

COMMUNITY PRIORITIES SUMMIT

SUMMARY OF PROCEEDINGS

Glynmill Inn, Corner Brook, NL

07 – 09 March 2010

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Preamble for the Community Priorities Road Map

The Government of Newfoundland and Labrador's Voluntary and Non-Profit Secretariat (VNPS) and representatives of multiple sectors within the voluntary and non-profit sector of Newfoundland and Labrador (the community sector) met to consider a way forward in collaboration and partnership. Flowing from roundtable discussions by the Minister responsible for the VNPS that culminated in the March 2010 Community Priorities Summit in Corner Brook a Road Map was created. This Road Map was based on a set of twelve values and ten goals developed at the planning session and confirmed in subsequent deliberation.

It was agreed that the Road Map will include the following elements: (i) the preamble including the values statement, (ii) the list of ten goals, and (iii) for each goal, a description of the existing resources within Government and the community sector, the partners who will be critical in ensuring the successful implementation of the goal, the partner who will assume the lead in implementing the goal, the timelines for implementation, some of the elements within the process for each goal, and the estimated resources (human and financial) which will be needed to ensure successful implementation.

The Road Map is being built with the understanding that the relationship between Government and the community sector will be guided by the following beliefs:

- ✓ That the voluntary, non-profit sector (the community sector) builds and nurtures the quality of life in our communities in this province and contributes significantly to their sustainability.
- ✓ That the community sector in Newfoundland and Labrador is diverse with more than 5,000 voluntary, community-based organizations engaging volunteers and paid staff members and focusing on many different areas including children and youth, environmentalism, heritage and arts, economic development, tourism, seniors resources, firefighting, and municipal government.
- ✓ That collaboration is at the heart of the implementation of the Road Map with Government and the community sector working by sharing knowledge, learning together and building consensus.
- ✓ That networking among the community-based organizations is critical to the success of the Road Map, networking understood as the process of establishing a mutually beneficial relationship through developing contacts, exchanging information and ideas, and supporting one another in working towards common goals.
- ✓ That the road map will be ethics-based with the understanding that ethics is both a process of inquiry and a code of conduct, an ongoing activity and a guide for the day-to-day behavior of individuals and organizations.
- ✓ That accountability is built into the actual goals within the Road Map since accountability is a fundamental prerequisite for ensuring that power is directed towards the achievement of efficiency, effectiveness, responsiveness and transparency.
- ✓ That, in following the Road Map, Government and community-based organizations are providing leadership and motivating and influencing people to act towards achieving a common goal in a way that fully respects their freedom and integrity.

- ✓ That implicit in the Road Map is inclusion, an essential community value ensuring a sense of belonging, of feeling respected and valued, of feeling a level of supportive energy and commitment from others so that all can do their best work.
- ✓ That the Road Map is designed as a means of capacity building, a long-term and continuing process in which all stakeholders participate with an ultimate goal of enabling the community to identify and address issues and gain the insights, knowledge and experience needed to solve problems and implement change.
- ✓ That the Road Map presupposes interdependence between Government and the community sector and within the community sector, a dynamic of being mutually and physically responsible to and sharing a common set of principles with each other, recognizing the truth in each one's position and weaving these truths together.
- ✓ That inherent in the goals within the Road Map is a commitment to addressing root causes, built on the belief that problems are best solved by attempting to correct or eliminate root causes as opposed to merely addressing the immediately obvious symptoms, with the awareness that such an approach requires an ongoing, iterative process.
- ✓ That implicit within the goals is a commitment to accessibility so that all persons in the community can feel ease in participating in their implementation and can do so with dignity.

The goals identified for this first version of the Road Map are as follows:

1. Government and the community sector will together develop a workforce training strategy focused on addressing the current and future training needs of the voluntary and non-profit sector. Within this strategy, there will be a formal assessment of training needs, a training committee, and a mentoring program.

Leads

Government: _____

Community: _____

2. With continuing community sector input relevant websites, such as EnVision or VNPS, will use their internet presence to provide virtual resources that support the operational needs of the sector while also striving to recognize and foster relationships amongst community sector participants.

Leads

Government: _____

Community: _____

3. Government will monitor the effectiveness of its multi-media campaign and, although recruitment/retention is not the primary purpose of the campaign, assess possible benefits of the campaign in improving recruitment and retention of both volunteers and paid employees.

4. Government and the voluntary sector will together pursue, research and fund social innovation.

Leads

Government: _____

Community: _____

5. Government through its grants programs will provide multi-year core and project funding using consistent criteria, simplified application forms, and simplified reporting/accountability requirements.
6. Government and the community sector will explore options for group insurance and health plans in addition to other benefits for community sector organizations and their employees.

Leads

Government: _____

Community: _____

7. Relevant government departments and community organizations will pursue the development of regional volunteer bureaus.

Leads

Government: _____

Community: _____

8. Volunteer tax incentive programs will be researched across various jurisdictions and levels of government.

Leads

Government: _____

Community: _____

9. Government and the community sector will work directly with young community leaders to ensure meaningful opportunities for youth engagement in the sector.

Leads

Government: _____

Community: _____

10. A mechanism will be established to ensure the accountability of all partners in the implementation of the Road Map.

The diversity of the community sector within Newfoundland and Labrador is both an asset and a complication in implementing the Road Map. The complication comes in ensuring that Government and the varied organizations within the community sector have a common understanding of the values guiding the sector, that all partners understand the participation of both volunteers and paid staff members as critical to the viability and sustainability of the sector, and that all partners recognize the sector as an essential component of a healthy society, of equal importance with the public sector and the business sector.

It is the hope of all the partners that this Road Map will be a valuable resource in enabling that common understanding to be achieved. All partners recognize that this is but a first step in a partnership which will develop over time and with experience.

Introduction

The Voluntary and Non-Profit Secretariat convened the *Community Priorities Summit* on 07 – 09 March 2010 in Corner Brook to confirm issues facing the voluntary and non-profit sector in the province, to develop solutions to these issues and to confirm a road map for the implementation of the solutions. The Summit followed several roundtable discussions carried out across the province personally by the minister responsible for the Voluntary and Non-Profit Secretariat, the Honorable Dave Denine. In attendance at the Community Priorities Summit were key stakeholders from across Newfoundland and Labrador's volunteer community, government, the private sector and academia (see Appendix A for the list of participants). Sister Elizabeth Davis served as the facilitator.

As a result of the Minister's consultation process, six critical issues had been identified:

- ✓ Training
- ✓ Funding
- ✓ Recruitment and Retention
- ✓ Youth Involvement
- ✓ Insurance
- ✓ Recognition

Other issues also identified in the process were:

- ✓ Office space
- ✓ Data management
- ✓ Collaboration and Partnerships
- ✓ Support groups doing economic development/cutting red tape
- ✓ Employment Program limitations
- ✓ Time and resource management
- ✓ Leadership and mentoring
- ✓ Isolation
- ✓ Ethics and accountability
- ✓ Research and development/social innovation.

