

720 BATHURST STREET, SUITE 405
TORONTO, ONTARIO
M5S 2R4



(416) 642 - 5786
ADMIN@THEONN.CA
THEONN.CA

LEADERSHIP IN CHANGING TIMES

An Overview And Trend Analysis
For Volunteer Boards Of Directors
Of Community Organizations
In Canada

ONTARIO NONPROFIT NETWORK

ADVOCATE, ENGAGE, LEAD

September 2015



Thank you and Disclaimer

ONN would like to thank Employment and Social Development Canada for supporting our work to write this resource for Boards of Directors. They have enabled us to write for the nonprofit sector from the perspective of the sector. The opinions and views expressed here are not those of the Government of Canada or the staff of Employment and Social Development Canada, they are the collective views of people working in the sector speaking to their colleagues.

ONN also wishes to thank colleagues from across Canada who generously consulted with us on this resource, and provided us with valuable feedback, essential information, and stories from their province and their perspectives. We could not have produced this document without you.

Who is ONN?

As a 7,000-strong network, with a volunteer base of over 300 sector leaders, the Ontario Nonprofit Network (ONN) brings the diverse voices of the sector to government, funders and the business sector to create and influence systemic change. ONN activates its volunteer base and network to develop and analyze policy, and takes action on strategic issues through its working groups. ONN convenes the approximately 55,000 nonprofit and charitable organizations across the province.

Incorporated as a nonprofit in 2014, ONN began as an incubated project of the award-winning Centre for Social Innovation in 2007. ONN was formed as a mobilization vehicle of sector leaders concerned about proposed changes to the Ontario Not-for-Profit Corporations Act (Bill 65).

Our Vision

A Strong and Resilient Nonprofit Sector. Thriving Communities. A Dynamic Province.

Our Mission

To engage, advocate, and lead with—and for—nonprofit and charitable organizations that work for the public benefit in Ontario.

Ontario Nonprofit Network

Centre for Social Innovation - Annex, 720 Bathurst Street, Suite 405 Toronto, Ontario M5S 2R4

Website: theonn.ca **Email:** info@theonn.ca **Tel:** (416) 642-5786

TABLE OF CONTENTS

1. Executive Summary

2. Introduction

3. The Call of Leadership

4. A Sector to Be Proud Of

5. Changing World, Changing Communities – What does it mean for our work?

5.1. Growing Income Inequality

5.2. Silencing of Voices

6. Key Sector Challenges and Opportunities

6.1. Finance Trends

6.1.1. Government Investment

6.1.2. Charitable Donations, Crowdfunding

6.1.3. Earned Revenue, Social Enterprise

6.1.4. Social Finance

6.1.5. Impact Investing, Payment by Results

6.1.6. Social Impact Bonds (SIBs)

6.2. People Trends

6.2.1. Diversity

6.2.2. Precarious Employment, Decent Work

6.3. Legislative and Regulatory Challenges

6.3.1. Charitable Regulation

6.3.2. Nonprofit Regulation

6.3.3. Not-For-Profit Corporate Legislation

6.3.4. Hybrid Corporations

6.4. Governance Trends

6.4.1. Government Management of Service Systems

6.4.2. Local Partnerships and Coordination, Mergers

6.4.3. Collaborating and Sharing Administration and Governance

6.5. Technology & Networking

6.5.1. Social media

6.5.2. Networks

6.5.3. Data

7. In Sum: Governance and Leadership in Changing Times

8. Appendix

8.1. Resources Section

1. Executive Summary

The vast majority of charities and nonprofit organizations operate locally and are rooted in their communities. Each plays a small part, but together they make Canada a vibrant place to live, work and play.

It is vitally important that our sector's contributions are recognized and supported across the country. Our nonprofit sector is large and robust, and our sector's staff and volunteer leadership play a critical role in Canadian communities.

However, these are times of change. The context and circumstances within which the sector does its work are changing: growing income inequality; pressures to silence civil society voices; changes to traditional funding and revenue sources; the changing and increasingly precarious nature of employment; changes (or lack thereof) in sector legislation and regulation; the rapid pace of technology development and new ways of working. Is there a nonprofit that has not been affected? How can local organizations keep up? How do volunteer board members know where to start?

This resource will bring to your attention the wider forces, issues and opportunities that may already be impacting your organization—or are soon to. These trends and developments swirling around our organizations challenge traditional ways of operating. Your knowledge of these trends will inform your conversations locally and ensure you can take advantage of, and contribute to, the collective wisdom we have as a sector to find new ways forward. There is no better strategy than to pool our sector's experiences and our knowledge, to learn from colleagues in other organizations who have tried new ways of working. Networking and sharing are vital to the prosperity of our sector—and, fortunately, what we do well.

