

REPORT

WHAT WE KNOW:

A ROUNDTABLE FOR LEADERS IN BC'S VOLUNTARY / NONPROFIT SECTOR

October 14, 2005

Hosted by:

VOCBC
VOLUNTARY ORGANIZATIONS
CONSORTIUM OF BC



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Executive Summary

On October 14, 2005, the Voluntary Organizations Consortium of British Columbia (VOCBC, an initiative of Volunteer BC) hosted a roundtable called, *What We Know: A Roundtable for Leaders in the Voluntary/Nonprofit Sector*. The purpose of this event was to bring together a diverse group of BC voluntary/nonprofit sector organizations from different jurisdictions to discuss whether sector research gives us the information we want and need to be effective.

Over 50 participants attended representing a broad-cross section of organizations and a number of regions. They engaged in a rich discussion that reflected their diversity and range of perspectives and experiences. This report documents the roundtable discussion including the comments of participants in the room and on-line concerning sector research strengths and gaps, and overall strategies for the future, as well as participant questionnaires and other written follow-up responses. The information in this report is presented according to five theme areas:

1. *Recognition – Value of Sector and Volunteerism in BC,*
2. *Sector Capacity,*
3. *Engagement – Recruitment and Retention of Volunteers,*
4. *Education and Training, and*
5. *Research and Development.*

Although the purpose of this roundtable was to consider the knowledge available to the sector and identify priorities for sector-led research, participants did not limit their comments to research; they emphasized action.

This report reflects and confirms the discussion themes identified last year at the roundtable, *Time to Act: Positioning the BC Voluntary Sector*. It documents the general actions, and research and development activities, identified by participants. It also demonstrates the emphasis roundtable participants gave to increasing general recognition and understanding of the value of our sector, and addressing issues of sector capacity overall, and retention and recruitment of volunteers in particular.

The roundtable confirmed the importance of Volunteer BC and other broad sector leadership organizations and initiatives (such as, Centre for Sustainability, Volunteers Now, and the Canada Volunteerism Initiative). It also confirmed the importance of VOCBC convening events like this one to give sector organizations an opportunity to collaborate, discuss issues and develop broad direction. This report concludes that further discussion will be needed to continue to build sector coalitions and develop strategies to move forward.

Recognizing that participants wanted to see a collaborative leadership model developed for our sector, the report proposes next steps recommended by the VOCBC Steering Committee for further consideration. In summary the Steering Committee is proposing that lead sector organizations be identified and small working groups be established to advance sector priorities in each of the five broad theme areas noted above.

Volunteer BC and VOCBC will also continue to work to advance BC voluntary/nonprofit sector dialogue with the province through the Ministry of Tourism, Sport and the Arts.

What We Know: Roundtable Overview

As a voluntary and nonprofit organization network established by Volunteer BC, VOCBC strives to strengthen BC's voluntary/nonprofit sector by advancing opportunities for collaboration and dialogue and promoting sector-led research. Based on our members' input VOCBC planned two events for the fall/winter 2005, the first focusing on sector-led research and the second on dialogue with the Minister and staff responsible for "volunteers" in the Ministry of Tourism, Sport and the Arts.

On October 14, 2005, VOCBC held the first event called, *What We Know: A Roundtable for Leaders in the Voluntary/Nonprofit Sector*. VOCBC presented some of the broad information available on the size, scope, and economic impact of the BC voluntary/nonprofit sector. Mr. Vic Murray, Professor Emeritus, University of Victoria presented some BC volunteering issues raised by the 2004 National Survey of Nonprofit and Voluntary Organizations. Kevin Ronaghan, Director, Centre for Sustainability, outlined capacity issues highlighted by research (issues concerning funding, by far the main issue, staff and volunteers, and education and training), and outlined examples of networks and relationships in BC.

In working groups roundtable participants were asked to discuss strengths and gaps in information. There were over 50 participants in the room representing a broad-cross section of perspectives and organizations (arts and culture; development and housing; education and research; grant-making, fund raising and volunteerism promotion; health; international; law, advocacy and politics; social services; and sport and recreation). Participants also represented a number of BC regions in addition to the Lower Mainland and Vancouver Island. Some participants from other regions attended in person and others participated on-line using Elluminate Live, a state-of-the-art eLearning and collaboration tool.

