionate • Bridge Builder • Problem Solver • • Skillful • Impactful •
- Respectful • Culturally Responsive • Leadership • • Grass Roots •
- Future-Orientated • Investment-Focused • People-Focused • Acts with Integrity • Resilient •
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7. Richmond Community Conversation

Richmond Community Conversation

The Richmond conversation was held on March 6, 2014.

There were about 50 participants from Richmond and other Greater Vancouver communities in attendance at this event.

“See Each Other”

- The participants identified about 25 places of engagement including: community centre, libraries, malls, churches, recreation centres, parks, schools, arts centre, agencies, hospital, DTES, arena, caring place, neighbourhood houses, volunteer centre, marine mammal rescue centre, soccer fields, ELSA classrooms, residential care facility, aquarium, and social services offices (in order of frequency).

“Talk Together”

- Participants described themselves as part of the community benefit or social profit sector and generally their role in the community as community connectors, integrators, advocates, educators, protectors, leaders, “awareness raisers”, and “fairness police.”
- They described what they do as combatting social isolation, noting that they provided referral services and community centre information; supported community health and fitness, newcomer integration and legal advocacy; provided youth and child care services, poverty advocacy and disability supports; provided environmental protection; promoted inclusion, and preserved community capital.

Conclusion

Participants in this conversation recognized how important it was for non-profits locally to reach out to other social profit organizations, and to build trust among organizations. Working together, they said, depended on trust and honesty in relationships.

- Future-Orientated • Investment-Focused • People-Focused • Acts with Integrity • Resilient •
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- 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 • Problem Solver • Dedicated • Supportive • Skilled •
- Committed to Helping People • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • Engaged • Active • Helping • Stable •
- Builds Public Confidence • Flexible • Adaptive • Client-focused •
- Strong Stewards • Empathetic • Environmentally Oriented • Driven by Service •
- Forward Thinking • Positive • Accommodating • Energetic • Humble •
- Compassionate • Bridge Builder • Problem Solver • Impactful •
- Respectful • Culturally Responsive • Leads by Example • Grass Roots •
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8. Cranbrook Community Conversation

Cranbrook Community Conversation

The Cranbrook conversation, held on March 11, 2014, was one of the smaller conversations.

The 9 participants represented the following types of organizations: health (3), arts & culture (3), social services (2), and justice (1).

“See Each Other”

Participants described a wide variety of places of engagement from homes and offices, to businesses, arts facilities, schools, churches and institutions such as the hospital.

Strengths & Core Values

- Participants saw themselves as caring, enriching, innovative, productive and empowering. They regarded each other as “nice people—people who give above and beyond, are caring and have a social conscience.” They said people in the non-profit sector were mentors, volunteers, board members, and staff who are committed and passionate.

Challenges

- The challenges they reported facing included: competition among non-profits, responding to the complexity and pace of change, having the public and others understand what they do, building and maintaining support for their work, responding to changing community needs and priorities, and complicated or redundant reporting requirements.

“Talk Together”

Who are we? What is sector comprised of?

- The participants felt that, as non-profits, they filled gaps that business and government did not address in their community and, that essential activities and services simply would not be provided without them. They saw themselves as adding value to their community and emphasized that their focus was not about making money. They said they were about caring for others, enhancing quality of life, making people happy, creating major change in the community, and making things happen. Participants believed that they made their community safer, healthier and more empowered, and provided the “full gamut” of community activities and services.
- They saw their work as empowering, energizing, and full of personal satisfaction. Some felt working in the non-profit sector was easier than other types of work because they did “awesome things and their work was so energizing.” They believed that their work enriched their lives, but they recognized that the impact of their organizations and value of their work was often not recognized. They also said non-profits were “humble to their own detriment.”

“Sector Impacts Locally and Provincially”

- Participants said they wanted to “keep lifting things up”, doing their jobs better, and making improvements working with like-minded people.

Economic Impact

- They saw themselves as working to support their community, and helping to keep it alive economically (festivals, programs). They believed themselves to be part of a social contract with municipal government and business through the Chamber of Commerce, like many other small communities.

