
Voluntary and Non-Profit Secretariat (VNPS)

Community Summit 2012 Report

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We delight in the beauty of the butterfly, but rarely admit the changes it has gone through to achieve that beauty.

– Maya Angelou



I. SUMMIT OVERVIEW

The 2012 Community Summit took place in Corner Brook, February 26-28, 2012. Over the course of one and a half days, more than 80 participants representing the volunteer and non-profit sectors from all regions of the province and several key government departments participated in multiple discussions, listened to several keynote and panel presentations, and engaged in networking and information sharing.

Underpinning the discussion were some foundational issues such as:

- How is the sector changing to respond to the needs of the community?
- How are communities themselves changing?
- What are the accountabilities the voluntary non-profit sector must report on?
- How are organizations being funded?
- How are organizations working together?
- How do we embrace change?

These questions and others were explored through a variety of activities, culminating in a panel discussion whereby three individuals representing different sectors described their experiences of change and linked them to the issues and themes which participants had brought forward previously.

1.1 Summit Format

The agenda was structured deliberately to move participants forward so they could begin discussing how to manage the changes the sector was facing in the future (See Appendix A). The first full day was divided into two blocks: first, listening and understanding, and second, using discussion to probe more deeply into issues and concerns arising from the first summit and the efforts to address them in the interim. The first block focused on:

- 1) ***Describing demographic changes in Newfoundland and Labrador: what is different today about our economy, our communities, and our people?***
- 2) ***Understanding how social enterprise and social innovation is evolving in Canada: what is different today about the volunteer and non-profit sector and how do shifts globally and provincially influence our practice locally?***
- 3) ***Revisiting the VNPS Road Map¹: what have we accomplished in Newfoundland and Labrador since Summit 2010 and where do we go to next?***

The afternoon session used the Café Conversation model to solicit input on eight questions. The questions addressed themes and approaches undertaken or observed by

¹ See Appendix B

the VNPS in the last two years. Participants had an opportunity to contribute to every question and to hear what others had to say about the themes. A recorder noted the highlights of each discussion while a facilitator managed the flow of comments. At the end of the session, the recorder and facilitator presented the key points, suggestions, or conclusions arising from each theme (See Appendix C). This process allowed participants to examine issues more closely than in a general, multi-themed open session.

The second day was designed to illustrate the value the volunteer and non-profit sector brought to communities and regions. Using a modified asset mapping exercise, participants were divided into groups and asked to identify those activities of the volunteer and non-profit sector that brought added value to the communities in their region and to assess the impact the absence of such contributions would have if the volunteer and non-profit sector disappeared. In addition to four geographic regions, a fifth group consisting of provincial groups was formed.

The summit concluded with a panel discussion assessing the impact of change in three different areas from the perspective of government, post secondary education, and community. The three speakers discussed their own personal responses to change using examples from their work in the institutional and voluntary sectors. Following the panel, Tim Draimin, the Summit's keynote speaker provided some observations at the end of the summit on the status of the voluntary non-profit sector. This reflection offered participants some insights into some directions the volunteer and non-profit sector may consider for the future.

II. GENERAL THEMES

We can look at the issues raised at the summit within three guiding themes. These are: ensuring success, demonstrating value, and managing change.

2.1 Ensuring success

Issues arising at the summit relating to the first theme include audiences, products, processes and practices, and outcomes. The volunteer and non-profit sector is moving forward, developing plans and implementing a consistent, strategic approach to administration, board management, and community development.

*1) Recognizing the multiple **audiences** served by voluntary organizations and the importance of valuing the youth, seniors, and adult volunteers who contribute to organizational success*

There is a desire within the organizations represented at the summit to ensure they meet the needs of diverse audiences while being innovative and accountable in their delivery of programs and services. Much of the discussion on volunteers focused on attracting youth and seniors. Understanding the characteristics of those audiences was seen as really important, especially since many rural communities are seeing a decline in

the number of youth as well as seniors. However, some questioned whether or not focusing too much on youth meant other volunteers and issues were being underserved. Not being able to engage with youth was a primary concern; some people felt they were relying too much on a core group that was aging as well as shrinking, while others felt their work might not be seen as relevant to the youth market. Participants agreed that it was important to value past contributions and methods while being open to new approaches and perspectives.