In conclusion the roundtable proposed ways in which research information could be used more effectively and outlined some directions for future sector-led research initiatives. However, participants did not limit their comments to research and development; they identified broad strategies to strengthen the sector. Overall the roundtable discussion emphasized the importance of recognizing the value of the sector, and addressing issues of capacity and engagement (recruitment and retention of volunteers).

This report summarizes the rich dialogue that took place and identifies a number of themes and ideas that emerged from the discussion. Given the diversity of perspectives in the room there was an overwhelming measure of commonality. Participants emphasized the importance of sector leadership and endorsed collaboration as a way of working.

This report also provides direction for future VOCBC activities and will be forwarded to the Minister, Tourism, Sport and the Arts to help advance the dialogue between the province and the sector. It concludes with VOCBC Steering Committee next step proposals for further consideration by sector organizations and a commitment to continue to work to advance sector dialogue with the province. (A meeting with the Minister and staff was the subject of the second event VOCBC member organizations requested last fall.)

Discussion

Background

In January 2005, *Time to Act: Positioning the BC Voluntary Sector* (a roundtable co-hosted by VOCBC and the Centre for Non Profit Management) demonstrated the need and importance of working together across BC's voluntary/nonprofit sector. It highlighted the importance of leadership, a unified sectoral voice, better understanding of government, and building a strong positive relationship with the province.

VOCBC and the Centre convened a follow-up session last spring to give voluntary/nonprofit organizations an opportunity to discuss and advance these ideas to position our sector vis-à-vis the provincial government. After the 2005 provincial election the province announced the establishment of a Minister of Tourism, Sport and the Arts, responsible for "volunteers". The Minister was interested in talking to the sector; and VOCBC, in response to members' direction and with the support of Volunteer BC, took steps to initiate a dialogue with the Minister and staff. VOCBC also made plans for two events in response to members' priorities: consideration of sector research and advancing the dialogue with the Minister and staff of "volunteers".

Roundtable, October 14, 2005

The roundtable on sector research provided us an opportunity to discuss whether "what we know" gives BC's voluntary/nonprofit sector the information we want and need to be effective. Participants did not limit their comments to research; they emphasized action, and above all emphasized the significance of recognizing the value of the sector and the need to address the issues of capacity and the retention and recruitment of volunteers.

This report summarizes the roundtable discussion including the verbal and written comments of participants in the room and on-line concerning strengths and gaps, overall strategies for the future, as well as participant questionnaire and follow-up responses. The report:

- highlights the research information presented at *What We Know* (see Appendix C);
- documents general actions and strategies participants identified to strengthen our sector;
- summarizes participants' comments concerning needed sector-led research and development activities;
- offers conclusions respecting *What We Know* research and development activities; and
- recommends next steps for further consideration.

After a number of meetings with sector organizations, a review of recent issues and policy papers discussing BC voluntary/nonprofit sector, the Ministry of Tourism, Sport and the Arts proposed five themes to frame further dialogue with the sector. VOCBC considered using these themes to help organize the information summarized in this report and found that participants' comments fit well in this framework.

The five themes proposed are:

1. **Recognition – Value of Sector and Volunteerism in BC**
2. **Sector Capacity**
3. **Engagement – Recruitment and Retention of Volunteers**
4. **Education and Training**
5. **Research and Development**

The first four themes are discussed consecutively in this report. The fifth theme, *Research and Development*, is addressed in two ways. Research and development activities identified by participants are presented respectively in each of the four theme areas; as well overall comments on research and development are outlined in the conclusion since the focus of this roundtable was on research.

1. Recognition – Value of Sector and Volunteerism in BC

What do we know?

Presentation Highlights

Based on the most recent Statistics Canada information (2004 National Survey of Nonprofit and Voluntary Organizations) we know that there are over 20,000 voluntary/nonprofits in British Columbia (representing: arts and culture; business and professional associations and unions; development and housing; education and research; environment; grant-making, fund raising and volunteerism promotion; health; international; law, advocacy and politics; religion; social services; and sport and recreation) and most of these organizations are small. The top three voluntary/nonprofit sub-sectors in BC are environment, religion, and sports and recreation (compared to the top three nationally which are sport and recreation, social services and religion).