Conclusion and Future Directions

Improving Communications

- Participants concluded that local non-profits needed to communicate with each other more often and in better ways. They said that social planning committees were a good resource and that they could support non-profits who wanted to meet and work together. They also said that better use could be made of their online resource bases, recognizing that not all individuals were technologically literate. Ways to improve non-profit communication would need careful consideration.

Collaboration

- They also recognized that there were many silos in the non-profit sector, and that they needed to identify common interests and goals in order to work together more effectively. They pointed out the danger of just a few people trying to make this happen and that to be successful it would take many (if not all) non-profits getting together for it to work.
- Participants said that having a facilitating provincial umbrella association to help with advocacy, resourcing, and public awareness would be very helpful. They emphasized however that this type of organization should not be a controlling one—it would have to be ‘hands off’ and could act as a “clearing house to coordinate conversation but not be prescriptive.” They recognized that such an organization wouldn’t have an easy job because the goals and interests of groups and subsectors were so different. But they also saw the need to get a diversity of organizations together, including the arts and sports subsectors.
- Such an umbrella group they said could carry the message of the importance of the non-profit sector and be the voice to emphasize that the sector was not a ‘frill’. They saw a need for a strong voice advocating for the sector, and voiced a concern about the ability of national organizations like Imagine Canada to represent community non-profits while also acting in this broad role.

Messages: Slogan, Metaphor, Image

- Non-profits strengthen community like a bridge. Government builds structure, business adds the bells and whistles, and the non-profit sector fills the gaps doing whatever it takes to keep the bridge from collapsing. The participants in Cranbrook also drew an image of non-profits holding up the world with commitment and passion, with the sub-title “volunteers make the world go round.”

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- Diverse • Creative • Able to Leverage Support • Able to Leverage Resources • Gives Back •
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- Leadership • Social Change • Engaged • Active • Helping • Stable •
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- Strong Stewards • Empathetic • Experienced • Oriented • Driven by Service •
- Forward Thinking • Positive • Accommodating • Energetic • Humble •
- Compassionate • Bridge Builder • Problem Solver • Impactful •
- Respectful • Culturally Responsive • Leads by Example • Grass Roots •
- 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 •

9. Nelson Community Conversation

Nelson Community Conversation

The Nelson Community Conversation was held March 12, 2014.

A total of 13 participants attended this conversation representing 11 social service organizations. Participants came from both Nelson and Castlegar so some information was particular to each community.

“See Each Other”

- Participants identified about a dozen different venues where engagement takes place including: organization facilities/buildings, client homes, special event venues such as parks, etc., office buildings, childcare centre, women’s centre, neighbourhood house, as well as 11 locations in Nelson including housing, employment and advocacy spaces.

Strengths & Core Values

- Participants saw their organizations as enriching the community, as well as effective, caring, knowledgeable and empowering (in that order).

Challenges

- The main challenge these organizations identified was demonstrating the benefits and impacts of their work, and having the public and others understand them. Building and maintaining support for their work, competition among non-profits, responding to changing community needs and priorities, and complicated or redundant reporting requirements were also identified as challenges.
- A number of these difficulties were related to relations with government. They said that government had a “divide-and-conquer” mentality with respect to the non-profit sector and that government and funders appeared to “cut them loose and not care if they went down.” They said that government expected budgets to match their numbers but that the budget numbers provided were not realistic. Government expected the same level of service but with less funding non-profits could not provide them. Participants emphasized that they were spread too thin and had lost their place at the decision-making table.
- Some participants also pointed out that the expectations of the government led to burnout and turnover of staff as they tried to provide services and meet needs.

“Talk together”

Who are we? What is sector comprised of?

- These organizations saw themselves as young and the sector as immature. The lack of “big picture” thinking they said could be attributed in part to the breadth and diversity of the sector as well as the range in size and complexity of its organizations. However, participants concluded that non-profits must work together collaboratively to move forward.
- On the other hand, participants recognized that staff and volunteers care and are passionate about what they do—that working in the sector was a vocation for some.