As a result of a subsequent survey carried out by the Newfoundland and Labrador Statistics Agency's Statistical Consulting and Survey Unit (see Appendix B), three priority issues were identified from the list of six critical issues: **training, funding, and recruitment and retention.**

Opening Session

Minister Dave Denine opened the session first expressing his gratitude for the generosity of so many in agreeing to participate in the Summit and his awe at the depth of experience, commitment and leadership reflected by those in attendance.

Among the key points he made were the following:

- ✓ the importance of the learning that had come from the consultations which he had made during the summer at twenty-three meetings in seventeen communities with almost three hundred people from ninety-four communities.
- ✓ the key critical issues identified consistently in these meetings
- ✓ the need to address these issues, finding solutions which will involve the community sector and government in partnership together

- ✓ the importance of the survey in further refining the priorities among the issues and adding to the understanding about what the community sees as most urgent at this time
- ✓ the purpose of the Summit in helping confirm the priority issues and in beginning to shape the Road Map to find the solutions

The Minister then invited the Facilitator to begin the process. Sister Elizabeth first reviewed the overall process for the two days:

- ✓ Plenary (Mon am): Confirming issues and priorities
- ✓ Breakout sessions #1, #2 (Mon am, Mon pm): Identifying ten concrete goals
- ✓ Breakout sessions #3, #4 (Tues am): Developing the road map
- ✓ Plenary (Tues am): Confirming the road map, Moving forward

She then led a small table exercise in which the participants were asked to confirm their agreement with the six critical issues and the three priority issues. There was a series of three café conversations with each group having a conversation for fifteen minutes. A facilitator at each table recorded and reported on the fruit of the three conversations, answering two questions: (i) Do you accept the six critical issues and the three priorities within them? (ii) Is there any key point you want known at this stage of the summit? As a result of that opening exercise, modifications were made in the list as follows (the italics indicate the two new areas added to the list):

- ✓ Training
- ✓ Funding
- ✓ Recruitment and Retention
- ✓ *Collaboration and Partnerships*
- ✓ *Research and Development*
- ✓ Recognition

Youth involvement was deemed to be an essential component of recruitment and retention and was not of itself a separate issue. Insurance was deemed to be an important matter, but was not seen as a large issue in its own right. The group asked that insurance not be lost, but agreed it would not be identified as a separate critical issue. The Facilitator indicated that a list of those matters which should not be lost would be retained. Appendix C contains the key points identified during the course of the conversation.

As a result of this input, the Facilitator drafted a list of values or principles which seemed implicit in the conversations to date. The participants were asked to consider the list overnight and to determine what should be deleted or added.

Session One

In the next session, the participants again at their tables were invited to identify two concrete goals for each of the three priority areas (training, funding, recruitment and retention) and one concrete goal for each of the other areas (collaboration and partnerships, research and development, recognition). The complete list of goals which was developed is found in Appendix D. The following goals were accepted by the participants as an edited version including all the key points from this list:

Training

- Assessment of regional training needs
- Resource guide or inventory of training programs, tools, etc. – accessible, virtual, mobile training network
- Generic, modular internet-based training programs
- Provincial coordinator to develop and deliver internet training modules
- Committee to develop training modules
- Regional training conferences/workshops using train-the-trainer approach
- Benefits for organizations demonstrating use of training (e.g., funding)
- Mentoring program (larger organizations helping smaller organizations, and vice versa)
- Accreditation program standards

Funding

- Multi-year funding using consistent criteria, simplified application forms, accountability standards, inclusion of administrative costs
- Simplified application processes
- Assistance with proposal-writing
- Provincial charitable organization status
- Benefits for evidence of collaboration
- Inventory or resource guide of funding opportunities, processes, programs (provincial, federal, private) – central, user-friendly, credible
- Human resources coordinator or facilitator to assist with preparation for funding
- Seed capital for social enterprises
- Utilization of Labour Market Agreement
- A collaboration fund available for collaborative or cooperative programs, initiatives
- One window submission and reporting process for government grants, a collaborative mechanism
- Grants for administration costs

Recruitment and Retention

- Profile of volunteers and community organization; clearinghouse for resources, templates and job descriptions
- Awareness campaign on value of volunteerism
- Regional volunteer bureaus modeled on one at MUN involving Rural Secretariat and CSC
- Group insurance plan, health and benefits package for volunteers and employees, competitive salaries for employees
- Demystify volunteer sector, e.g. through schools
- Social networking strategy related to recruitment, retention and information sharing
- Staff focus as well as volunteer focus for recruitment and retention
- Focus on recruitment and retention of employees as well as volunteers

Collaboration and Partnerships

- Regional volunteer forums
- Government and CBOs work together to develop a new provincial volunteer-based, social network managed by the VNPS that would function in several ways:
 - Index volunteers, the same way Facebook and other social networks currently do, defining volunteers; interests and past experiences, links to events and activities in which they participate
 - Index volunteer groups as Facebook uses Networks (define the aspects of individual organizations and categories in which they operate; allow cross-communication between groups in similar categories)
 - This social network could be linked with existing social networks such as Facebook, Twitter, LinkedIn, Google Buzz, etc.
 - This network could also be the storage space for an Online Resource Hub/Training Base possibly using a wiki-like format
 - Could function as centre for NL Volunteer Work
 - Volunteers and organizations would be involved
 - It would facilitate communications between networks and a wide volunteer base, and would communicate the needs of the community
- Access Centre for administrative support
- Funding unique partnerships, initiatives

Research and Development

- Provincial Social Innovation Centre built on best practices
- Development fund; Strategic investment fund
- Appointments from sector to Research and Development Corporation
- Program re utilization of social networking

Recognition

- Include in-kind contributions in grant proposals
- Implement tax credit/tax incentive program
- Create multi-media campaign to celebrate the value of the sector
- Validate existing expertise in forming policy
- Establish a newsletter/e-mail to celebrate the sector

Session Two

The participants then considered this edited list and identified in each category their first and second priority as well as the goals they wished to retain (A) and those they felt could be discarded either because they were already in existence or because they were not relevant (B). Based on this work, the Facilitator developed three lists: (i) goals identified as most important, (ii) goals that it would be important not to lose but not on the present priority list, and (iii) new goals identified. Appendix D shows the three lists with the input received from that session, both in terms of ranking the goals and in terms of suggestions for amended wording. From these lists, the Facilitator then identified the following goal areas (in simplified form) which appeared to emerge as most important for the Road Map being developed:

Training

1. Resource guide or inventory of training programs, tools, etc. – accessible, virtual, mobile training network

2. Assessment of regional training needs
3. Mentoring program

Funding

4. Multi-year funding
5. Inventory or resource guide of funding opportunities, processes, programs (provincial, federal, private)