We hope you will find this resource helpful for local conversations. We encourage you to participate in shaping the conditions within which the sector does its work. By networking with others to achieve change, we have more capacity to make a difference than ever before.

Nonprofit leadership and board members are typically fully engaged in keeping their organizations and programs running, leaving them little to no time to think about the big picture or how larger trends and forces are changing the way we work. This resource is written to address this gap. It has been prepared to provide every nonprofit- the community soccer program, dance theatre, disability support organization - all of us - with background on key trends and the implications for our work.

This document could not have been written if it had not been “networked”—the result of much sharing between organizations in the sector about what is happening, what

the challenges and opportunities are, as well as how these issues have been or might be addressed.

2. Introduction

This resource is written for the many volunteers who sit on the Board of Directors of Canadian charities and nonprofit organizations, those that form the “core” nonprofit sector (that excludes colleges, hospitals and universities). This brief and its accompanying resource section are designed to provide you with information and background to assist governance decision-making in your organization.

As Board members you have responsibilities for good governance in your organizations – clarity of purpose and mission, financial oversight, organizational sustainability. This document will not provide the usual advice on traditional board governance touching on these core board activities. Rather this brief provides a high level overview of key trends, issues and opportunities. The appended resource guide contains more depth and detail, references, and e-links to other works on the topics covered in the brief. The resource guide will get you started finding information on topics of interest to your organization and community.

We cover a great deal of information in this overview analysis, however, without the big picture it is hard to see which issues, developments or opportunities are of interest to you and your organization.

3. The Call of Leadership

These are challenging times for organizations doing good and needed work in our communities. Many join Boards of Directors hoping to make a difference in their community – to give back. However, the task of providing leadership and governance can be overwhelming, particularly when the going gets tough. Acquiring the resources to do our work seems to get harder and harder, as the challenges our communities face grow more complex. Operating a nonprofit organization, never simple, is ever more challenging in today’s rapidly changing environment.

“I am gobsmacked by the complexities that must be addressed.” Nonprofit board member of a social enterprise

Our work is made easier if we come to understand that our organization’s problems are not unique, nor are they necessarily a failure of our own lack of effort, and that the problems we are confronting are happening elsewhere. These problems require new solutions that we need to discover together.

4. A Sector to Be Proud Of

Each nonprofit organization is a building block that, when combined with others, makes Canada one of the world's best places to live and work.

We take it for granted that local citizens, on seeing a need—whether for a local swim club, a new business venture for people with disabilities, or to monitor lake water quality—will figure out a way to get it done. It is just how we are. What we fail to appreciate is how very rare and precious this approach to building resilient and vibrant communities is.

While we are each involved with our own local organization, together our efforts add up to one of the most vibrant and dynamic civil societies in the world. As a sector so focused on our missions, we can sometimes overlook our significant collective impact on the Canadian economy.

- Canada's nonprofit sector is the second largest in the world, just behind the Netherlands. We have an estimated 161,227 organizations in Canada and 54% of these are run entirely by volunteers. In 2013 an amazing 44% of Canadians volunteered (12.7 million), donating an estimated 1.957 billion hours. In addition, the labour intensive "core" non-profit sector (that excludes hospitals, universities, colleges) employs 1.3 million people, or 8.5% of the economically active population.¹
- Core nonprofit organizations across Canada (not including hospitals, universities, municipalities and colleges) contributed 3.3% of Canada's Gross Domestic Product (GDP). The core nonprofit sector is one of the fastest growing sectors of the economy with an annual growth rate of 7.1% from 1997-2007.²
- Contrary to common perception, 45.1% of the core nonprofit sector's revenue comes from earned income (sales of goods and services) and an additional 17.1% comes from membership fees. Government transfers from the three levels of government comprise only 20.9% of revenue, with charitable donations at 13.3% and 3.6% other.³

¹ Drawn from: Imagine Canada; adapted from Statistics Canada (2009). Satellite Account of Non-profit Institutions and

² Statistics Canada (2009). Satellite Account of Non-profit Institutions and Volunteering. <http://sectorsource.ca/research-and-impact/sector-research/volunteering-research>

³ Ibid.