*2) Identifying the kinds of **products** arising from the work of the volunteer and non-profit sector*

There was recognition that many community-based organizations produce products in the volunteer and non-profit sector, while not necessarily describing them as such. These products include information, data, and insights in terms of what's happening or being observed in the community. Other products include actual resources in terms of people, their skills, and their knowledge about the sector, the issues, and the communities. The most obvious products were services and programs as well as partnerships.

One of the challenges in the volunteer and non-profit sector is putting a dollar cost on the services organizations provide to the community. Tim Draimin noted that the charitable models in place in Canada, as well as the rules for reporting and accountability, have remained largely unaltered, although many organizations are shifting, or have already shifted from meeting individual and community needs to addressing the underlying causes of the problem they are dealing with. That shifting focus is a primary driver for innovation; participants saw it as essential to ensuring future sustainability and viability in a time when organizations face declining funding and limited access to resources.

*3) Establishing the **processes** organizations use to carry out their work and documenting the **practices** organizations have already implemented*

Many of the participants drew attention to the need for effective tools, policies, and methods to facilitate analysis and innovation. This focus on process looked at what was needed to facilitate the work that the volunteer and non-profit sector carries out, including the kinds of policies and guidelines that people would like to see or want to know more of to accomplish their work successfully. For example, key areas in need of further improvement included collecting the right sorts of information appropriately, working together collaboratively, and sharing information and skills for managing change and supporting innovation in the sector.

Also considered significant were approaches to support collaborative processes, information sharing, mentoring, and training. These were seen as key opportunities for innovation, for demonstrating value to the community and to institutional partners (including government, industry, business, and social structures such as education and health care based organizations), and for modeling responsiveness to changing needs.

The focus on the how to accomplish the work, especially in partnership with others, was complemented by the respect for implementing best practices.

A good example of this was in the group's active support of moving forward with the development of volunteer and non-profit sector hubs to facilitate information, tools, and resources. Participants were clear this needed to be open and not tied to one group or point of view because of existing rural/urban differences, questions about accessibility, promotion of diversity, and the valuing of clarity for organizational roles, goals, and mandates. The discussion led to the recommendation that the volunteer and non-profit sector hubs be guided by three guiding principles:

- Learn from the past and avoid mistakes
- Learn from the present to assess strengths and limitations
- Learn from each other

*4) Measuring the **outcomes** of the programs and services non-profits deliver.*

Demonstrating success is a critical component of funded programs including special or pilot projects. One definition of accountability to emerge from the discussion concluded: "Accountability is a way of finding balance between an organization's reason for existence and a funder's need for information." Another was: "Being accountable means answering the question *How are you getting results?*" These results or outcomes could be grouped as actions, changes, results, capacity building and products. There was a lot of discussion on moving groups from measurement approaches focused on outputs to actual outcomes; that is, rather than counting how many books, participants, services or programs were produced or delivered, the volunteer and non-profit sector is now being challenged to show how change resulted from their work, as well as how organizations and their clients were looking at things differently.

A big gap, though, was benchmarking, and in particular, what exactly groups wanted and/or needed to measure, how this would be done, and what else would be needed to assess organizational strengths and community needs. There was recognition that training in developing, understanding, and capturing real indicators of success was needed, and should also be done in association with funders and partners. The group identified an emotional dimension to measurement because it is so often tied to the value and the meaning of the work or services provided by organizations. At the same time, people believe measurement or evaluation shouldn't distract you from what you are "about." Perhaps most importantly, what emerged from the discussion was the sense that organizations should see measurement as an opportunity to show the collective value of the sector, including both successes and failures.

2.2 Demonstrating Value

The second theme emerging from the Community Summit was demonstrating value. From the comments and discussions, it was clear that organizations in the volunteer and non-profit sector still have relevance and importance in their communities, regardless of

size and location. In one of the group exercises, participants were asked to imagine how their communities would be different if the volunteer and non-profit sector disappeared. For some people, this was a challenging exercise: imagining the absence of the voluntary not-for-profit sector was inconceivable. Interestingly, each of the groups took a different approach to the exercise, and identified similar and unique insights in their discussions. These were:

Perspective matters – *The different roles organizations play, and the challenges they may face in meeting the needs of their clients or constituents can propel organizations into shifting their point of view so that they can see things differently when assessing the value and contribution of the volunteer and non-profit sector.*