Recruitment and Retention

6. Group insurance plan, health and benefits package for volunteers and employees, competitive salaries for employees
7. Regional volunteer bureaus modeled on one at MUN involving Rural Secretariat and CSC
8. Awareness campaign on value of volunteerism
9. Profile of volunteers and community organization; clearinghouse for resources, templates and job descriptions

Collaboration and Partnerships

10. Funding re unique partnerships, collaboration (regional)
11. Government and Community-based Organizations work together to develop a new provincial volunteer-based, web-based social network managed by the VNPS

Research and Development

12. Provincial Social Innovation Centre (Resource) built on best practices
13. Appointments from sector to Research and Development Corporation
14. Development fund; Strategic investment fund

Recognition

15. Implement tax credit/tax incentive program
16. Create multi-media campaign to celebrate the value of the sector

Session Three

On Tuesday morning, the Facilitator presented this work to the participants, and in a plenary session, the participants agreed that some of these goals could be combined. Based on the plenary conversation, a list of eleven goals was created and worked on at the small tables. After considerable discussion, the following goals were drafted and subsequent comments made (as indicated in italics):

1. That the VNPS website and the EnVision website, in a complementary manner and with continuing input from the voluntary sector, expand/enhance both websites to include:
 - a. A resource guide or inventory of training programs, tools, etc.
 - b. An inventory or resource guide of funding opportunities, processes and programs (provincial, federal and private sources)
 - c. A profile of volunteers and community organizations
 - d. A clearinghouse for resources, templates, job descriptions for volunteers and employees, and employment opportunities
 - e. Capability for user-based, web-based social networking

[Note: done with respect for privacy requirements and with consideration of accessibility concerns of persons not familiar with electronic communication] (Y, Y, Y – Add 11, one new website with user-driven content, Y – include social networking language and add regional volunteer bureaus, Y – communicate to entire sector and include paper copy), Y, Y, Y – include regional bureaus, Y – link with regional bureaus)

2. That the Government's multi-media campaign on the voluntary sector be monitored to assess its impact on recruitment and retention. (Y, Y, Y, N, Y, Y – link to Recruitment and Retention as well as sector enhancement, Y, Y, Y, Y, Y)
3. That Government and the voluntary sector together pursue, research and fund social innovation. (Y – include NI 2, Y, Y, Create social innovation centre, Y, Y – based on best practices, Y, Y, Y, Y – needs clearer expression, Y)
4. That Government, with advice and input from the voluntary sector, establish an accessible training network. (Combine 4/10/11 and NI 1, Combine 4/10/11 under NI 1, Y, Y – accredited, Combine 4/10/11 under NI 1, Y include 10 and not just e-learning, Y, Y – include e-learning and live delivery, combine 4/10/11)
5. That Government through its grants programs provide multi-year funding (core and project) using consistent criteria, simplified application forms, and simplified reporting/accountability. (Y, Y, Y, Y, Y – include research element, Y, Y, Y, Y, Y, Y, Y)
6. That Government explore group insurance plans and health and other benefits for volunteers and employees. (Y, Y, Y, legislation to limit non-profit sector liability, Y, Y, Y, Y – employee and volunteer benefits and link with tax incentives, N – already in the works, Y, Y)
7. That regional volunteer bureaus be developed involving the Rural Secretariat and the Community Services Council. (Y, Y – include NI 3, Y – Link to NI 4 and add HRLE, Y, combined with 1, Y, Y, Y – business centres and support centre, Y)
8. That there be appointments from the voluntary sector to the Research and Development Corporation. (N, N, N, N, N, Y, N, N, N)
9. That Government implement a provincial tax incentive program. (Y, Y, N, Y, Y, N, Y – municipal, Y, Y, Y)
10. That a mentoring program be implemented for organizations within the voluntary sector. (Collapse 4/10/11 and NI 1, Combine 4/10/11 under NI 1, Y, Y, Combine 4/10/11 under NI 1, combined with 4, Y)
11. That there be a formal assessment of training needs (regional, community, thematic). (Collapse 4/10/11 and NI 1, Combine 4/10/11 under NI 1, combined with 1, Combine with NI 1, Combine 4/10/11 under NI 1, Y, Combine with development and delivery for volunteers/board members/staff, combined with 4, Y)

New recommendations

1. Develop a workforce strategy focused on addressing current and future training needs of the voluntary, non-profit sector (Y, Y, Y, Y – *include training and HR needs, Y – include 4/10/11*)
2. Increase communication and collaboration within the voluntary sector through web tools, social marketing, user-generated social network, paper copies.
3. Maximize training for voluntary sector for staff and volunteers (including assessing needs, inventory of products and tools, training network, use bureau and regions to deliver)
4. Develop an innovation fund for collaborative initiatives for the sector. (Y, Y)
5. Expand research, evaluation and development for the sector (measure and communicate the value of the sector)
6. Strengthen recruitment and retention through workforce assessment of salary and benefits
7. Increase youth involvement in the sector; develop a youth engagement strategy.
8. Partnering and collaborating re use of administrative resources (Y, Y, Y)
9. Include in values – volunteerism and youth involvement

Session Four

In the plenary discussion which followed, several key points were made:

- ✓ There is need for a Preamble which sets the context for the Road Map which would include
 - A brief description of the sector which highlights its complexity
 - The strategic directions within which these goals make sense as a means to actualize them
 - The values or principles which are key in the sector and which therefore must guide the implementation of the Road Map
- ✓ Several of the above goals can be combined.
- ✓ Two new goals must be added.
- ✓ More care must be taken with the wording of the goal statements.
- ✓ The participants will need to see a draft of these goals and have an opportunity to provide input before they are finalized.

Based on the conversation, the ***following goals*** were accepted with the provision that a contextual statement or preamble would accompany them:

1. That Government and the community sector together develop a workforce strategy focused on addressing current and future training needs of the voluntary, non-profit sector. Within this strategy, the following points are included:
 - a. That there be a formal assessment of training needs (regional, community, thematic).
 - b. That Government, with advice and input from the voluntary sector, establish an accessible training network.
 - c. That a mentoring program be included as part of the training network.
2. That the VNPS website and the EnVision website, in a complementary manner and with continuing input from the voluntary sector, expand/enhance both websites to include:
 - d. A resource guide or inventory of training programs, tools, etc.