Top 3 reasons why nonprofits and their work are vitally important to communities:

1. We create, innovate and change communities for the better. We bring people together in work and play. We beautify and enrich lives and spirits.
2. Our sector has traditionally stood up for what we believe is right and fair. We have many voices and we help those voices be heard. Our sector seeks to be inclusive, to build bridges and to provide opportunities for all, especially those at the margins.
3. Our organizations work together to maximize public and community good by investing and reinvesting in our mission and communities.

5. Changing World, Changing Communities – What does it mean for our work?

Two trends in particular seem to have serious implications for our work and missions: growing income inequality and silencing of the nonprofit sector's voice.

5.1. Growing Income Inequality

Many nonprofit organizations are feeling the pressure, whether directly or indirectly, created by the growing income and wealth gap. In Canada, the top 20% of the population holds 67.4% of the wealth,⁴ with the bottom 20% of the population having more debt than assets with -0.02% of wealth.⁵

Those of us working to build social cohesion in our communities are finding our jobs increasingly difficult as more people find themselves at the margins of society. The income and wealth divide also impacts the ability of nonprofit organizations to sustain programs. Paying to participate in community activities is becoming more and more challenging for many in our communities. Broad engagement matters for our sector. A key activity and growing challenge for our sector is to level the playing field and include those at the margins in community life. Nonprofit organizations are uniquely positioned to build bridges, to bring people together and to help the marginalized have their voices heard.

⁴ Broadbent Institute. The Wealth Gap. www.broadbentinstitute.ca/sites/default/files/The_Wealth_Gap

⁵ Beltrame, J. (2014, April 2). Income Inequality Nothing compared to Wealth Inequality in Canada. Canadian Business. <http://www.canadianbusiness.com/business-news/income-inequality-nothing-compared-to-wealth-inequality-in-canada-report/>

Restructuring to Put the Community First

[The Learning Enrichment Foundation](#), a community organization operating in a low-income neighbourhood found themselves operating 18 different departments/programs that better suited funders, rather than the needs of community members. Moreover, their structure made it difficult to implement the sustainable livelihood approach to poverty eradication. A design process led them to decide instead of 18 different departments there would be three - Many services such as settlement, employment assistance, language training are offered in an integrated way. Children's services including daycare have been consolidated into the Child and Family Services unit, and the employment training programs and community outreach programs have been consolidated into the Community Unit. Staff managers continue to manage relationships with funders.

During this transition there were no staff layoffs as the goal was increased effectiveness, not efficiencies. Now 2 years in, with a 20% increase in traffic, funders are satisfied and funding to the organization has actually increased.

5.2. Silencing of Voices

One of the roles of nonprofit organizations over the years has been to identify changes and innovations needed in communities. Indeed the major authority for board responsibilities in the US, Board Source just identified advocacy as a core board responsibility.⁶

Here in Canada, we have one of the more restrictive limits on advocacy by charities⁷. According to the Income Tax Act (ITA) 149.1(62) charities are limited to using 10% of their resources (includes financial, staff and volunteer time) on "political activities". Canada Revenue Agency (CRA) guidance CPS 022 on 'political activity' includes when an organization "explicitly communicates to the public that the law, policy, or decision of any level of government in Canada or a foreign country should be retained (if the retention of the law, policy or decision is being reconsidered by a government), opposed, or changed."

In 2012 the CRA embarked on a special program to audit political activity with a budget of 13.4 million dollars. Consequently many charities feel nervous about participating in advocacy for policy and legislative change. Particularly as the audits have progressed it is increasingly clear the law and regulation of political activity by charities, as currently drafted is so open to differing interpretations that

⁶ Wallestad, A. (2015, July 15). Why Board Engagement in Advocacy is Essential. Nonprofit Quarterly. <http://nonprofitquarterly.org/2015/07/15/why-board-engagement-in-advocacy-is-essential/>

⁷ The Environmental Law Centre of Canada, University of Victoria (2015, March 25). Tax Audits of Environmental Groups: The Pressing Need for Law Reform. <http://www.elc.uvic.ca/publications/tax-audits-of-environmental-groups-the-pressing-need-for-law-reform/>

it is impossible for charities to obey and CRA to administer.⁸ Fears of funding cuts or being singled out for a political activity audit have effectively frightened many organizations into silence.⁹

Our sector's voices matter because traditionally social innovations in Canada have come about because local organizations in local communities spoke up. From child welfare services and public education, to tackling acid rain, supports for elderly people like meals on wheels, settlement supports for newcomers, smoking reductions, drunk driving laws and so much more were all influenced by nonprofit sector advocacy. Our sector has played an active role and contributed enormously to building a strong Canada and strong communities. Indeed, advocacy is one of the key roles of the sector and we must make sure our voices continue to be heard and the sector plays a significant role in shaping the future of our society.