Impact

- Participants said that non-profits do preventative work in communities and that costs for government services would increase if non-profits stopped doing what they do. They felt that business and government must understand that, without the caring and compassion of the sector, society would be a very different and poorer place.

Conclusion and Future Directions

Collaboration

- Participants pointed out that there was a need to build increased awareness among the public, to take coordinated action on issues, to find and keep talented people, to leverage new relationships and resources, and to strengthen the collective non-profit voice (in that order). They also saw value in convening at the regional level.

Improving Communications

- Participants felt there were opportunities to communicate using a cooperative model and thus have a collective voice outside of government. Participants said they wanted to see a cooperative model that organizations could use in designing their own structures and activities.
- Communications would be improved by going out in the community and being visible at community events. Developing better interagency interaction would also improve communication either through face to face meetings or through technology. (They said that there is often less stigma if needs could be met on line.)
- There is also a need for funders to talk together so that funding could make sense; they said that funding is currently piecemeal and the funding model breaks down if one funder pulls out.
- The group identified a number of metaphors, images and key points to describe their situation such as, the sector is elemental—earth, water, air, fire—to the health of communities. Another image was a road with cracks—non-profits are catching the overflow but are overfull and need help to deal with the flood. Participants also described a metaphor of non-profits as characters at a party: wearing an old outfit, holes in shoes, looking tired, selfless and spending time listening to each other while the government was in the back room, eating caviar and are only there because they have to be. Business they said was usually not present at all.
- Participants wanted to make the point that non-profits balance budgets and belong to a financially responsible sector. They also noted that non-profits need and have responsible financial managers.
- In conclusion, participants said they would like to see society focus on people and compassion. Caring what society will look like in the future means filling current gaps and helping to empower people.

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- 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 • • • Dedicated • Supportive • Skilled •
- Committed to Helping People • • • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • • • Engaged • Active • Helping • Stable •
- Builds Public Confidence • • • Flexible • Adaptive • Client-focused •
- Strong Stewards • Empathetic • • • Service-oriented • Driven by Service •
- Forward Thinking • Positive • Accessible • • • Energistic • Humble •
- Compassionate • Bridge Builder • Problem Solver • • • Fulfilling • Impactful •
- Respectful • Culturally Responsive • Leader • • • Grass Roots •
- Future-Orientated • Investment-Focused • People-Focused • Acts with Integrity • Resilient •
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10. Revelstoke Community Conversation

Revelstoke Community Conversation

The Revelstoke conversation was held on March 13, 2014.

There were 13 participants in this conversation from 8 different organizations. The participants represented: Arts & Culture (4), Volunteerism (3), Health (2), Social Service (2), Education (1), and Sports/Disabilities (1).

“See Each Other”

- The participants listed 26 places of engagement from their own facilities to public places, businesses, schools and other education facilities, private homes and places of recreation.
- Participants saw themselves as the heart of the city, nurturing the body and spirit of the community, the conscience, a valuable asset, and diverse. Like other communities they saw themselves providing services and programs that fill needs that government and business do not meet. They said that non-profits make community, that they enhance community well-being in many ways through diverse groups supporting arts, sport and society in general, etc.
- They described themselves as “humble to their own detriment”, dedicated, fiscally responsible and responsive, ambitious, experienced and willing to share. Their volunteers have a huge skill base and come from huge range of backgrounds in the sector. They are passionate they say because that is the only way for the work to get done. No one is making a ton of money but they all believe in what they are doing.
- Participants expressed the view that non-profits create a sense of community and are the glue holding community together. They felt that community could not exist without non-profits, that they *are* community.

Strengths and Core Values

- They identified core values of caring, enriching, strengthening, effectiveness and connecting (in that order).
- Some said that 10 to 15 years ago, they became good at taking care of themselves; they portrayed themselves as resilient, self-sufficient and “no longer looking to anyone else to help them.”