BC's voluntary/nonprofit sector generates about \$11 billion in revenues and employs 147,000 staff, or 7% of the total number of people working in this province. This sector also relies on about 1.5 million volunteers to deliver a wide range of services throughout BC. For example, 60% of BC's voluntary/nonprofits operate entirely with volunteers while another 24% have just 1 to 4 paid staff.

Voluntary/nonprofit organizations contribute significantly to the quality of life British Columbians experience and the economic health of our province. In economic terms the contribution of BC's voluntary/nonprofit sector is comparable to manufacturing industries in the private sector. As well, the sector's immeasurable social value is reflected in every community; voluntary/nonprofit organizations are part of the infrastructure essential to our economic success.

What participants said about "Recognition"

Participants appreciated that BC's sector is now able to report on its size (the number of structured organizations) and diversity, based on existing research. They welcomed the ability to describe the impact we have on our economy in real economic terms, recognizing that this is powerful and valuable data that we can use to help address the general lack of understanding about our sector locally, regionally and provincially. Participants also emphasized the need to use common language and have common messages. They also said that this was the kind of information we needed to build understanding within our sector about our role, our impact and the issues common to us all.

Participants recognized the importance of advances in technology and the sector's increased ability to communicate, share information and resources. (Participants on-line through *Illuminate Live* applauded that technology and encouraged VOCBC to promote it and use it. Participants also encouraged VOCBC to advance the knowledge and use of the web-based BC Societies Database.)

Participants pointed out, however, that overall our sector does not have a positive or effective self-image, and some even said it has internalized an image of “victimization”. Participants said that we need to recognize our strengths and position ourselves with confidence, knowing the value of what we contribute and how much we have to offer.

They also strongly reminded us that the quantitative data outlining the economic contribution of our sector does not paint the whole picture. They said that we needed to elevate the knowledge of our sector on two levels, its contribution to society (social capital) as well as its contribution to economy.

Participants proposed that sector leadership organizations (with support from national sector organizations, such as, the Centre for Voluntary Sector Research and Development, Carleton University) in partnership with government, business and universities/colleges could lead research in this area. They pointed out that voluntary/nonprofit organizations seldom document what they have learned and said that sector led research initiatives would help us to build confidence and a sense of value in our sector.

What do we need to do?

General

- 1. Identify broad provincial organizations working across the sector (VOCBC, Volunteers Now, Centre for Sustainability, Canada Volunteerism Initiative) and encourage collaboration across these broad leadership organizations.*
- 2. Engage sector leadership organizations to build cohesion and understanding about the value of BC's voluntary/nonprofit sector and to work with leaders in business and government to advance that understanding in the province. (Participants referenced the Institute for Media, Policy and Civil Society (IMPACS) as well in this discussion.)*
- 3. Encourage the development of a sector vehicle to communicate with the Ministry, Tourism, Sport and the Arts through VOCBC, enabling VOCBC to be even more sector-inclusive.*
- 4. Encourage VOCBC to continue to convene roundtables and to act as a “link-tank” to build our sector's collaborative network and a positive understanding of ourselves (size, scope, diversity and value), as well as our sense of being part of this sector, an entity that includes many diverse sub-sectors (sport and recreation, art and culture, and environment, etc.).*
- 5. Challenge our own assumptions by obtaining/generating funding and training support to educate ourselves about the value and strength of our sector and by communicating these messages within our sector and broadly across the province.*
- 6. Encourage the use of technology to communicate and share information and resources (for example, Elluminate and BC Societies Database).*

7. *Encourage the development of public policy at the provincial level that provides legitimacy to volunteerism.*

Research / Development Activities

1. *Research and identify effective strategies leadership organizations could use to build cohesion and understanding.*
2. *Research how our sector works and relates to the rest of the community and other sectors, and communicate that information to help to build sector understanding.*
3. *Research, document and communicate the real investment value of voluntary activity, including board volunteers.*
4. *Establish baseline information on the overall value of the sector and volunteerism in BC so that we can begin to measure trends and change over time through sector-led research.*
5. *Conduct research to identify social value indicators / measures, and short and long term social value outcomes, to enable us to track social value over time.*
6. *Conduct research provincially into how we know that we've made a difference ensuring that we successfully capture success stories and market the findings (these success stories) effectively.*
7. *Document the participatory research involving volunteers and staff conducted by sector organizations and make that information broadly available.*
8. *Identify the full range of accounting tools available to sector organizations that can also be used to help them evaluate their effectiveness.*

2. Sector Capacity

What do we know?