Speaking Up Makes a Difference

[The West Neighbourhood House](#), a nonprofit community centre, worked with an independent policy analyst, Richard Shillington, to examine failures in public policy and how they affect people served by the organization, such as elderly Canadians on limited income. In the course of the analysis, they discovered that approximately 200,000 Canadian seniors did not know they were eligible for a government program (Guaranteed Income Supplement) to boost their low income. Moreover, the federal government knew that these seniors were eligible but did not proactively inform the seniors, citing privacy concerns.

West Neighbourhood House called on the government to change their process to advise low-income seniors of their eligibility and provide easy access to this income supplement. This issue alerted West Neighbourhood House to many other similar problems with the pick-up of and access to government income supports, and resulted in the organization developing a financial services program and becoming a watchdog for low-income people (of all ages).

Regarding the original problem for low-income seniors—the federal government changed their process and now most eligible seniors have an important income supplement to ease their lives.

⁸ Vincent, D. (2015, May 16). Critics say Fraser Institute letter highlights 'enormous lack of clarity' in charity-audit rules. The Toronto Star. <http://www.thestar.com/news/canada/2015/05/16/critics-say-fraser-institute-letter-highlights-enormous-lack-of-clarity-in-charity-audit-rules.html>

⁹ Carter, T. & Rains, L. (2015, March 12). Separating Fact from Fiction: Political Activities Revisited Part I and II. Carters LLP. <http://charityinfo.ca/articles/political-activities-revisited-part-one> & <http://charityinfo.ca/articles/separating-fact-from-fiction-part-two>

6. Key Sector Challenges and Opportunities

6.1. Finance Trends

“If you want to meet innovative people who are open to change, then connect with nonprofit leaders because they are entrepreneurial at the core.” *Business school professor*

Sustainable and consistent financing is critical to the quality of our work and our ability to serve our communities. Most often, operating funds in our organizations are a combination of revenue sources we cobble together to deliver on mission—fundraising, grants and government contracts, membership fees, or sales of goods and services. A key strength of the nonprofit sector has been its creative resilience in finding a way forward. Given the increasing challenge of obtaining operating funds, sector creativity is needed more than ever. It is important to understand the situation of your nonprofit on the revenue-generating spectrum. New financial tools are emerging. Are they a good fit for you and your community? Here we examine several pillars of the revenue streams available to the nonprofit sector.

6.1.1. Government investment in many of the services provided by the nonprofit sector is declining or stagnant year on year. Starting in the mid 1990’s, many community service budgets, both provincial and federal, have been largely frozen while expenses continue to rise.¹⁰ While funding levels may vary depending on the sector, the service and the province, whatever the case, it is important to know how government funding is varying over time and impacting your organization.

If your organization delivers services for government in your community you will likely have a good understanding of the difficulty of juggling shrinking revenue, increased costs of operation, and ever increasing demand for basic services. Below, we describe some alternative funding methods many are hoping will compensate for the gaps in current government funding. While these alternative sources of revenue all play a role in the fabric of nonprofit activity, typically they serve to augment rather than substitute for government funding of many important services. If you are having serious challenges finding replacement funds for declining government funding of critically important community services, you are unfortunately not alone.

6.1.2. Charitable donations are essentially stagnant overall for the community sector; moreover, the profile of who is giving is changing. Wealthy donors are giving larger gifts but overwhelmingly these go to big charities.¹¹ On the other end of the spectrum, the emergence of **crowdfunding** (i.e. digital platforms that

¹⁰ Emmett, B. & Emmet, G., (2015, June). Charities in Canada as an Economic Sector. Imagine Canada. Page 26-28. http://www.imaginecanada.ca/sites/default/files/imaginecanada_charities_in_canada_as_an_economic_sector_2015-06-22.pdf

¹¹ Ibid, page 24-26.

let people easily donate to causes they support) is changing how and when new generations of Canadians give to causes and organizations.¹² These trends are threats or opportunities, depending on the circumstances of your organization. The resources section below has information and references to let you explore these trends in greater detail and make sense of them for your organization.