Challenges

- They saw principal challenges as competition among non-profits; having public and others understand their work; demonstrating the benefits and impacts of their work; building and maintaining support and responding to government priorities / policies, in that order. They observed that they never have time to celebrate successes and also thought that the sector may be bogged down in its diversity.
- They saw their non-urban setting as somewhat restrictive because relationships are very tight in a small town. They described their relationships as mutually supportive and collaborative on the one hand, while at the same time being in competition with each other. For example they all apply for CBT (Columbia Basin Trust) funding.

“Talk Together”

- They recognized the help of the CBT and how it links the sector in this community. They said that the CBT has improved the quality of non-profit programs and presentations. While they know they deliver many excellent projects and develop good proposals they feel they always have to justify their existence. But they recognized that when non-profits have stepped up to access CBT funding, they ultimately increased their skill level. Similarly some participants also talked about their discomfort at a CBT event engaging with each other, although they saw the value of engagement when the stories of non-profit success and impact became clear as a result of this event.

“Sector Impacts Locally and Provincially”

- Participants could see that together they help to change the community and make it a great place to live. They see themselves as building a better future. Some stated that without non-profits they would not want to live in Revelstoke.
- However participants emphasized that they had no time to communicate the impact of their work because they were so busy working. They said they needed more resources to communicate impact.
- Participants commented that urban groups likely had many opportunities to talk to funders, and thought that delivering services in a rural setting was different and more challenging. Some participants said they communicate well with their own target audience, but not with funders or government. They said that funders have a duty to communicate about non-profit work, yet do not provide enough money for the organizations they fund to communicate impact. The bigger conversation about impact was hard to have.

Future Direction and Conclusion

They saw their future directions as: building greater funder awareness and increased awareness among the public, finding and keep talented people, strengthening the sector’s collective voice, taking coordinated action on issues and leveraging new relationships and resources (in that order).

Participants discussed the question of “What communications would be needed and to whom?” They spoke about the importance of improving communications with multiple audiences, recognizing different audiences would need different messages. They ultimately concluded that it was important for them to work on public awareness together and to network locally and provincially, recognizing that this would be a real challenge. (They were burned out already and could not afford to put messages out to the wrong groups.) Participants concluded that help from a regional organization like CBT was necessary to provide support to regional non-profit umbrella groups so that they could network and improve communications.

The participants also thought of building on the local Volunteer Fair, to have a “talkfest” and take advantage of that opportunity for non-profit networking.

Slogan, Metaphor, Image

To communicate their message, participants visualized a big heart image with strong arms signifying empowerment, or a big heart with a number of activities undertaken by non-profits within the heart. They suggested the slogan: “Revelstoke Rocks” and thought that this had potential for a viral video.

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- 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 • Committed to Helping People • Dedicated • Supportive • Skilled •
- Leadership • Social Change • Committed to Helping People • Authentic • Well Managed • Thoughtful •
- Builds Public Confidence • Engaged • Active • Helping • Stable •
- Strong Stewards • Empathetic • Environmentally Oriented • Driven by Service •
- Forward Thinking • Positive • Accomplished • Energistic • Humble •
- Compassionate • Bridge Builder • Problem Solver • Successful • Impactful •
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11. Vernon Community Conversation

Vernon Community Conversation

The Vernon conversation was held on March 14, 2014.

There were about 50 participants from several local communities in attendance but only 26 were recorded by name and organization. Of the 26, 22 organizations were represented: Social Service (13), Law (4), Education (4), Volunteerism (1), Religion (1), Environmental (1), as well as 2 representatives from a provincial law organization.

“See Each Other”

- They identified 49 locations as places of engagement in a number of different communities, ranging from meetings in an automobile to networking at community events. Participants thought it might be useful to explore whether so many places of engagement tend to isolate people and whether there are some key locations.

Strengths & Core Values

- Participants identified their strengths and core values as caring, enriching, innovative, empowering, effective, connecting and strengthening (in that order). Vernon was said to be very inclusive and participants pointed out that many non-profits sit together at meetings aided by the Vernon Social Planning Council.