Relationships are the glue that holds everything together – *Many organizations in this sector appear to function separately or independently from one another and yet there are relationships, which help keep communities and organizations connected across a number of areas, and they are not always immediately obvious.*

We have fewer silos than we think – *There is often an assumption that the volunteer and non-profit sector is quite separate from other sectors, such as corporate, health, government, and industry. However, the philosophy and structures supporting the volunteer and non-profit sector is often embedded in many organizations as we think of as private or government as opposed to community.*

The big picture view helps us be more comprehensive – *Using a holistic approach to guide how an organization meets the needs of the whole person within the whole community offers another way to see connections and to identify gaps.*

Intra sectoral collaborations – *The volunteer and non-profit sector often looks to build partnerships with other sectors such as government or corporate/industry. However there is a lot to be gained by working intra-sectorally including sharing resources and sparking innovation and creativity.*

Provincial assets – Another way of demonstrating the value that this sector brings to the province is recasting it as the compilation of provincial assets. This shapes the discussion around resources and successes differently. Rather than positioning individual organizations in opposition to one another, collaborating on shared goals supports the development of strong relationships between natural connectors. This capacity building approach would also include sharing information and best practices so everyone could succeed rather than only a few.

2.3 Managing Change

The third theme overlaying all the discussions at the summit was change. While it was a topic that was built into the structure of the summit's agenda, how the issue was

presented, shaped, and considered by participants varied throughout the two days. Participants agreed with the observation that change is a constant in the volunteer and non-profit sector. It comes in two types: the kind you choose and the kind that chooses you. However, change was also seen as a dimension of accountability, a way of seeking the outside perspective in order to reflect back what was needed inside an organization. Both the discussions and the panel presentation supported embracing change; in particular, the opportunities for innovation and creativity arising from technology was seen to advance the agenda of organizations as well as expand their strategies for connecting with their audiences – clients, funders, volunteers, and communities.

A significant component of dealing with change is also dealing with the fear that accompanies it. Participants reported they worried about their organizations' future sustainability with respect to managing institutional complacency, financial and human resources, succession planning, and retaining corporate memory. The volunteer and non-profit sector faces a lot of competition for staff, skills, training and remuneration. Organizations also continue to deal with high expectations, the lack of value accorded to their expertise, and avoiding missed opportunities.

III. GOING FORWARD

3.1 Recommendations from Participants

A number of suggestions and ideas came forward from participants through the discussions and through the completed evaluation forms submitted by participants. These included:

a) Agenda – A key value of the summit was in recognizing the networking opportunities posed by bringing together such a diverse group to focus on the sector. Specific recommendations for future summits included:

- Adding a third day (or component) on solutions development
- Using more panel discussions to share more about the different experiences of people and groups in the sector
- Build on work of past summits and include this history in content so people can see where the sector has come from

b) Partnerships and Collaboration – Participants recommended a greater focus on collaboration and partnership development for future summits. Some noted they:

- Would like VNPS to act on some of the ideas from the summit to strengthen the volunteer and non-profit sector and improve collaboration
- Would like to see the volunteer and non-profit sector advance towards more collaboration across organization, government departments, communities (less silos)

c) Participation – The presence of assistant deputy and deputy ministers was seen as a huge step forward. The presence of the minister for the whole of the Summit was seen as extremely important. Some participants suggested seeing more volunteers rather than staff members, and others encouraged more diversity outside of the Avalon Peninsula including more representation from Labrador.

d) Communications – Participants welcomed the Road Map report on activities carried out since the last summit. Specific suggestions for future work included

- maintaining on going communications
- reporting at more frequent intervals

e) Mentorship – One suggestion was to create a database similar to community accounts where volunteers, and in particular youth, could be matched via electronic means with potential volunteer opportunities. Another was to support organizations in developing their “ask” to improve their recruitment and retention efforts. Finally, a third suggestion was for VNPS to pilot volunteer fairs in the fall in designated locations in the province, and then find another organization to take it over.

IV. CONCLUSION

The Community Summit was an opportunity to bring together a diverse group of representatives from the volunteer and non-profit sector to discuss issues of concern to them. It was also an opportunity to begin exploring the meaning of social innovation as presented by Tim Draimin, the Summit’s keynote speaker. Social innovation is about ensuring we have the tools needed to help communities become more resilient and help them overcome the vulnerabilities of the weakest parts of our society.