6.1.3. Earned Revenue is currently the largest area of income growth for the community sector. Increases in memberships and fees for service account for some of the increase (where the program itself is earning revenues), but new **social enterprises** (unrelated or partially related business ventures) have also grown as organizations search for ways to earn revenues to fund their social missions. While nonprofit organizations (who are not charities) have always earned significant income, we now see between half to three-quarters of charities relying on earned income. Revenue generating activities provide on average a third of charity income.¹³

“Between wishful thinking and the execution of a business idea are the successively demanding steps involved in planning an enterprise. Fortunately, good and thorough planning can mitigate organizational risks, improve communication, and increase your non-profit enterprise’s chances of success.” *The Canadian social Enterprise Guide 2nd edition*

Social enterprises are also very diverse and many employ marginalized people, in addition to earning revenue. Social enterprises cover a broad spectrum of ventures, including resale of used goods and materials, restaurants and bars, rental of equipment or space, courier services, catering, recycling and repair services, and more. Certainly some sectors and locations are more easily positioned for earning revenue.¹⁴ For example, community sports programs are easier to sustain on fees and merchandise sales than homeless shelters, and social enterprises that succeed in urban environments will be different from those that succeed in rural ones. Exploring ways to earn the revenues necessary to finance mission work is a keen focus of many organizations. The resources section can get you started understanding the potential and risks for nonprofit organizations embarking on social enterprise business ventures.

¹² Camerota, C. (2015, May 13). How Crowdfunding Kickstarts the Arts. Forbes.

<http://www.forbes.com/sites/hbsworkingknowledge/2015/05/13/experts-vs-crowds-whos-better-at-funding-the-arts/>

¹³ Lasby, D. (2013). Earned Income-generated activities among Canadian Charities. Imagine Canada.

http://sectorsource.ca/sites/default/files/resources/ic-research/earned-income-report-en_2013.pdf

¹⁴ Social Enterprise Sector Survey. <http://www.sess.ca/english/about/>

Social Enterprise is About More Than Money.

[EthniCity Catering](#) is a social enterprise of the [Centre for Newcomers](#) that regularly provides Calgarians with high-quality, multi-ethnic food. At the same time, it employs immigrant women (and men) in transition and breaks the cycle of "no Canadian work experience, no Canadian work". The idea of the enterprise developed in 1997 when immigrant women participating in the Centre for Newcomers' peer support groups began receiving requests to cook and sell their traditional dishes. [The Calgary Foundation](#) provided seed funding to develop a commercial kitchen. Since then the enterprise, has grown steadily. EthniCity Catering receives funding from the [United Way of Calgary and Area](#) to support its training and transitional employment program, and from [Citizenship and Immigration Canada](#) to train employees in Workplace Essential Skills.

The women (and men) employed by EthniCity Catering face a number of challenges finding work, including limited English skills, lack of Canadian work experience, an unfamiliar culture, isolation and culture shock. Some of EthniCity Catering's employees have never before worked outside of their homes. The sense of accomplishment they feel upon receiving their first paycheque is inspiring, and their excitement after a successful job interview is contagious. These experiences are at the very heart of EthniCity Catering.

6.1.4. Social Finance refers to money people want to invest for both a social and financial return. Social finance involves "doing good and making a profit." Groups involved with social finance are trying to develop an investment marketplace to address social and environmental challenges¹⁵. Social finance investors seek to apply business principles to social and environmental issues. They often do not differentiate between for-profit and nonprofit enterprises. Indeed at some gatherings of the social finance community, it seems nonprofits are viewed as second tier to for-profit companies.¹⁶ On the other hand, others see the nonprofit sector as an alternative to for-profit corporations as they reinvest in the local community and the mission first, and the profit is secondary. The nonprofit sector also operates in many areas and fields where it is not possible or appropriate to generate a profit.

It is important to remember that social finance is debt financing in our sector. It needs to be repaid with interest. That said, there are situations where social finance plays an important role in our sector especially if it is designed with the needs of the sector in mind. **Working lines of credit** (cash flow for programs and enterprises,) **patient capital** (money that has flexible and/or patient

¹⁵ The Canadian Task Force on Social Finance. Mobilizing Private Capital for Public Good – A task force on Social Finance. <http://socialfinance.ca/participate/task-force/>

¹⁶ Cohen, R. (2015, March 26). The Murky "Progressive" Politics in Social Enterprise: Thoughts from Two Conferences. Nonprofit Quarterly. <http://nonprofitquarterly.org/2015/03/26/the-murky-progressive-politics-in-social-enterprise-thoughts-from-two-conferences/>

repayment terms to allow for building the business), **mission related investments** (foundations making investments in social enterprises as part of their investment strategy), and **community bonds** (bond issues by a social enterprise or charity, typically sold to individuals and often RRSP eligible,) are products that show promise. Social finance is an emerging area. You should explore further if it seems relevant for your organization. The resources section is a great place to start to dig deeper, offering links to organizations working in the social finance space.