Challenges

- Participants saw their challenges as having the public and others understand their work, competition among non-profits, building and maintaining support for their work, demonstrating the benefits and impacts of their work, complicated or redundant reporting, collaboration burn out, responding to complexity and pace of change (in that order).
- They identified a need for more strategic thinking but noted that it was hard to think and work together when non-profit groups are so diverse—it was a challenge to think as one sector. They said that often there is a lack of connection between different subsectors and competition for funding also made communication and collaboration more unlikely.
- They said there were also disadvantages in some small rural communities; there was less competition in small communities, but there were also fewer opportunities. Participants emphasized there were simply not enough resources in a small town. They also said that government funding was somewhat divisive, some non-profits received government funding and others did not.

“Talk together”

Who are we? What is sector composed of?

- Participants saw the sector as being composed of all age groups and as being very diverse, including: churches, sports, indigenous groups, food services, agriculture, all aspects of health and many more types of organizations. They also pointed out that all non-profits have boards of directors, devoted personnel and dedicated volunteers.
- However, they commented that non-profits were undervalued, under-resourced and underpaid, and that they were not recognized for their contribution.

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- Responsive • Creative • Problem Solver • Dedicated • Supportive • Skilled •
- Committed to Helping People • Well Managed • Thoughtful •
- Leadership • Social Change • Engaged • Active • Helping • Stable •
- Builds Public Confidence • Flexible • Adaptive • Client-focused •
- Strong Stewards • Empathetic • Evidence-based • Oriented • Driven by Service •
- Forward Thinking • Positive • Accountable • Energetic • Humble •
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12. Abbotsford Community Conversation

Abbotsford Community Conversation

The Abbotsford community conversation was held March 18th, 2014.

About 30 participants attended this event, but only 17 of these indicated the type of organization they represented: Social Services (6), Health (4), Religion (4), Arts and Culture (2) and Philanthropy and Volunteerism (1).

“See Each Other”

- Participants indicated an enormous range of locations where engagement took place from homes to public places but also some very specific locations unique to the community, such as the Reach Gallery Museum and Trethewey House Heritage Site.

Strengths & Core Values

- Participants saw themselves as being innovative, caring, strengthening and effective (in that order). Connecting, empowering and enriching were also identified as non-profit qualities.

Challenges - Visibility

- Participants said that non-profit visibility was a big issue—including their visibility to funders. They said that non-profits lacked funds to advertise, and that some orientation as to who they were would help spark action. Some pointed out that part of the problem was that government often took credit for non-profit work. Beyond that they said that a central database of services would be very helpful even though 211 was supposed to be filling this role. Most agreed that a central hub of data identifying non-profit sub-sectors would be invaluable, although likely expensive to establish.

“Talk together”

Who are we? What is sector comprised of?

- Participants said that their organizations do much more than the community realizes. They pointed out that they were good service providers and innovators—often with few resources. They said non-profits are often the last resort for people when government cannot, or fails to help people who require assistance.
- They pointed out that local non-profits are front line, grassroots organizations. Many non-profits in Abbotsford they said deal with human service needs and support the health and wellness of its citizens. But they pointed out that accessibility was still a problem for non-profit clients. Participants explained that non-profits in their community try to fill in the gaps and care for people who fall through the cracks—yet non-profits themselves are almost invisible.
- Participants said that the sector’s considerable diversity made it hard to describe. They also noted that competition for resources was increasing; the sector was growing and new groups starting up often duplicated the efforts of current non-profits. They concluded non-profit innovation and collaboration were both a necessity and strength.

Accountability

- Participants thought that non-profits were financially accountable—more so than business and government, and in fact non-profits were always required to be accountable. They agreed that non-profits had heavy administrative demands as a result.

“Sector Impacts Locally and Provincially”

Volunteerism

- They said that volunteers fill gaps especially in areas such as sports, health, social services, etc. Participants saw themselves acting as connectors—between communities and volunteers. They pointed out a common misconception, that many in the community think they are paid for their time when in fact they are volunteers. The participants were very proud of their volunteers. They said that volunteers act as ambassadors to the community, increasing interest in volunteering and the actual number of volunteers.