- e. An inventory or resource guide of funding opportunities, processes and programs (provincial, federal and private sources)
- f. A profile of volunteers and community organizations
- g. A clearinghouse for resources, templates, job descriptions for volunteers and employees, and employment opportunities
- h. Capability for user-based, web-based social networking (possibly in a separate website)

[Note: this website development is to be done with respect for privacy requirements and with consideration of accessibility concerns of persons not familiar with electronic communication]

- 3. That the Government's multi-media campaign on the voluntary sector be monitored to assess its impact, including its impact on recruitment and retention.
- 4. That Government and the voluntary sector together pursue, research and fund social innovation.
- 5. That Government through its grants programs provide multi-year funding (core and project) using consistent criteria, simplified application forms, and simplified reporting/accountability.
- 6. That Government explore group insurance plans and health and other benefits for volunteers and employees.
- 7. That regional volunteer bureaus be developed involving the Rural Secretariat, the Community Services Council and the Department of Human Resources, Labour and Employment.
- 8. That Government explore implementation of a provincial tax incentive program.
- 9. That Government and the community sector together develop a youth engagement strategy, encouraging more youth involvement in the sector.
- 10. That a mechanism be established to ensure the accountability of all partners in the implementation of the Road Map.

It was agreed by the participants that there was not time to do further work on the Road Map. Three further considerations were made:

- ✓ The accountability mechanism would have two parts: (i) a team who would assess the level of implementation of the Road Map on a quarterly basis and would report to the participants on their assessment via e-mail, and (ii) the possibility of a subsequent Summit similar to this one to assess progress on the Road Map and determine the way forward (held annually or bi-annually).
- ✓ The draft of values was enhanced by the participants with the resulting list as follows (with the understanding that a more detailed statement of each value is needed):
 - Value of volunteerism
 - Diversity within the volunteer sector
 - Ethics and accountability
 - Leadership
 - Collaboration and networking
 - Inclusion
 - Capacity-building at all levels
 - Interdependence
 - Addressing root causes
 - Accessibility

- ✓ Care should be taken when describing the sector: terms such as volunteers, voluntary sector, not-for-profit sector, community sector all reflect dimensions of the sector.

Next Steps

Based on the time limitations, the following decisions were made to bring the work of the Summit to completion:

1. Sister Elizabeth and Matthew Pinsent will complete a draft of the *Proceedings of the Summit* which will be forwarded electronically to all the participants **within the two weeks**. Included in the draft Proceedings will be a **rewording of the goal statements**, wording for the preamble which will set the context for the Road Map and the wording of the values statements.
2. The participants will respond with input **within two weeks** of receiving the draft document. In sending their input, the participants will pay careful attention to the accuracy of data presented within the document, the wording of the ten goals within the Road Map, the wording of the values statements and the wording of the Preamble.
3. Each Table Group, having received the re-drafted Goal statements, will meet electronically and by telephone **within one month** and prepare some details to populate the boxes within the Road Map (all participants received the template for the Road Map at the Summit). This material will be forwarded, through the table facilitators, to the staff at VNPS.
4. The Summit Planning Committee will identify the members of the Accountability Team based on some urban/rural or regional mix, mix of subsets within the sector, youth perspective and expertise in accountability work. The Summit Planning Committee will also identify the terms of reference for the Accountability Team which is to be limited to measuring accountability only and not to taking responsibility for overseeing the implementation process.
5. The Accountability Team will make its first report (electronically) to the participants in **June 2010** and quarterly thereafter at dates the Team will set.
6. The staff members of VNPS will take responsibility for the final draft of the Summary of Proceedings incorporating any feedback received and forwarding the final document to the participants.

Conclusion

The Facilitator then invited the participants to make any final statements which they believed it would be important for all the participants to hear. The following points were made:

- ✓ Young people matter in the world of the voluntary, community-based sector – they matter because they bring a new perspective, they matter because they are the future, they matter because they can and do make a difference, they matter because they bring an understanding of the new technologies which will benefit everyone in the future. Because they matter, young people need to be integrated into the sector, not seen as different, but seen as an integral part of the sector today and into the future.
- ✓ Social networking and its related technology is an important matter for consideration as we move forward in the sector. It must be addressed intentionally with an awareness of the cultural shift required. For social

- networking to work in strengthening the sector, it must involve all the participants (individuals and organizations) within the sector.
- ✓ Social innovation must be clearly defined as it is reflected in the goal statement. There are many understandings of this reality within Government and within the community sector.
 - ✓ Issues re youth participation seem to have gotten lost in the course of our discussions at this Summit. It was reiterated that, in the language of inclusivity, we must not lose the importance of including youth specifically within the Road Map.
 - ✓ Again within the umbrella of inclusivity, it was pointed out that the inclusion of persons with disabilities is critical. Social networking technologies generally have not yet seen the importance of accessibility related to persons with disabilities. It was also suggested that, at gatherings such as this one, more attention be given to the need for an accommodation fund to ensure accessibility.
 - ✓ In the conversations around multi-year funding, attention must also be given to future sustainability. Multi-year funding in itself will not ensure sustainability although it helps move us in that direction. Reference was made to the need for a group for the community sector similar in concept to the role the Genesis Centre plays in supporting and sustaining high technology.
 - ✓ In the conversations on mentoring, the thought should not be lost that mentoring happens all the time in the community sector, that expertise and experience is generously shared within and among organizations.
 - ✓ A key theme is the identified need for the community sector to lift itself up, to assume leadership for itself. Government's role is to enable the sector to do that, not to do it for the sector. It was suggested that this theme be included in the preamble to the Road Map.
 - ✓ The language of "donations and grants" is misleading when we speak of the community sector; rather money provided by Government is really an investment for the future.
 - ✓ Again with reference to inclusivity, it was pointed out that senior citizens are a rich resource for voluntary activity. Their need for more print than electronic communication must not be lost as we move to emphasis on electronic media.
 - ✓ The strength of the community and voluntary sector in Newfoundland and Labrador has been recognized across Canada. We should not be embarrassed to recognize, acknowledge and take pride in this leadership role we play.
 - ✓ We should not concentrate only on "low hanging fruit" as we develop our Road Map. We need to be innovative in daring to take large steps forward.
 - ✓ Capacity-building is being done at many levels in the province. The Regional Economic Development Boards have that as a specific element of their strategy with a focus on training-the-trainer. The United Way is becoming more involved in the province, moving outside St. John's with its presentation of grant proposals.
 - ✓ Gratitude was expressed to the Minister and the Secretariat for the way in which they have prepared for this Summit and the way in which it developed over the three days. Gratitude was also given to the Facilitator for her work over the two days.

The Facilitator then reviewed once again the next steps and thanked the participants for their engagement, their creativity and their openness.

Minister Denine then thanked Sister Elizabeth for the quality of her facilitation of the two days and, on behalf of the participants, gave her a gift. He thanked the table facilitators who had worked so well to make the table conversations relevant and focused, the Planning Committee who had imagined the Summit and made it happen, and the staff of VNPS who worked tirelessly and competently to prepare for the Summit and to oversee its happening. To young people, he promised to listen and to work to build the foundation on which they would continue the work that older people had begun. Most of all, he thanked the participants, not only for their participation over the two days but for their ongoing work for the strengthening of the voluntary, community sector. He made a commitment to the participants that he would always be both their champion and their support as, together with Government, they and their organizations continue their work of strengthening life in Newfoundland and Labrador.