Social Finance at its Best: Community Benefit and Reinvestment of Financial Returns Into Communities, a Double-Double Return.

[New Market Funds](#) is a for-profit investment firm created and owned by a registered Canadian charity formed by five foundations: Tides Canada Foundation, Trico Foundation, Bealight Foundation, Vancity Foundation and Le Réseau D'investissement social du Quebec, (RISQ). New Market Funds looks for investment opportunities that provide risk adjusted financial returns and community benefits. Their first fund is for affordable rental housing.

Whereas much social financing is private investors with the financial return going back into private hands, this model used funds already designated as charitable and invests them in a way that does good and provides a return. That return is then invested back into the work of the foundations, strengthening and building wealth in communities.

6.1.5. Impact Investing can sometimes be used interchangeably with social finance (i.e. to make an impact with your investment, grant or donation), however, it can also mean something more specific. In this case, impact investing is a theory of investing resources often used by social financiers and others that asks for clear identifiable outcomes. It is not new but it's receiving renewed emphasis. For example, government funding of employment training programs might require the nonprofit to achieve specific outcomes such as 70% of participants obtaining employment that is maintained for more than three months. Payment might be contingent on achieving the agreed outcome. This is called *payment by results*. Alternatively, renewal of a funding contract might be contingent on the program meeting targets or making progress towards meeting them. Social investors go one step further and ask for the impact to be expressed in dollar savings - the Return on Investment (ROI). There are various models and methods around to identify ROI, but they all try to quantify in dollar terms the impact a program has on participants and communities.¹⁷

As might be expected, depending on the activities of your organization, costing the social return on investment can be more or less difficult and/or relevant. Not

¹⁷ Social Impact measurement tools. Trico Charitable Foundation.
<https://tricofoundation.app.box.com/s/g3c1u1a4kkx0c1acoxq5>

everything that matters can be measured.¹⁸ If this is the case for your organization you may need to spend careful attention identifying program outcomes in ways that make sense for your organization. The trend to Impact Investment measurement is appealing to funders so your organization might want to give program evaluation serious thought so you are able to make your case for support and provide appropriate and relevant outcome evidence. Read more in the resources section.

6.1.6. Social Impact Bonds (SIBs) are a very complicated form of impact investing. In a SIB, an investor, typically a for-profit company, provides funding for a nonprofit organization to deliver a service. If the negotiated outcomes are achieved, the government repays the investor their capital and a return on investment. The idea is that the SIB will save the government money (usually by reducing service use) so they can then pay a premium (profit) to the investor at a later date for putting up the funding. Some governments and corporate investors are excited about this model, as are some social services that see an opportunity to grow their program reach. Others are doubtful social impact bonds can or will deliver the expenditure reductions, be affordable for governments, or useful in funding innovation that by its very nature is high risk.¹⁹ Some in the nonprofit sector are concerned that the model is ultimately unsustainable for the nonprofit organizations, the clients and the public.²⁰ The model is emerging but has very high profile. You might want to follow SIB model development if it is relevant to your organization's work. Read more in the resource guide.

6.2. People Trends

"...We don't make widgets, we don't dig dirt (unless we are planting a tree), we move ideas and we move people. Core to our success is our people. Our organizations are our people. Our credibility is dependent on our people. Our funding is dependent on our people." *Marlo Raynolds, Former CEO Pembina Institute, Leadership Notebook*

6.2.1. Diversity by choice: It is the nonprofit sector's people who make it so special and vibrant, and there are some challenges and choices facing our sector. Canada's population is aging and, as a whole, is increasingly racially and ethnically diverse.²¹ International migration is Canada's main source of population growth. Starting now and into the future, for our sector to flourish, it is vital that our sector be inclusive and accessible for people with disabilities, gender equity, and racial and ethnic diversity. Our boards and staff need to

¹⁸ Hogan, P. (2013, September 4). Thinking About Nonprofit Evaluation as Affected by Time. *Nonprofit Quarterly*. <http://nonprofitquarterly.org/2013/09/04/thinking-about-nonprofit-evaluation-as-affected-by-time/>

¹⁹ Galley, A., Mclsaac, E., & Van Ymeren, J. (2014, August). From Investment to Impact: The NFP Experience with Social Impact Bonds. Sector Signal Series: Mowat Centre. <http://mowatcentre.ca/from-investment-to-impact/>