Impact

- Participants were aware of the impact and significance of non-profits in their community, and generally about the impact of the sector more broadly. They saw a need for resources to communicate that to the public and to funders.

Conclusion and Future Directions

Collaboration

Many of the solutions that participants identified involved sharing ideas and resources. Participants said that civic government had a role to play in providing funding to improve non-profit collaboration. But they recognized that although everyone agreed with the idea of greater collaboration, no one was stepping up to fund it.

Improving Communications

Participants recognized the need to be more visible to one another as well as to the public. They were concerned their invisibility meant that only those looking for a specific service would be able to find it.

Participants identified some clear messages and images that they all could use which might improve communications:

- Non-profits are ordinary people who want to make a difference.
- “Pay it back, pay it forward, make a difference.”
- A safety net for clients, with staff and volunteers holding the net.
- Helping hands, with a visual of big hands.
- Shared funding, grants, resources all under one umbrella (standing on a big heart).
- “A non-profit plants the seed that feeds the community in need.”

In the future participants said that they would need to focus on finding and keeping talented people, leveraging new relationships and resources, strengthening their collective voice, building increased awareness among the public, building greater funder awareness and taking coordinated action on issues.

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- Diverse • Creative • Able to Leverage Support • Able to Leverage Resources • Gives Back •
- Builds Capacity • Builds Community • Relationship Builder • Welcoming • Accountable •
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- Responsive • Creative • Problem Solver • Dedicated • Supportive • Skilled •
- Committed to Helping People • Authentic • Well Managed • Thoughtful •
- Leadership • Social Change • Engaged • Active • Helping • Stable •
- Builds Public Confidence • Flexible • Adaptive • Client-focused •
- Strong Stewards • Empathic • Evidence-based • Oriented • Driven by Service •
- Forward Thinking • Positive • Accessible • Energistic • Humble •
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13. University of British Columbia Community Conversation

University of BC Community Conversation

The community conversation with UBC students through the Centre for Community Engaged Learning was held on November 19, 2014.

There were approximately 60 students and some staff in addition in attendance at this dinner discussion about BC non-profits generally and the New Directions project.

“See Each Other”

- The students were eager to learn about non-profits and the role of non-profits in community, as well as the job opportunities available in the sector. Students were familiar with a number of non-profits through their program at UBC, and their families and communities, and they spoke about their experiences. However they were most interested to learn about non-profits from experienced individuals volunteering and working in the non-profit sector.

“Talk Together”

- When asked about “important” non-profits the students generally identified local social, health and education non-profits.
- The students identified the most important non-profits to them individually: the Link program (teaching English), Global Citizens, Salvation Army, MITACS, Sea Shepard, SPCA, N-Step, Food Bank, Canadian Cancer Society, Vancouver Coastal Health, Mount Pleasant Health Initiatives, Performing Arts, UBC Learning Exchange and UBC.
- The most important non-profits for their families were identified as: UBC Learning Exchange, AMS Tutoring, Crabtree Saturday Family Activities Program, MOSAIC, DTES NH, BC Children’s Hospital, Heart and Stroke Festival, Family Services, SUCCESS, United Way, YMCA, Frog Hollow, and Community Centres.
- When asked to name the non-profits most important to their community they identified: Canadian Cancer Society, SPCA, Food Banks, VPSN LIFT Education, Health, Red Cross, Amnesty International, Equality organizations, Green Peace, Doctors Without Borders, Oxfam, Shelters, Covenant House, Neighbourhood Houses, and Immigration / Refugee Services.

Conclusion:

The students were engaged and interested in non-profits but were not familiar enough with the sector to comment on the New Directions project. However, their perspective was valuable and it was important to introduce and engage them in a more general discussion about the non-profit sector.

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14. Williams Lake Community Conversation

Williams Lake Community Conversation

The Williams Lake community conversation was held on December 3, 2014.