Social innovation is also about co-creation and about working collaboratively with others to solve problems and address issues creatively, even when faced with dwindling resources. Most frequently, funding arrangements in the volunteer and non-profit sector are set up to avoid talking about failures, because failure is considered dangerous and risky. The real problem though, is that avoiding failure means we don’t develop innovative approaches. Draimin’s challenge to participants was to work together to tackle some of these complex problems and to use hubs and environments to allow people to do that.

At the conclusion of the summit, there were some clear directions for commitments from the VNPS. These were:

1. **Focus on collaboration** – *We need to think a lot more about how to be more effective as collaborators: inside government, between government and community, among communities, and across sectors.*
2. **Focus on process** – *We need to develop a process on how to move forward using the summit report, how to share information, and how to communicate with*



each other about our collective efforts.

3. **Focus on resources** – *We have a lot of resources to share and we need to think about the best way to provide the volunteer and non-profit sector with those resources as well as expand the community's horizons re: revenue streams and social enterprise.*
4. **Focus on regional hubs** – *We will work on the volunteer hubs with you and the people at the College of the North Atlantic. We will continue to consult on regional resource availability and support so that we can move down the road to make recommendations.*
5. **Focus on youth** – *We need to get into the community more and to work with youth in a way that engages them meaningfully.*

APPENDIX A: AGENDA 2012 COMMUNITY SUMMIT, VOLUNTEER AND NON-PROFIT SECRETARIAT

Greenwood Inn, 48 West Street, Corner Brook

Sunday Feb. 26, 2012	
5:30 - 9:00	Summit Registration
6:30	Evening Reception & Trade Show

Monday Feb. 27, 2012	
8:00	Buffet Breakfast
8:30	Summit Welcome <i>Hon. Nick McGrath, Minister Responsible for the Volunteer and Non-Profit Sector</i>
9:00	Demographic Review of NL <i>Alton Hollett, Assistant Deputy Minister of the Economics & Statistics Branch, Department of Finance, is responsible for the Government of Newfoundland and Labrador's (NL) economic research, analysis and forecasting functions as well as managing the NL Statistics Agency.</i>
9:30	Keynote Address <i>Tim Draimin, Executive Director of Social Innovation Generation (SiG) - Chair, Causeway Social Finance, is also the founding CEO of Tides Canada Foundation. He is a world leader in the non-profit sector and has written and spoken extensively on social enterprise and social innovation.</i>
10:30	Coffee Break
10:45	Revisiting the Road Map <i>Progress Report – Volunteer and & Non-Profit Secretariat</i>
12:00	Lunch
1:00	Café Conversation Themes <ul style="list-style-type: none"> • Innovation – What is new and different about your work? • Emerging Issues – What challenges or opportunities do you see coming on the horizon? • Regional Support – How might voluntary sector hubs help you? • Knowledge – What information do you need and how do you find it? How can we be better connected to share information? • Demonstrating Value – How do know if you are effective or not in your work? What do you do with the information? • Accountability – What form does accountability take? To whom are you accountable? • Change – Have you managed change in the past? What resources did/do you need to manage change? • Fear – What are you afraid of? What do you worry about most?
2:30	Coffee Break

2:45	Café Conversation (<i>Continued</i>)
4:00	Summary of themes
4:30	Conclusion
6:30	Community Supper <i>The Royal Canadian Legion, 7 West Street (5 minute walk from the Greenwood Inn)</i>

Tuesday, February 28, 2012 Theme: Change and the Future	
8:00	Buffet Breakfast
8:30	Presentation of themes
8:45	<i>What would happen if the volunteer and non-profit sector leaves?</i> <i>Table Exercise</i>
9:30	Report back
10:15	Coffee Break
10:30	The Meaning of Change: Community Experiences – Panel Discussion & Closing Plenary <ul style="list-style-type: none"> • Rob Shea is the Deputy Provost (Students) and associate vice president academic at Memorial University. Rob's involvement in community development activities began over 30 years ago and has been focused on the themes of youth, education, and health. • Christine McLean has been involved in the early childhood community in this province for the past 24 years in a variety of capacities. For the past eight years she has been a childcare consultant with the provincial government and with the Department of Child, Youth and Family Services since 2009. • Priscilla Corcoran Mooney is the mayor of Branch, a business owner, a social worker and long time volunteer. Ms. Corcoran Mooney is vice-chair of the Friends of Cape St. Mary's, a past winner of Flare magazine's Community Volunteer Award and most recently, winner of the Memorial University Alumni Horizon Award (2009).
11:45	Closing Remarks
12:00	Lunch

APPENDIX B: ROADMAP 2012 UPDATE

Presented by Ross Reid, Deputy Minister, VNPS

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.”