²⁰ The Ontario Nonprofit Network. Policy Principles for Social Impact Bond. <http://theonnc.ca/our-work/sector-financing/social-impact-bonds/>

²¹ Statistics Canada (2014). Annual Demographic Estimates. <http://www.statcan.gc.ca/pub/91-215-x/2014000/aftertoc-aprestdm1-eng.htm>

reflect and demonstrate inclusion. Your organization should consider a proactive plan to respond to, include and benefit from *the diversity in our communities*.²²

6.2.2. Precarious employment: The nature of work is changing. Up to 44% of workers experience instability in their employment. Employment is now more commonly temporary, contract, or self-employment. Much of this work is short term, offering irregular hours and often poorly paid.²³ People report insecure employment negatively impacts their personal and family lives. While precarious employment affects workers of all ages it particularly impacts young people. Young people are having a very hard time starting their careers.²⁴ We see these difficult employment conditions both among the people working in our sector and throughout our communities more broadly.

As organizations occupied with community well being, we need to be more deliberate and strategic about our human resource policies and strategies. We do not want to be part of the problem instead we need to be leaders in finding solutions. We need to be a **Decent Work sector** – providing work that sustains and retains our people and communities. We need to take leadership in helping our communities' young people get started on careers and welcome people at the margins to work and volunteer. Find more information on strategies to help our sector be decent work employers in the resources section.

6.3. Legislative and Regulatory Challenges

The legislation and regulations that govern our sector have not keep pace with changes in our communities and changes in the way nonprofits need to operate. While there is little an individual organization can do alone to impact sector legislation and regulation, members of Board of Directors need to be aware of the pitfalls they might encounter shepherding their organization through changing times. They may also want to join the networks trying to modernize legislation and regulation that enables (as opposed to hinders) the sectors work. See the resources section for a list of Sector Network organizations.

6.3.1. Charitable Regulation is complex and confusing and can be limiting especially in the area of earned income and social enterprise. Social enterprises have to be a related business of the charity.²⁵ The Canada Revenue Agency's (CRA) definition of related business is narrow and it has surprised some organizations to discover that social enterprises they felt for sure were within

²² McIsaac, E. & Moody, C. (2014, February 20). Diversity and Inclusion: Valuing the Opportunity. Mowat NFP. <http://mowatcentre.ca/diversity-and-inclusion/>

²³ The Poverty and Employment Precarity in Southern Ontario (PEPSO) research group (2015, May). The Precarity Penalty: The Impact of employment precarity on individuals, households and communities –and what to do about it. <http://www.unitedwaytyr.com/document.doc?id=307>

²⁴ Carrick R. & Thompson, S. (2013, March 25). Proof that young adults have it worse (much worse) than 30 years ago. Globe and Mail. <http://www.theglobeandmail.com/globe-investor/personal-finance/household-finances/proof-that-young-adults-have-it-worse-much-worse-than-30-years-ago/article10280516/?from=10327284 - dashboard/follows/>

²⁵ Canada Revenue Agency (2003). What is a related Business?. <http://www.cra-arc.gc.ca/chrts-gvng/chrts/plcy/cps/cps019-eng.html>

scope were found not to be so by the CRA. If your charity is embarking on a new venture be sure to do your research, and obtain good legal advice.

6.3.2. Nonprofit Regulation – not all nonprofit organizations are charities. Sports and recreation organizations, social housing organizations, clubs and many social enterprises are not eligible to be charities. A nonprofit organization can engage in any activity as long as it *is not for purpose of profit*. The catch, however, is the CRA defines *not for purpose of profit* to mean *not making any revenue above costs on an activity* even if the revenue is used to fund other public benefit activity. Recent CRA audits found most nonprofit organizations off side and the report stated most organizations assert they cannot sustain themselves if they are not allowed to earn revenues in excess of program costs.²⁶ A review of the CRA report by the Department of Finance is expected. Until the review happens and changes are made, caution and legal advice is advised. Find more information on nonprofit regulations in the resources section.

6.3.3. Not-For-Profit Corporate Legislation is primarily a provincial responsibility, but the federal government has the Canada Not-for-Profit Corporations Act (CNCA). In some provinces, the CNCA is more permissive than provincial legislation, particularly if you need to earn income so check your local legislation if you are setting up an income earning organization. Not-for-profit legislation in Canada, in general, lags behind the on-the-ground realities in the field and recent updating attempts (CNCA and the Ontario Not-for-Profit Corporations Act) have the additional problem of being modeled too closely on business corporate legislation that does not reflect the unique features and needs of nonprofit corporations.²⁷ Litigation to clarify some of the provisions in the CNCA is just beginning.²⁸ You will want to pay attention to your corporate legislation as it evolves in your province; for example, the new BC Societies Act (May 2015) and the revisions underway in Alberta.