Presentation Highlights

Funding is the main capacity challenge identified by BC organizations followed by a range of human resource concerns. The largest funder of voluntary/nonprofits is government and most organizations identified reductions in government funding as one of their chief concerns. The challenges of “project funding”, the need for support for core operations and difficulty in planning for the future were also commonly identified capacity problems.

Research studies referenced in the roundtable presentations include: *Funding Matters*, K. Scott, (CCSD), 2003, and *An Overview of the Funding of Canada's Voluntary Sector*, L. Eakin (VSI Report). Another study by E. Barnhart, *Volunteer Centres in British Columbia and the Yukon Territory: A 2004-2005 Snapshot Study*, focuses on volunteer centres and similarly notes that funding is the greatest challenge volunteer centres face. This study also cites the range of funding sources volunteer centres identified (federal, provincial and municipal grants and contracts; United Way grants; membership and service fees; donations; foundation grants; host organization support; corporate sponsorships; and endowments).

Studies have also identified challenging issues respecting human resources in the sector. One recent and key source of research on human resource issues noted in the presentation is the Human Resources Council for the Voluntary / Non-profit Sector, 2005.

What participants said about “Sector Capacity”

Participants strongly agreed that funding was by far the most serious and on-going challenge facing organizations. They said that resources were key to building capacity and talked about the same concerns that are identified again and again in sector research: the problems associated with “project funding”, the availability of short-term rather than long-term funding, and the emphasis on accountability and results-based reporting requirements (which vary by funder and project) for even the smallest of contributions and contracts.

Participants observed that smaller organizations (which represent the majority of BC's voluntary/nonprofits) have greater capacity concerns. Finally they said that limited capacity also affects the record of our history, as well as our present ability to deliver programs and services. Participants said that we were losing our history and continuity through the on-going loss of our staff and volunteers. (The retention of volunteers is discussed further below.)

Participants also said that the serious lack of capacity experienced by the majority of sector organizations causes them to focus on their problems rather than their strengths. They concluded as a result that most sector organizations have a harder time establishing a long-term vision and that, although their lack of capacity was ironically a barrier to collaboration, by working together organizations might address some of their problems.

Participants emphasized the importance of collaborating and they expressed appreciation for the opportunity to develop a relationship with the province through the Ministry of Tourism, Sport and the Arts. Ultimately they said they would like to see the sector connecting with the province in manner that gave broad added value to the changing program-specific relationships between sub-sector organizations and specific ministry programs across government. Participants also emphasized that the developing relationship between the sector and the Ministry of Tourism, Sport and the Arts should be founded on and foster respect for the sector and government.

What do we need to do?

General

1. *Establish and keep up-to-date a central information source on grants, contributions and other sector resource opportunities.*
2. *Work towards the establishment of a provincial foundation.*
3. *Identify changes in funders' finance and administration guidelines which would reduce "red tape" and increase BC's voluntary/nonprofit organizations effectiveness. For example, enable 3-year funding for sector organization projects.*
4. *Facilitate and promote collaboration across sector organizations.*
5. *Broaden the base of leadership volunteers to increase sector capacity.*
6. *Facilitate organizations' ability to track pro bono staff time so that the real cost of sector products and services can be documented.*

Research / Development Activities

1. *Research capacity – determine what capacity looks like and identify strategies for organization sustainability, paying attention to volunteers, staff and the organization as a whole.*
2. *Research and Identify best practices for sustaining capacity, for example, practices of effective organizations that achieve and sustain their mission.*
3. *Research and adapt business model best practices respecting capacity building for voluntary/nonprofit organizations.*
4. *Conduct action research on capacity enabling sector organizations to learn and change by studying and participating in demonstration projects. Extension agents (consultants funded to travel) could then effectively bring this knowledge to other communities.*