- After discussions and review of the issue following the 2010 summit the need for a baseline study as a first step became apparent. A baseline study which will attempt to profile the sector through a census will allow for a second phase of surveying which focuses on training needs and capacity.
- NL Stats has agreed to lead the baseline project.
- Discussions continue with Advanced Education and Skills/Labour Market Development and NL Stats on scope of project and how best to accomplish our goal.
- The Voluntary and Non-Profit Secretariat will work closely with NL Stats and Memorial University’s Harris Centre.
- 2011 Blue Book commitment to *work directly with the sector to produce a training plan for boards, volunteers, organizations and employees – delivered by the sector for the sector to build new leadership skills and support organizational standards and best practices.*

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.”

- VNPS continues to add new links to Provincial, National and Global community groups and community resources.
- A number of community Facebook pages have been added to the VNPS administered Facebook pages (URock Volunteer Awards and Who Cares?); both of these have been used to promote community and government initiatives.
- Reciprocal links between VNPS and Community Sector Council (CSC) websites have been established.
- VNPS will continue to update its webpage and Facebook page on a regular basis.
- A resource guide of programs and services is being compiled which will likely be available in print and online

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.”

- Review advertising and outreach plan with the relevant Planning Committee for input and advice.
- Pre-launch consultation was undertaken with community representatives in seven communities with the help of CNA and Rural Secretariat.
- Summer 2011 work term student developed an evaluation proposal for both the Who Cares? and the URock Volunteer Award initiatives.
- VNPS continues to support both the Who Cares? and URock Volunteer Award initiatives.

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

- Discussions on supporting a pilot for Social Return on Investment (SROI) have been ongoing with Provincial Government Programs and the Community Sector Council.
- VNPS has supported research projects by the (i) Housing and Homelessness Network on *Planning and Developmental Evaluation*, and (ii) the Global Citizenship Initiative on *Social Change Leadership*.
- VNPS has supported the Clusters pilot project through CSC in the Cabot Loop and Burin sites. The external evaluation revealed that organizations have a willingness to work together on issues of mutual interest within regions.
- A graduate-level report on social innovation and the need for resiliency in the volunteer and non-profit sector has been drafted and is forthcoming. This report uses a literature review, jurisdictional scan, and interviews to link social innovation to other important concepts including social entrepreneurship, social enterprise, social finance, and demonstrating value amongst others. This report will suggest a framework for social innovation in the volunteer and non-profit sector going forward.
- VNPS in cooperation with the Housing and Homelessness Network held a small learning opportunity for public servants with Jamie Gamble on the topic of developmental evaluation which supports innovative processes.
- The 2011 Blue Book has signaled the creation of an investment fund to “*support innovation, research and development, and best practices, and explore new ways of doing business.*”

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.”

- A government wide policy framework for streamlined and improved grants administration has been approved.
- Stakeholder meetings on multi-year consultations will be convened in 2012-13.
- Internal training has begun with the public service on a centralized data base for tracking community based grants. The aim is improved information management and a more efficient interface with community partners seeking government funding.

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.”

- The Community Sector Council, Newfoundland and Labrador Regional Economic Development Association and others have done a great deal of work in this area.
- VNPS engaged an internship student to prepare a jurisdictional scan on this topic.
- The newly established Organizational Support Services Co-operative (OSSC) provides an opportunity for non-profits to come together and pool their resources to gain access to insurance, travel, accommodations, and the purchase of various commodities. More information about the OSSC can be found at <http://www.serviceco-op.com>.
Service NL has launched an Insurance and Risk Management website for the Voluntary and Non-Profit Sector (http://www.gs.gov.nl.ca/insurance/non_profit/index.html) that provides an overview types of insurance, frequently asked questions and a listing of agents and brokers.