Appendix A: List of Participants

Name	Organization(s)	Email
Alicia Sutton	HRLE	AliciaSutton@gov.nl.ca
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Barb Case	Rural Secretariat	barbaracase@gov.nl.ca
Barry Galloway	ILRC	barry@ilrc.nf.ca
Bettina Ford	Voluntary Resources Centre Gander Community Services Council NL	bettinaford@csc.nf.net
Beverly Tetford	Volunteer Network, Western Health	beverlytetford@westernhealth.nl.ca
Bruce Pearce	Green Communities Canada/Advisory Committee	bpearce@nl.rogers.com
Chris Sheppard	Native Friendship Centre	
Clyde Wells	Mariner Resources Opportunity Network, NLREDA	cwells@personainternet.com
Colin Corcoran	Town of Riverhead, Youth Parliament	corcoran@mun.ca
Craig Pollett	Municipalities Newfoundland & Labrador	executivedirector@municipalitiesnl.com
Dan Dillon	MUN Centre Life Long Learning	ddillon@mun.ca
Dana Spurrell	VNPS	danaspurrell@gov.nl.ca
Daniel Smith	Canadian Federation of Students	chair@cfs-nl.ca
Darlene Oake	CNA Coordinator Community Studies Program	darlene.oake@cna.nl.ca
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David Smallwood	ECMA/Arts	davidsmallwood@nl.rogers.com
Denise Humphries	Assistant to Minister Denine	denisehumphries@gov.nl.ca
Edith Samson	Coaker Foundation, Rural Sec.	
Emad Rizkalla	Bluedrop Performance Learning	emadrizkalla@bluedrop.com
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Appendix B: Survey

Newfoundland and Labrador Statistics Agency Statistical Consulting and Survey Unit

Purpose

Based on feedback from community leaders and voluntary/non-profit organizations, a list of six critical issues need to be addressed in order to increase the ability of community groups to function effectively. We asked them to tell us what they feel are the top three issues that need to be addressed in the immediate future.

Six Critical Issues as Defined by the VNPS

1. Training
2. Funding
3. Recruitment and Retention
4. Youth involvement
5. Insurance
6. Recognition

The “other” category identified the following as Critical Issues

7. Office Space
8. Data Management
9. Collaboration & Partnerships
10. Support groups doing economic development/cutting red tape
11. Employment Program Limitations
12. Time & Resource Management
13. Leadership and Mentoring
14. Isolation
15. Ethics & Accountability
16. Research & Development /Social innovation

Highlights from the Community Priorities Summit Survey

Level of Importance

- Almost 40% of Respondents indicated **Funding** was the **MOST** important critical issue to be addressed in order to increase the ability of community groups to function effectively.
- Approximately 30% of Respondents identified **Recruitment & Retention** as the **SECOND MOST** important critical issue to be addressed in order to increase the ability of community groups to function effectively.
- About 28% of Respondents indicated **Training** as the **THIRD MOST** critical issue to be addressed in order to increase the ability of community groups to function effectively.

MOST IMPORTANT

	%
Training	15.2%
Funding	39.1%
Recruitment and Retention	26.1%
Youth Involvement	4.3%
Insurance	2.2%
Office Space	2.2%
Leadership & Mentoring	6.5%
Isolation	2.2%
Research & Development /Social innovation	2.2%
Total	100.0%

Source: Voluntary and Non-Profit Secretariat, 2010
Compiled by NLSA on 3/2/2010

2nd MOST IMPORTANT

	%
Training	15.2%
Funding	21.7%
Recruitment and Retention	30.4%
Youth Involvement	8.7%
Insurance	6.5%
Recognition	13.0%
Data management	2.2%
Employment Program Limits	2.2%
Total	100.0%

Source: Voluntary and Non-Profit Secretariat, 2010
Compiled by NLSA on 3/2/2010

3rd MOST IMPORTANT

	%
Training	28.3%
Funding	10.9%
Recruitment and Retention	23.9%
Youth Involvement	17.4%
Insurance	2.2%
Recognition	4.3%
Collaboration and partnerships	4.3%
Support groups doing economic development / cutting red tape	2.2%
Time & Resource Management	2.2%
Ethics & Accountability	4.3%
Total	100.0%

Source: Voluntary and Non-Profit Secretariat, 2010
Compiled by NLSA on 3/2/2010

The following table shows the frequency that each issue was included as one of the respondent's top three critical issues:

AREAS OF IMPORTANCE	
	%
Training	58.7%
Funding	71.7%
Recruitment and Retention	78.3%
Youth Involvement	30.4%
Insurance	10.9%
Recognition	17.4%
Office Space	2.2%
Data management	2.2%
Collaboration and partnerships	4.3%
Support groups doing economic development / cutting red tape	2.2%
Employment Program Limits	2.2%
Time & Resource Management	2.2%
Leadership & Mentoring	6.5%
Isolation	2.2%
Ethics & Accountability	4.3%
Research & Development /Social innovation	2.2%
Totals may exceed 100% due to multiple responses. Final Results Compiled by the NLSA on 3/2/2010	

Appendix C: Confirming Issues & Priorities – Key Points

- ✓ Youth involvement under R&R (4 groups)
- ✓ Partnerships and Collaboration (5 groups)
- ✓ Many issues included with Training
- ✓ Insurance more administrative or governance, can be barrier to recruitment and retention
- ✓ Collaboration – overarching
- ✓ Recognition – community reliance on volunteers
- ✓ Building capacity of existing and mentoring new organizations
- ✓ Community or regional profiling to show what is happening
- ✓ Many volunteer activities especially with youth not recognized as volunteer
- ✓ Youth a resource and organizations have to recognize
- ✓ Boards leading organizations (need help in recruiting and understanding)
- ✓ Ethics and accountability – key issue around data management (3 groups)
- ✓ Ethics and accountability possibly under governance
- ✓ Recognition – need for market strategy to improve knowledge
- ✓ Research/development – impact on other areas (4 groups)
- ✓ Research/development linked with social innovation
- ✓ This Summit a training opportunity
- ✓ Convention/workshop set up for volunteers for training (2 groups)
- ✓ Leadership needs to be discussed under training (2 groups)
- ✓ Recognition = respect from Government departments (not less important than industry)
- ✓ More opportunities for persons with disabilities
- ✓ Isolation for rural communities re knowing available supports and spaces
- ✓ Integration of volunteers with community
- ✓ Sharing of resources, less duplication
- ✓ Address employment program limitations
- ✓ Senior involvement
- ✓ Insurance probably too specific
- ✓ Who is responsible for recognition?
- ✓ Retention & Recruitment linked with training
- ✓ Need for clarification re Recognition (2 groups)
- ✓ R&R linked with management and Training (2 groups)
- ✓ Governance a key area for training and recruitment (2 groups)
- ✓ Central portal for information sharing
- ✓ Long term funding as well as short term (linked with recruitment and retention)
- ✓ Training a holistic concept
- ✓ Adult Recruitment and Retention as well as Youth
- ✓ Regional training packages
- ✓ Tools for sharing of information
- ✓ Recognition – not so much individuals but for the sector, respect for work that sector does (?volunteer less valued than paid staff)
- ✓ Links among three issues (2 groups)
- ✓ Lots of training material available – problem re accessibility, two perceptions on why
- ✓ Youth leaving rural areas, real problem
- ✓ Funding always an issue – never get agreement, Government will make the decisions