5. *Encourage the Human Resource Council for the Voluntary / Nonprofit Sector to undertake research to examine why staff leave to help organizations retain staff.*
6. *Research what makes partnerships work and what is needed to encourage more and better partnerships. "Turn silos into link-tanks" across the sector.*
7. *Identify community partnership models and research models / stories of best practices defining effective collaborations.*
8. *Foster relationships with businesses locally in communities, identify best practices and establish dialogue groups in a number of diverse communities involving First Nations (action research).*
9. *Mirror this local business / sector research initiative provincially by initiating dialogue with the Board of Trade and the provincial chambers of commerce and leadership organizations in the BC voluntary sector. (Participants said VOCBC and other leadership organizations could guide this research initiative.)*
10. *Conduct research to identify how and what types of businesses support the sector by surveying organizations across the province respecting their business sponsors/partners. Such research would provide direction to increase private sector support. (Participants proposed that United Ways and Community Foundations could lead this kind of study.)*

3. Engagement – Recruitment and Retention of Volunteers

What do we know?

Presentation Highlights

Following funding the next most common set of capacity challenges identified focused on volunteering. Half of BC's voluntary/nonprofits report difficulty in getting the type of volunteers they need, retaining volunteers and finding suitable board members.

Sixty percent of the 1.5 million volunteers in BC support small to mid-sized organizations (budgets \$0 to \$249,000), whereas large organizations (\$10 million+) use only 7% of BC's volunteer resources (compared with the national average of 20%). Volunteering problems are greatest among smaller organizations, and the sub-sectors identifying volunteering changes in their top five capacity issues are: sport and recreation; social services; development and housing; law, advocacy and politics; and business and professional associations and unions.

The National Surveys on Giving, Volunteering and Participating have provided rich data on volunteering overall and on the characteristics of volunteering provincially. Another national sector project, the Canada Volunteerism Initiative, was founded to encourage Canadians to volunteer, improve organizations' capacity to involve volunteers and enhance the volunteering experience. Research results on recruiting and retaining volunteers is available through a variety of sector websites, including Imagine Canada, and "engagement" is a recurring subject of sector-led studies.

What participants said about "Engagement"

Participants said that there is growing understanding that volunteer activity is a reflection of the health of our communities and emphasized that sector services cannot grow without an increase in volunteers. They pointed out that in addition to the data available nationally and provincially on volunteering there was also a wealth of anecdotal evidence locally on the significance of volunteers to BC communities. They said these stories demonstrated a general appreciation of the knowledge, effectiveness and efficiency of BC volunteers. Participants emphasized the importance of community support for volunteering and they also talked about the significance of corporate support.

Some participants said that an understanding was also developing in BC that volunteers are not free and that they need a support structure. Participants noted, however, that the cost of managing volunteers is rarely identified by voluntary/nonprofit organizations; similarly participants reported that the cost of recruiting and retaining volunteers was high and should be noted.

What do we need to do?

General

1. *Develop an understanding about the changing face of volunteerism in BC, including the effect of "baby boomers" retiring, so that effective strategies may be developed to sustain volunteerism.*
2. *Develop a best practices guide on the recruitment and retention of volunteers paying particular attention to board or leadership volunteers.*
3. *Develop standard values/formulae identifying the cost of recruiting, retaining and supporting/managing volunteers. (A standard calculation has already been developed to determine the value of one volunteer hour.)*
4. *Promote volunteering generally, working collaboratively with volunteer promoting initiatives/organizations like the Canada Volunteerism Initiative and Volunteer BC provincially, as well as volunteer centres locally.*
5. *Encourage organizations with similar purposes to collaborate enabling a more effective use of volunteer time and skills.*
6. *Target engagement of particular populations, such as: marginalized populations, multicultural populations, First Nations, youth and seniors.*
7. *Educate youth about volunteering and engage volunteers in schools.*

Research / Development Activities

1. *Compile research on volunteer recruitment and retention, including local action research project results, in order to develop and promulgate a best practices guide.*
2. *Compile research results on volunteer burnout and retention, identify gaps and concerns specific to BC, and conduct in-depth sector-led research in this area.*
3. *Conduct comprehensive research on trends in volunteering to identify opportunities to sustain and grow BC's volunteer resources. (The Social Planning and Research Council of BC (SPARC) and the University of Victoria were two organizations participants noted as leaders in this research area.)*
4. *Conduct comparative research on similar-sized organizations with similar programming, including organizations that employ a dedicated manager of volunteers and those that do not, to determine if there is a difference in the number of volunteers involved, their experiences and levels of satisfaction.*
5. *Research and compile best practices for volunteer coordinators. (Participants suggested that Canadian Administrators of Volunteer Resources (CAVR) or Administrators of Volunteer Resources of British Columbia (AVRBC) could take a lead role in such an initiative.)*

4. Education and Training

What do we know?