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

- Discussions have been held with other partners on how best to design and implement a program to provide services for community based organizations, locally and regionally.
- 2011 Blue Book commitment has been made to pursue Voluntary Resource Hubs within the province to support non-profit organizations and volunteer engagement.

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

- The Department of Finance at the request of VNPS conducted a jurisdictional scan of tax incentives associated with the volunteer and non-profit sector. The scan reviewed North American, British, and Australian practices in the area.
- Budget 2011 provided a tax credit to volunteer fire fighters.

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

- The Department of Education has begun implementation of new High School Volunteer Medal after initial discussions with VNPS.
- VNPS has supported participation in leadership venues including the Emerging Leaders Summit, 21Inc and Action Canada.
- VNPS supported the Global Citizenship Initiative (GCI) in conducting a focus group on the issue of youth and community involvement. The report “Be at the Table” was subsequently provided to VNPS
- VNPS continues to recognize the contributions of young people with its support of the URock Volunteer Awards and the MUN VIP awards.

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

- The original summit steering was expanded for broader regional representation to assume the need for an accountability team.
- The second Community Summit will be held in February 2012.

APPENDIX C: CAFÉ CONVERSATION THEMES

I. INNOVATION

What is new and different?

- How we measure our value and successes to aid understanding
- How we go about our community sector work (processes)
- How we work together
- How we sustain ourselves financially
- How we use old and new technologies

What keeps us from being innovative?

- Geography
- Resources or capacity to actually be innovative
- Not knowing what is out there
- Instability
- Fear
- Competition

What helps us be innovative?

- Commitment, openness, buy-in for doing things differently
- Shifting focus from dealing with symptoms to addressing symptoms and root causes

II. EMERGING ISSUES

What opportunities do we have?

- Expertise
- Collaboration and shared services
- Recruitment
- Intergenerational collaborations
- Technology
- Social enterprise
- Volunteer and shared services
- Pairing with corporations (see where we fit w/ mission vision and values)
- Openness to move from one time investment to longer term relationship
- Use models for engaged citizen ship (but not formal)

What challenges do we face?

- Funding
- Collaboration with limited resources
- Recruitment and retention of volunteers (youth, seniors)
- Engagement with private sector
- Awareness of sector
- Volunteer traits changing
- Complexity of issues increasing
- Board governance and procedures orientation, liability and insurance
- Sustainability
- Rural/urban differences
- Staffing/HR recruitment
- Administration costs. Demands increasing

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- Alternative funding arrangements raise red flags
 - Value proposition for companies may be absent

III. REGIONAL SUPPORT (HUBS)

Purpose

- Share information: budget, tools, training, mentoring, culture building
- Share human resources

Process

- Keep it open and not linked to one group, one organization
- Recognize urban/rural differences
- Support tailored responses
- Provide infrastructure support (staff)
- Establish sustainable focus by not depending on 100% government funding
- Ensure accessibility: alternate formats, space, timeliness of information
- Create certification process for the sector
- Value the contributions of agencies
- Ensure diversity of focus, experience, and size during development phase
- Identify best practices and other learnings
- Appreciate the importance of clarity in role, goals

Principles

- Learn from the past and avoid mistakes
- Learn from the present to assess strengths and limitations
- Learn from each other

IV. KNOWLEDGE

- Governance and management: Establish what the next generation needs and share information about policy, accountability functions, and finances
- Knowledge environment: Focus on best practices, trends, demographics
- Networking, sharing, hoarding: connecting to make a difference in a collaborative way
- Technology: Embrace its potential and use it within context
- Cross generation knowledge transfer: Valuing past contributions and methods while being open to new approaches and perspectives

V. DEMONSTRATING VALUE

- Measurement happens but is varied: focuses on tangibles (data, stats, outcomes); sometimes it's a sense of satisfaction.
- Different ways of measuring for the short term (outputs) and the long term (outcome/impact)
- Evaluation or measurement shouldn't distract you from what you are "about"
- There are many opportunities to show collective value of sector and sharing lessons among sector
- Share successes and failures with others; internally, to funders, public, to govt

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- Use it to feed back in planning and growth

VI. ACCOUNTABILITY

- We are accountable to everyone
- Accountability is a way of finding balance between an organizations reason for existence and a funder's need for information
- Accountability has a dimension of emotion
- Being accountable is being transparent and knowing before funding is received what it is that needs to be measured
- Work with funders in partnership to determine how to measure the social change that results (outcomes)
- VNP boards and organizations need training to understand and capture true or real indicators
- Being accountable means answering the question "how are you getting results?"