- ✓ Recruitment and Retention – link with Recycling!
- ✓ Why focus only on youth – also older workers, immigrants, persons with disabilities
- ✓ Central agency for volunteers – common policies, administrative support, etc.
- ✓ Shared approaches, collaboration, sharing information and knowledge
- ✓ Recognition – not awards but deeper, commitment from Government to work with volunteers
- ✓ Funding an investment not a cost, economic stimulus
- ✓ Regional coordinator especially for isolated areas
- ✓ Take out Insurance (needs to be addressed but under administration)
- ✓ Add collaboration and partnership
- ✓ Research and evaluation – how to do, how to use, resources
- ✓ Add leadership as subset under recruitment and retention
- ✓ Recognition of sector (underpaid, become training ground for Government)
- ✓ Organizations need to promote themselves
- ✓ Personnel/HR management – element of Recruitment and Retention
- ✓ Flexibility re funding related to things like transportation
- ✓ Accessible and easy to understand forms
- ✓ Administration dollars attached to grants
- ✓ Community coordinators as resources
- ✓ Provincial orientation package
- ✓ Webinars too expensive
- ✓ Training needs to be adaptive
- ✓ Dept of Education Volunteer Curriculum not being maximized
- ✓ Youth unaware of what organizations do and how to become
- ✓ Combine training with Recruitment and Retention
- ✓ Leadership to be included with Training
- ✓ Elevate Research and Development
- ✓ Collaboration and Partnerships in top six
- ✓ Insurance – liability or as employee benefit
- ✓ Youth involvement – diversity and inclusiveness (immigrants, persons with disabilities)
- ✓ Recognition – of what? Of persons? Of organizations? Of the sector? Who is doing recognizing?
- ✓ Recruitment and Retention – staff and leadership (Board members)
- ✓ There are links and overlapping among all the issues
- ✓ Insurance is important but would not need to be included in our list – it has to be kept somewhere, however
- ✓ Youth involvement belongs with Recruitment and Retention
- ✓ The focus for Recruitment and Retention should be inclusivity (youth, seniors, immigrants, persons with disabilities)
- ✓ Leadership is key throughout all the issues
- ✓ Collaboration and Partnerships is a critical issue
- ✓ Research and Development is a critical issue
- ✓ Social innovation is a significant issue and should be linked to Research and Development
- ✓ Ethics and Accountability are important – we need tools to help with this
- ✓ Recognition is complex – includes persons, organizations and the sector; includes respect for the volunteer sector as equal to the business sector or the public sector; respect is demonstrated through support

Appendix D: Initial List of Goals for Each Critical Issues Identified

GOALS RE TRAINING

- ✓ That Government sponsor an inventory of training available to communities to all non-governmental agencies in the province
- ✓ That Government in partnership with the voluntary sector develop a generic internet-based training pipe line available to all volunteer agencies (2y)
- ✓ Map out regional training needs by identifying available resources and gaps
- ✓ Establish regional training conferences to train on broad-based organizational needs using the train-the-trainer model
- ✓ Perform needs assessments across all sectors (employees & volunteers) to determine specific training and professional development needs
- ✓ Hire a provincial coordinator to collaborate and share information and data and develop fundamental training modules (affordable, accessible) with e-learning and live delivery to accommodate different learners, their resources and needs
- ✓ Organizations that demonstrate training development in governance and leadership get additional funding incentives
- ✓ Existing training gathered and modified to the voluntary sector and develop new training (programs and/or accreditation)
- ✓ Establish a committee comprised of government, stakeholders, academic institutions and sector representatives to develop a formalized, post-secondary training program for professionals within the non-profit/volunteer sector
- ✓ Support a program of training opportunities for community service organizations focusing on the needs of board members, staff and volunteers by working with sector groups to identify priority needs and best approaches for accessibility, affordability and availability.
- ✓ Develop a matrix or overview of competencies and skills required to deliver services (grouped by funding amount, function and type of service) to determine training needs
- ✓ Compile an inventory of training tools, skills and models of services that could be shared. Identify the amount that can be adapted to avoid re-inventing training.
- ✓ Accessible, mobile, virtual training network led by not-for-profit sector for real training
- ✓ Peer support mobile, accessible training network taking experience and knowledge to share within organizations
- ✓ Develop a resource guide of available training programs and opportunities (web-based and hard copy)
- ✓ Strike a training committee to recommend ways to ensure training is more accessible to the voluntary NFP sector
- ✓ Web-based community profile to be able to share and network to utilize existing resources
- ✓ Modular, web-based training available to volunteers and staff
- ✓ Develop standards of accreditation to become incorporated into non-profits
- ✓ Provide governance, operation training at a nominal charge for non-profits
- ✓ Larger, more advanced organizations mentor smaller organizations
- ✓ Make training a pre-requisite for funding

GOALS RE FUNDING

- ✓ Provide multi-year funding with less red tape
- ✓ Provide proposal-writing training
- ✓ Investigate the possibility of establishing a provincial charitable organization status whereby donors can receive tax deductions off the provincial portion
- ✓ Establish multi-year funding guided by the accreditation process
- ✓ Government will adopt an policy of providing multi-year funding to NGAs using consistent criteria, application forms, and accountability standards (within 2y)
- ✓ Government will adopt an overall policy of providing administrative funding for like-minded voluntary organizations which have shown evidence of collaboration and cooperation with other like-minded organizations
- ✓ Do a comprehensive inventory of funding opportunities that are available to the sector (provincial, federal and private sources)
- ✓ Establish one central, user-friendly, credible source (website, listserve) where all funding opportunities are housed (with timeframes, expiry dates)
- ✓ Longer term funding which will also assist with recruitment and retention
- ✓ Utilize communications network to communicate the processes and programs that exist for funding with help for proposal writing and links to resources
- ✓ Have a human resources coordinator/facilitator in communities/regions to support volume in applications for funding
- ✓ Provide seed capital for starting social enterprises
- ✓ Revise the guidelines around government funding to allow multi-year, flexible, funding for projects with streamlined application and reporting processes
- ✓ Use the Labour Market Agreement to more strategically support community-based organizations
- ✓ Explore multi-year funding options based upon criteria: age of program, essential community service, relevant, performance, evaluability, and community need
- ✓ Explore the feasibility of attaching administrative dollars to funding grants from GNL to assist with administrative functions of delivering services (e.g., finance, evaluation, proposal writing); set standards for uniform decision-making
- ✓ Performance-based multi-year funding
- ✓ Community-available and community-run collaboration fund for sharing resources and building community-based plans
- ✓ Develop a resource guide of available programs and resource opportunities (such as computer exchange) for the sector
- ✓ Create one window submission and reporting process for proposals that cut across government departments or sectors
- ✓ Long term funding should be available
- ✓ Simplify the application process
- ✓ Ability to access administrative funding grants