Presentation Highlights

Historically there have been a number of volunteer management certificate programs and there are many organizations that offer training workshops for voluntary/nonprofits, such as, United Ways, Volunteer Centres and more recently the Centre for Non Profit Management.

Education and training is also a subject for research studies, such as, the research conducted through the National Learning Initiative. Other examples of recent research include: *London's Voluntary Sector Employment and Training Needs Study*, Pillar Voluntary Sector Network (London, Ontario), 2004, and *Towards a Skills Strategy for the Voluntary/Nonprofit Sector, Canadian Policy Research Networks*.

What participants said about "Education and Training"

Although participants agreed that education and training (knowledge transfer) was important this theme attracted the least comments. The comments participants made are identified below.

What do we need to do?

General

1. *Link colleges and the voluntary/nonprofit sector so that programs may be developed to meet the sector's human resource training needs.*
2. *Work together with colleges to capture information about best practices / success stories in the sector.*

Research / Development Activities

1. *Compile available information on sector skill and training needs in partnership with the Human Resource Council for the Voluntary / Nonprofit Sector and the National Learning Initiative.*
2. *Research available education and training programs, identify strengths and gaps and develop strategies to ensure that programs are available to meet the sector needs identified.*
3. *Compile information on education/training programs in BC that integrate volunteerism as part of the program requirements, such as, Capilano College's Global Stewardship Program (2 year Associate of Arts Degree).*
4. *Research and identify volunteer management standards.*

Conclusions: *What We Know* – Research and Development

1. **The discussion themes identified last year by participants in the *Time to Act: Positioning the BC Voluntary Sector Roundtable* were reflected in the comments of participants at this roundtable.**

Participants talked about the importance of sector leadership organizations, a unified voice, a positive relationship with the province, and sector-led research.

2. **The *What We Know Roundtable* endorsed the role of VOCBC and gave sector leadership organizations a clear message to build a strong coalition to speak on behalf of the sector.**

Leadership was a common and recurrent point raised throughout the discussion. Participants identified broad sector leadership organizations and emphasized the importance of the sector taking a lead role in actions and research designed to strengthen this sector.

3. **Participants clearly endorsed collaboration as a way of working and advancing the development of BC's voluntary/nonprofit sector.**

Roundtable participants, representing diverse types and sizes of organizations, emphasized the importance of collaboration, organizations working together across the sector, and organizations working with government and the private sector.

They also wanted to advance our dialogue with the province and welcomed further opportunity for the sector to build a relationship with the Ministry of Tourism, Sport and the Arts.

4. **The five themes proposed by the Ministry of Tourism, Sport and the Arts provided a useful framework for the roundtable discussion.**

These five themes are:

1. Recognition – Value of Sector and Volunteerism in BC
2. Sector Capacity
3. Engagement – Recruitment and Retention of Volunteers
4. Education and Training
5. Research and Development

Particular *research and development* activities were identified for each of the first four theme areas and participants discussed the theme areas of recognition, sector capacity and engagement extensively. Capacity overall was an issue that was raised throughout the afternoon.

5. The roundtable emphasized practical sector-led actions to build capacity overall, and particularly to help address organizations' funding issues and strengthen the engagement of volunteers in BC.

The general purpose of this roundtable was to discuss whether sector research findings gave voluntary nonprofit organizations in BC the information they wanted and needed to be effective. Participants valued the information building knowledge and understanding about the sector, and spoke of the importance of measuring social capital.

However, participants emphasized action throughout the discussion. When they talked about research and development participants wanted to see practical sector-led research that addressed local capacity issues, particularly funding issues and the ongoing challenges of engagement (recruiting and retaining volunteers). They wanted research to solve identified problems, to test models to achieve positive change and provide local, long-term solutions. Participants wanted to be informed of best practice models but emphasized the importance again of having a local rather than a global approach.