VII. CHANGE

- Change is a constant and comes in two types: the kind you choose and the kind that chooses you
- Must plan for change through strategic planning and making time to address change
- Communication is a tool for
 - Engaging stakeholders
 - Exchanging information
 - Working together
 - Creating dialogue and conversation
- Change in government and programming needs communication and training (HR, Financial, Resources)
- Embracing change
 - Recognizing cultural changes with social media and technology innovations
 - Adapting to change
 - Learning to respond to change by acquiring new tools
- Framing a need for change as a dimension of accountability
 - Use outside perspective to reflect back what is needed inside

VIII. FEAR

- Youth engagement
 - Recruiting volunteers
 - Relying on core group
 - Not appealing to youth interests
- Sustainability
 - Financial
 - Human resource
 - Succession planning/corporate memory
 - Complacency and stagnation
- Missed opportunities
 - Inefficiencies

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- Duplication
 - Lack of government commitment

 - Value
 - Not recognizing individual
 - Not enough training/mentoring/using professional skills
 - Lack of self care leading to burn out
 - Not using youth
 - Competition
 - Compensation
 - Skills
 - Funding
 - Not amenable to collaboration
 - High expectations
 - Too much demand on sector
 - Not equipped to respond government
 - Too many accountability requirements
 - Loss of value
 - Lack of pensions
 - Expertise of sector recognized but not compensated or rewarded appropriately
 - Concerns
 - Sustained employment for organization's employees
 - Systemic change not happening fast enough to respond to need
 - Relying on others to make things happen is too great
 - We are not valued enough as a sector

APPENDIX D: COMMUNITY SUMMIT 2012 SUMMARY OF EVALUATIONS

How effective were the following in meeting your expectations?																							
a. Overall facilitation/presentation	4	4	4	5	4	3	3	5	5	4	3	5	5	4	5	4	3	4	4	5	5	5	4.20
b. Session content	4	3	4	3	4	4	4	4	5	4	4	4	5	4	5	4	4	4	4	5	5	5	4.18
c. Overall opportunities for discussion	4	4	5	4	5	4	4	5	5	3	4	4	5	4	5	5	2	4	3	5	3	5	4.18
d. Relevance	4	3	4	3	4	3	3.5	4	5	3	4	4	4	4	5	3	4	5	4	5	5	5	4.04

How effective were the following sessions in meeting your expectations?																							
A. Demographic Review of NL	3	5	5		3	4	5	5	5		5	3	4	4	5	5	4	3	5	4	4	4	4.25
B. Keynote address with Tim Draimin	3	3	5	4	4	3	5	4	5		5	4	5	4	5	5	4	4	5	5	5	4	4.3
C. Revisiting the Roadmap	4	5	3	4	4	2	3	5	3		3	4	5	4	5	4	4	5	4	5	4	5	4.04
D. Café Conversations	5	3	4	4	4	4	5	5	4		3	4	5	5	5	5	5	4	5	5	3	5	4.38
E. What would happen if the Voluntary Sector leaves? Developing your community asset map	4	2	3	2	5	1	2	5	3		3		5	4	5	1	3	3	2	3	3	5	3.2
F. The Meaning of Change: Panel Discussion	5	4	4	4	4	5	4.5	5	4	5	4	4	5	4	5	4	5	4	5	4	5	4	4.45

We received 22 evaluation forms out of approximately 80 participants. The average score was better than 4 across all categories except for the Community Asset Mapping exercise. That activity received the most divergent ratings of any other question/activity being rated. Seven rated it either a 4 or a 5 (effective or very effective); six rated it a 1 or a 2 (not at all or not effective); and seven rated it a 3 (neutral). The highest rated activity at the Summit was the panel on change (scores were 4 or 5). The Cafe Conversations was the next most highly rated activity. Individuals also highlighted the well-planned agenda, facilitation, and effective timekeeping.