There were a total of 11 participants, representing the following types of organizations: Social Services (6), Health (1), Recreation (2), and Development and Housing (Community Development) (1), as well as 1 representative from municipal government, the City of Williams Lake.

“See Each Other”

- Those attending this conversation represented a few different types of non-profit organizations and the participants also knew each other.
- The participants reported a wide range of places of engagement in Williams Lake: such as various recreation and community centre spaces, schools, coffee shops, parks, hospitals, trails, private homes and public spaces.
- The main values they said their organizations expressed were caring and enriching; and they said their organizations were productive and effective in the services they provided.

“Talk Together”

- Participants recognized that trying to explain the role of non-profits in Williams Lake was one of the first challenges they faced (i.e., for the most part the public locally (and broadly) did not understand the sector.)
- They explained that non-profits often had their own language, and operated in their own silos (“individually-minded” culturally separated groups).
- They said the non-profit community was not totally visible to the general public (some non-profit activities were seen and many activities were not).
- Participants said that non-profits exhibited leadership, were community-minded and collaborative. They noted that volunteers in the sector in Williams Lake were the same busy under-paid and under-valued 150 people wearing many different non-profit hats and playing many different roles in varied organizations.
- The next greatest challenges they said the sector faced locally were complexity and rate of change, and the problem of finding and keeping talented staff.
- To address these challenges participants said that all non-profit organizations locally, regionally and provincially had to work to create greater public awareness of the sector. They also had to do a better job of attracting and retaining staff, as well as leveraging resources and relationships.

“Talk about Sector Impacts Locally and Provincially”

- Participants talked about the importance of educating non-profits about the overall sector and its impact—rebranding the sector.
- Respecting communication they talked about using success stories, short "elevator" non-profit impact pitches and vignettes, and placing sector profile pages weekly in the local newspaper.
- Participants noted the importance of using social media and of reaching out to and working with organizations like the Chamber of Commerce.
- Participants pointed out that the non-profit sector was the largest employer in the Cariboo-Chilcotin Region.

Conclusion:

The participants in this conversation said that the community non-profit sector in the Cariboo-Chilcotin was like a community orchestra looking for a volunteer conductor—a clear and useful image of the sector.

The discussion in Williams Lake about sector silos, the need for understanding and the need for support (volunteer conductor) was a strong message, resonating with many of the other messages voiced in community conversations around British Columbia.

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- Compassionate • Bridge Builder • Problem Solver • Impactful •
- Respectful • Culturally Responsive • Lead by Example • Grass Roots •
- 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 •



15. Terrace Community Conversation

Terrace Community Conversation

The Terrace community conversation was held on April 4, 2015.

There were a total of 38 participants, representing the following types of organizations: Social Services (11), Health (7), Culture (Culture and Recreation) (7), Religion (5), Voluntarism (2), Education (1), Sports (Culture and Recreation) (1), Law (1), as well as 1 representative from the local RCMP and 2 representatives from the local library.

“See Each Other”

- The participants identified an extremely wide range of local places of engagement including a range of public and private buildings, such as the Elks Lodge and private homes, community gyms, sport fields, gardens, and meeting places, as well as on-line sites.

“Talk Together”

- Participants agreed that local non-profits needed more volunteers and more educational opportunities for them.
- They agreed that non-profits needed to be more sustainable.
- Participants also emphasized that it was important that the public become more aware of what non-profits provide, and that non-profits become more aware of and get to know other non-profits in their community.

Conclusion

The participants in this conversation were enthusiastic about setting up a local network of non-profits as a result of this event.

**THIS PROJECT WAS SUPPORTED BY A PROJECT REFERENCE GROUP
AS WELL AS COLLABORATIVE EFFORTS ACROSS COMMUNITIES AND
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stepupBC
Helping non-profits thrive

 **BoardVoice**
Leadership. Collaboration. Community.

Imagine  Canada

THE FEDERATION
of COMMUNITY SOCIAL SERVICES of BC 


Volunteer BC

 **REALIZE
STRATEGIES**

VOCBC

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people. planning. positive change.

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 •

• 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 •

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