Next Step Recommendations

Broad sector roundtables like *What We Know* provide a forum for organizations to begin to build sector awareness and understanding and to develop common strategies. This report identifies many actions and research proposals, and confirms that VOCBC, Volunteer BC's broad sector networking initiative, should continue to convene roundtables like this one to give sector organizations an opportunity to collaborate, discuss issues and develop broad direction. Further discussion will be needed to continue to build sector coalitions and develop strategies to move forward in each of the broad theme areas identified.

Recognizing that participants want to see a collaborative leadership model the Steering Committee of VOCBC is proposing that lead sector organizations be identified and committees (of about five members) be established for each of the five theme areas. VOCBC is also proposing that the organizations identified by roundtable participants in each theme area (noted in alphabetical order below) consider participating in these committees.

1. *Recognition – Value of Sector and Volunteerism in BC*
IMPACS, SPARC, VOCBC
2. *Sector Capacity*
Centre for Sustainability, Community Foundations, Human Resource Council for the Voluntary / Nonprofit Sector, United Ways
3. *Engagement – Recruitment and Retention of Volunteers*
AVRBC, Canada Volunteerism Initiative, CAVR, Centre for Sustainability, United Ways, Volunteer BC, Volunteers Now, SPARC, University of Victoria
4. *Education and Training*
Capilano College, Centre for Non Profit Management, National Learning Initiative college representative (Langara College), United Ways, University of Victoria, Volunteer Centres
5. *Research and Development*
Centre for Sustainability, Community Foundations, SPARC, VOCBC,

In addition the VOCBC Steering Committee is recommending that membership on these committees be considered carefully and other broad sector organizations be considered as well to encourage a BC-wide perspective. Specifically the Steering Committee is recommending for consideration the members of the Not-for-Profit Organizational Development Network convened by the Centre for Sustainability as follows:

- BCIT Non-Profit Management Program, The Centre for Non Profit Management, The Centre for Non-Profit Development, Coast Capital Savings Credit Union, Community Foundations of Canada,
- Glasshouse Capacity Services Society, Hollyhock Leadership Institute, IMPACS Communication Centre, Sage Centre and Tides Canada, United Community Services Cooperative, and
- VanCity Credit Union and VanCity Community Foundation, Vancouver Board of Trade, Vancouver Foundation, Volunteer Vancouver, and Volunteer Victoria.

VOCBC proposes to provide overall coordination for this initiative and will begin by convening a meeting on February 16, 2006, to discuss this report and consult on next step recommendations to advance the dialogue with the Minister and Ministry of Tourism, Sport and the Arts.

At this meeting VOCBC will invite participants to:

- Recommend / identify organizations to lead and participate in the sector theme committees, and
- Identify a working group (possibly representatives of the organizations leading the committees) to consider and refine the following initial terms of reference for the sector theme committees as well as time frame expectations.

Suggested Terms of Reference

- *Review the actions and research and development activities identified in each theme area and identify a limited number of strategic priorities;*
- *Recommend ways in which the sector can advance these priorities, emphasizing a collaborative approach;*
- *Recommend what role the provincial government could play to support the sector in the five theme areas; and*
- *Consider how the sector could collaborate with other levels of government and business to achieve these priorities.*

Recommended Time Frame

- *All committees would prepare a short written interim report by the end of April and forward this report to the Chair of VOCBC.*

VOCBC will continue to update members on the progress of this initiative overall and will work to move it forward with the support and collaboration of sector leadership organizations.