GOALS FOR RECRUITMENT AND RETENTION

- ✓ Develop a profile of volunteers and community groups
- ✓ Have an awareness campaign on the value of volunteering
- ✓ Establish regional volunteer bureaus (modeled after the one at MUN), involving the Rural Secretariat and Community Services Council
- ✓ Establish succession planning for volunteers and staff
- ✓ Develop one point of contact across the province for volunteers and organizations

- ✓ Build upon the existing clearing house function for resources, templates and job descriptions
- ✓ Volunteer organizations and Government develop a strategy to network with all underutilized groups in order to engage in volunteer recruitment and retention
- ✓ Government make available to all volunteers its health and benefits package
- ✓ Conduct an all-encompassing advertising campaign to portray the sector in a positive light
- ✓ Ensure communications materials keep in mind underutilized volunteer sources such as persons with disabilities, ethnic groups, youth, seniors and new residents
- ✓ Make benefits and more competitive salaries available to employees and volunteers
- ✓ Training for volunteers and employees to assist with knowing the community, community needs, benefits of volunteering and for employees to understand the different generations and their values in relation to volunteerism (develop best practices)
- ✓ Demystify the sector (e.g., field visits at all schools)
- ✓ Develop a network to focus on leadership development of volunteers
- ✓ Facilitate the development of a group insurance plan for the voluntary, non-profit sector
- ✓ Support leadership opportunities by enabling them to pursue volunteer activities
- ✓ Explore the feasibility of identifying salary scales and employee benefits matched to industry standards
- ✓ Strike a committee to identify options for group coverage, insurance benefits for the sector
- ✓ Design a social media strategy or training program to increase awareness of effective techniques of using social media for recruitment, retention and information sharing
- ✓ Focus on recruitment and retention of employees as well as volunteers

GOALS FOR COLLABORATION AND PARTNERSHIPS

- ✓ Create regional volunteer forums (semi or annual basis) where leaders can share information on mandates, activities and challenges they have encountered in their organizations and discuss potential partnership opportunities
- ✓ Encourage and fund local network opportunities
- ✓ Government and CBOs work together to develop a new provincial volunteer-based, web-based social network managed by the VNPS that would function in several ways:
 - Index volunteers, the same way Facebook and other social networks currently do, defining volunteers; interests and past experiences, links to events and activities in which they participate
 - Index volunteer groups as Facebook uses Networks (define the aspects of individual organizations and categories in which they operate; allow cross-communication between groups in similar categories)
 - This social network could be linked with existing social networks such as Facebook, Twitter, LinkedIn, Google Buzz, etc.
 - This network could also be the storage space for an Online Resource Hub/Training Base possibly using a wiki-like format
 - Could function as centre for NL Volunteer Work
 - Volunteers and organizations would be involved

- It would facilitate communications between networks and a wide volunteer base, and would communicate the needs of the community
- ✓ Government to create an Access Centre to provide administrative support for volunteer organizations
- ✓ Government to provide funding for organizations to come together in unique partnerships and initiatives
- ✓ Cross-sector collaboration for volunteers and employees, maximizing opportunities to share resources (capital, human resources and space, accounting services) and work together
- ✓ Transparency of application available at one site and including contact information
- ✓ Regional focus for fund

GOALS FOR RESEARCH AND DEVELOPMENT

- ✓ Easy access to expertise and resources to carry out research
- ✓ Establish a Provincial Social Innovation Centre informed by a comprehensive review of best practices
- ✓ Link demonstrated need with best practices in a proposed development fund
- ✓ Government to appoint volunteers to the newly created Research and Development Corporation
- ✓ Focus the research and development in the not-for-profit section to create new initiatives
- ✓ Establish a program to help volunteers to utilize the social network (e.g., Facebook)
- ✓ Identify how much we are currently utilizing the social network medium and attempt to understand how others are utilizing and increasing by X% over 5 years
- ✓ Establish a strategic investment fund to meet core and project funding needs of the sector

GOALS FOR RECOGNITION

- ✓ Tax credits
- ✓ Value of in-kind contributions in applications process
- ✓ To devise a tax credit to recognize the hours of work provided by community volunteers as well as gifts in kind
- ✓ Government will develop a strategy to certify how volunteers are recognized and awarded
- ✓ Promote the work, contributions and values of the organizations and voluntary sector, showing what they are doing in their communities
- ✓ Establish a multi-media campaign used several times a year with different approaches (community channels, posters, local papers, etc.)
- ✓ Create a tax incentive program to recognize the contribution of essential service volunteers
- ✓ Develop a newsletter/e-mail produced quarterly recognizing the not-for-profit and volunteer sectors
- ✓ Validate the expertise that exists in the community (geographic and by issue) in policy formation
- ✓ Multi-media campaign to celebrate the sector and individuals in the sector

Appendix E: Prioritizing Key Goal Areas **(Goals Most Important, Goals to be Kept for Later Consideration, and New Ideas)**

Notes: amended wording is shown in italics, ranking in bolded brackets

Key Goal Areas Seen as Most Important

TRAINING

- Resource guide or inventory of training programs, (*funding*) tools, etc. – accessible, virtual, mobile training network (*e-learning and live delivery*) [**2, 1, 2, 1, 1, 2, 2, 2, A, 1, 1**]
- Assessment of regional (*community, thematic*) training needs (*identifying gaps and training solutions*) (*and delivery of programs to address identified needs for board members, staff and volunteers*) [**1, A, A, A, A, 1, 1, 2, A, 2**]
- Mentoring program (*larger organizations helping smaller organizations, and vice versa*) (*and private or corporations mentoring non-profits*) [**A, A, 1, A, A, A, A, A, 2, A**]

FUNDING

- Multi-year (*core*) funding using consistent criteria, simplified application forms, accountability standards, inclusion of administrative costs (*include one window submission and reporting process for grants*) [**1, 1, 1, 1, 1, 1, 1, 2, 1, 1, 1**]
- Inventory or resource guide of funding opportunities, processes, programs (*provincial, federal, private*) – central, user-friendly, credible [**A, 2, A, A, A, 2, 1, A, 2, A**]

RECRUITMENT AND RETENTION

- Group insurance plan, health and benefits package for (*board members*), volunteers and employees, competitive salaries for employees [**1, 1, A, A, 1, 1, 1, 2, 2, 1, A**]
- Regional volunteer bureaus modeled on one at MUN involving Rural Secretariat and CSC [**A, 2, 1, 2, 1, A, A, 1, A, B**]
- Awareness campaign on value of volunteerism (*using multiple media and social networks*) [**A, B, B, A, A, A, 1, 1, A, B, A**]
- Profile of volunteers and community organization; clearinghouse for resources, templates and job descriptions [**A, B, 2, A, 2, 2, A, A, B, 1**]

COLLABORATION AND PARTNERSHIPS

- Funding to facilitate the development of unique partnerships, initiatives regional [**B, A, 1, 2, 1, A, 1, A, B**], A collaboration fund available for collaborative or cooperative programs, initiatives (*regional*) [A, A, B, A, 2, A, 2, B, A, B, A], Funding for unique partnerships, initiatives and collaborative practices to encourage joint planning [**1**] Training and funding to do social networking that supports collaboration and partnerships [**2, 1**]
- Government and CBOs work together to develop a new provincial volunteer-based, web-based social network managed by the VNPS that would function in several ways (*build on what exists through EnVision*): [**1, 1, B – already exists, 1, 1, A, 2, 1**]

- Index volunteers, the same way Facebook and other social networks currently do, defining volunteers; interests and past experiences, links to events and activities in which they participate
- Index volunteer groups as Facebook uses Networks, define the aspects of individual organizations and categories in which they operate; allow cross-communication between groups in similar categories
- This social network could be linked with existing social networks such as Facebook, Twitter, LinkedIn, Google Buzz, etc.
- This network could also be the storage space for an Online Resource Hub/Training Base possibly using a wiki-like format
- Could function as centre for NL Volunteer Work
- Volunteers and organizations would be involved
- It would facilitate communications between networks and a wide volunteer base, and would communicate the needs of the community
- *How will the content be governed? Privacy issues? Discontented volunteer comments?*

RESEARCH AND DEVELOPMENT

- Provincial Social Innovation Centre (*Resource*) built on best practices (*focus on programs that provide sustainability and new initiatives*) [B, B, 1, A, 1, 1 – link to the next one, A, B, 1]
- Appointments from sector to Research and Development Corporation, utilizing the Harris Centre and other appropriate organizations [A, 1, 2, B, 2, A, 1, 2, 2]
- Development fund; Strategic investment fund [A, 2, B, 2, A, 2, 1, A]

RECOGNITION

- Implement tax credit/tax incentive program (*clarity needed*) (*for essential services volunteers*) [A, 2, 1, 1, 1, 1, 2, A, B, 1]
- Create multi-media campaign to celebrate the value of the sector (*increase awareness of the sector, the value of the sector using multi-targeted approach to target the corporate world, smaller organizations, etc.*) [1, A, 2, 2, A, 1, 1, B, 1, 2]

Goals to be Kept for Later Consideration

TRAINING

- Committee to develop training modules (*professional development*) (*best practices*) (*recommendations to ensure better access to training opportunities for the sector*) [A, B, A, B, A, A, A, 1, A, A, B]
- Generic, modular internet-based training programs [A, A, A, A, A, A, A, A, B, A]
- Provincial coordinator to develop and deliver internet training modules (*regional coordinator to facilitate the development of and deliver training*) (*promote the resources and communicate the options*) [A, 2, A, A, A, A, A, B, B]
- Regional training conferences/workshops using train-the-trainer approach (*i.e., networking*) [A, A, 2, A, A, A, B]
- Benefits for organizations demonstrating use of training (*e.g., funding*) [A, A, B, A, A, A, A, B, B]
- Accreditation program standards (*Clarity needed*) [A, B, A, A, A, A, A, B, B]
- Standardization of training across the province [A]

FUNDING

- One (*First*) window submission and reporting process for government grants, a collaborative mechanism [A, B, A, A, A, B, A, 1, 2]
- Utilization of Labour Market Agreement [A, A, A, A, A, A, A, A, 2, A]
- Assistance with proposal-writing [A, A, 2, A, A, A, A, A, B]
- Human resources coordinator or facilitator to assist with preparation for funding [A, A, B, 2, A, B, A, A, B, B]
- Inclusion of administrative costs in funding [2]
- Seed capital for social enterprises [A, A, A, A, A, A, A, A, A, A]
- Simplified application processes [A, A, B – part of above, A, B, B, B, A, B]
- Provincial charitable organization status [A, A, A, A, A, B, A, A, B, A]
- Benefits for evidence of collaboration [A, A, A, A, B – stated above, A, B, B, B]
- Grants for administration costs [A, A, A, A]

RECRUITMENT AND RETENTION

- Demystify volunteer sector, e.g. through schools (*develop comprehensive awareness campaign on volunteerism with a focus on youth – consider GMD “getting the message out” style*) [2, B, B, 1, A, A, A, A, A, B]
- Social networking strategy related to recruitment, retention and information sharing [A, A, B, A, A, A, A, 2, 2]
- Staff focus as well as volunteer focus for recruitment and retention [A, A, A]

COLLABORATION AND PARTNERSHIPS

- Regional volunteer forums [A, A, B, A, A, A, 2, A, A, 2]
- Access Centre for administrative support [A, 2, 2, A, B, A, A, A, A]

RESEARCH AND DEVELOPMENT

- Program re utilization of social networking (*research current utilization and set goals for increasing utilization*) (*clarity needed*) [A, A, B, 1, A, B, A, B]

RECOGNITION

- Include (*give greater weight to*) in-kind contributions in grant proposals (*clarity needed*) [A, B – redundant, A, 2, A, 2, B, A]
- Validate existing expertise in forming policy [A, 1, A]
- Establish a newsletter/e-mail to celebrate the sector (*posted on the VNPS website*) [A, B, B, A – linked to multi-media campaign, 2, B]

New Ideas

TRAINING:

- *Develop a volunteer and workforce strategy (similar to those done in the oil industry, childcare, etc.) focused on current and future training needs of the not-for-profit volunteer sector [1]*

COLLABORATION AND PARTNERSHIPS:

- *Create a provincial network that could use these and other tools (above recommendation) to link the centre [2]*

- *Partnering and collaborating re use of administrative resources [1]*

RESEARCH AND DEVELOPMENT:

- *Research and development fund built on mobilizing best practices in social innovation [1, 1]*
- *Develop a research and evaluation strategy for the sector – this would include training, how to, sharing resources, partners working with MUN/CNA [1]*
- *Create educational opportunities for individuals who wish to enter the voluntary/non-profit sector as a profession (e.g., certificate in non-profit management) [1]*
- *Sharing mechanisms to evaluate effectiveness [A]*

RECOGNITION:

- *Pot of money available to organizations to host volunteer appreciation events (e.g., volunteer appreciation week, suppers, tokens of appreciation) [2]*
- *Measure and demonstrate the value of the sector to celebrate the sector [1]*