Appendix A: Roundtable Participants

Nancy Baker
Sunshine Coast Volunteer Centre

Shawn Bayes
**Elizabeth Fry Society of Greater
Vancouver**

John Binsted
Vancouver Foundation

Jane Boulton
**Volunteer BC,
Smithers Volunteer Centre**

Rebecca Cavanagh
Vancouver Opera

Raja Chinna
**Inter-Cultural Progressive Community
Services, Surrey**

Rick Cuttell
Multiple Sclerosis, Burnaby

Doug Donaldson
**BC Community Economic
Development Network, Hazelton**

Natalie D'Angelo
BC Special Olympics

Wendy Doyle
**Seniors Housing Information Program,
New Westminster**

Marjorie Driscoll
Volunteer Nanaimo

Alison Felker
Volunteer Vancouver

Pat Gillis
**Children's & Women's Health Centre
of BC, Vancouver**

Gilda Good
**Centre for Non Profit Management,
Victoria**

Val Green
Volunteer Victoria

Nancy Henderson
SPARC BC, Vancouver

Justin Ho
**Volunteers Now, BC Social Economy
Roundtable, Vancouver**

Karen Howe
**Vancouver Aquarium Marine Science
Centre, Vancouver**

Trudy Hubbard
The Centre for Non-Profit Development

Maggie Ip
SUCCESS, Vancouver

Rick Juliusson
**African Canadian Continuing
Education Society, Vancouver**

Kenny Kan
SUCCESS, Vancouver

David Kimpton
President Volunteer BC, Vancouver

Michael Loo
**BC Council for International
Cooperation, Vancouver**

Michael McKnight
United Way of the Lower Mainland

Angie McLeod
**Fraser Valley Volunteer Support
Network, Abbotsford**

Julie McMillan
**Canadian Breast Cancer Foundation –
BC/Yukon Chapter, Vancouver**

Ian Mass
VanCity Community Foundation

Louella Mathias
Canadian Cancer Society, Vancouver

Lisa Mitchell
**Canadian Crossroads International,
Vancouver**

Glen M.
**BC/Yukon Area 79, General Service
Committee of Alcoholics Anonymous,
Vancouver**

Joy Murray
Canadian Volunteerism Initiative

Isobel O'Connell
**Ministry of Tourism, Sport and the
Arts, Victoria**

Susan Papadionissiou
United Way of the Lower Mainland

Isadore Phillips
Volunteer Kamloops

Judi Piggott
**BC Culture Sector Development
Council, Human Resources Council for
the Voluntary / Nonprofit Sector,
Vancouver**

Irene Popil
**BC Association of Health Care
Auxiliaries, Vancouver**

Scott Ricker
**BC Community Economic
Development Network, Lytton**

Wayne Robertson
The Law Foundation of BC, Vancouver

Dana Scanlan
**City of Surrey, Parks, Recreation and
Culture**

Teresa Stancioff
**BC Persons with AIDS Society,
Vancouver**

Janet Steacy Stephenson
**BC Community Economic
Development Network, Nelson**

Allan Skuce
**Fraser Valley Volunteer Support
Network, Abbotsford**

Cam Sylvester
Capilano College, North Vancouver

Jack Vickery
BC-AIRS, Vancouver

Rochelle Winterton
BC Lacrosse Association, Burnaby

Roundtable Hosts, Presenters, Facilitators and Report Writer

Tim Beachy
**VOCBC Steering Committee,
United Community Services Co-op,
Vancouver**

Carol Biely
Chair VOCBC

Gail Joyce
**VOCBC Steering Committee
Report Writer**

Barbara MacLellan
**VOCBC Steering Committee,
North Shore Community Resources**

Shonee Mendoza
Volunteer BC Coordinator

Vic Murray
**Professor Emeritus
University of Victoria**

Kevin Ronaghan
**VOCBC Steering Committee
Centre for Sustainability**

Peter Royce
Vancouver Community Network

Kate Sutherland
VOCBC Coordinator

Appendix B:

What we know

A Roundtable for Leaders in the Voluntary/Nonprofit Sector

1:00-4:30 pm, Friday, October 14, 2005

The Welch Room, YWCA, 535 Hornby St., Vancouver, BC

This agenda was used to guide the discussion about sector-led research to strengthen BC's voluntary/nonprofit sector:

Agenda

- **Welcome** -- Carol Biely and Tim Beachy, Co-chairs of VOCBC
- **What We Know** – A presentation:
 - Introduction and overview -- *Gail Joyce, Member of the VOCBC Steering Committee and Principle, Scollard Consulting*
 - Highlights from the updated National Survey of Nonprofit and Voluntary Organizations -- *Vic Murray, Professor Emeritus, University of Victoria*
 - A sampling of other studies of the sector – *Kevin Ronaghan, Director, Centre for Sustainability, and Gail Joyce*
- **Plenary Discussion – Framing the Issues**
- **What We Need to Know**
 - Small group work brainstorming strengths and gaps in sector-led research
- **Building on Strengths; Closing the Gaps**
 - Small group work developing strategies re strengths and gaps
- **Plenary Discussion -- Next Steps**
 - Highlights from the small group strategy sessions
 - Clarifying top priorities and lead organizations