6.3.4. Hybrid Corporations: In Canada, hybrid corporations are essentially a business corporation (a share-capital corporate statute) that protects social mission while permitting private equity investments. British Columbia with its Community Contribution Companies Act²⁹ and Nova Scotia's similar legislation (not yet proclaimed), have created legislation for this hybrid model. Some other provinces are taking a wait and see approach, as it is not clear that it is possible to protect communities, steward the social mission *and* enable private equity within a corporate structure.³⁰ The resources section has more references if you are interested in the complexity and issues involved in the hybrid corporate form.

²⁶ Canada Revenue Agency. Non-profit Organization Risk Identification Project. <http://www.cra-arc.gc.ca/tx/nnprft/qa-eng.html>

²⁷ The Ontario Nonprofit Network. <http://theonn.ca/ontario-not-profit-corporations-act/>

²⁸ Prendergast, R. (2015, June). Court upholds members right to Requisition a meeting. Charity Law Update: Carters. www.carters.ca/pub/update/charity/15/june15.pdf

²⁹ BC Centre for Social Enterprise. Community contribution companies (C3's). <http://www.centreforsocialenterprise.com/community-contribution-companies/>

³⁰ The Ontario Nonprofit Network (2015, March 23). Submission to Ontario Ministry of Government and Consumer Services RE: Legislation for Social Enterprise Corporations. http://theonn.ca/wp-content/uploads/2015/04/ONNSubmissionHybridLegislationMGCS_2015-03-23.pdf

6.4. Governance Trends

As the ground is shifting, sector governance is also changing as we look for new ways to meet community needs. Our organizations no longer work in isolation, community needs and the expectations of funders are changing how boards make decisions. New partnerships, new relationships and inter-organizational linkages are changing how organizations operate.

Many organizations no longer operate as isolated organizations, but are part of service systems or networks. In addition, many new and emerging initiatives are not incorporating right away, but are forming relationships with others to receive administrative and governance support.

While some of these governance trends are promising, all are evolving, and they require new approaches to how sector work is done and how organizations view themselves and their mission.

6.4.1. Government management of service systems are increasingly common. When government is paying for service they are playing an active role in ensuring linking, connecting and coordinating service delivery happens in local communities, particularly among those services funded in large part by government.³¹ This means that local service delivery organizations no longer operate on their own, but as part of a larger system often with community or regional decision-making structures. In these situations, local organizational governance changes focus to ensure program quality and suitability for their community.

6.4.2. Local partnerships and Coordination, Mergers: In addition to the more formal service delivery systems mentioned above, many geographic or communities of interest-organizations are coming together to collaborate, partner and sometimes to merge or restructure³². Some restructuring is funder driven but the most successful partnerships and restructurings are undertaken by the organizations themselves to respond to emerging needs.³³ Nonprofit organizations are finding that working with others often provides better experiences for the community members and provides more organizational capacity to adapt during changing times. These alliances also strengthen the capacity of the sector to influence public policy and sector regulation. If your organization is considering partnering, restructuring or merging please dig more deeply into the resources section.

³¹ Alberta Health Services: Mission & Strategic Vision – 2014- 2017. <http://www.albertahealthservices.ca/190.asp>.
http://www.eia.gov.bc.ca/pwd/docs/Improving_Services_to_People_with_Developmental_Disabilities_Report_FINAL.pdf

³² Mclsaac, E. & Moody, C. (2013, February). The Integration Agenda. Sector Signal Series: Mowat NFP.
<http://mowatcentre.ca/the-integration-agenda/>

³³ Shumate, M. (2013, March 21). Survey Sheds Light on Nonprofit Mergers and Collaborations. Nonprofit Quarterly.
<http://nonprofitquarterly.org/2013/03/21/survey-sheds-light-on-nonprofit-mergers-and-collaborations/>

Collaborating for Seamless Services

Emerging from a regional planning initiative that defined the service delivery challenge, five agencies coordinated to provide multiple services to new immigrants in shared locations across the Region. The idea evolved into a holistic, seamless, broad range of services that put clients' needs first. Extensive planning and development in partnership with three orders of government resulted in a unique and complex service delivery model. Onsite management, administration and IT are shared among the agencies to provide easier on-site service coordination. Each agency claimed a particular service delivery offering, creating a non-competitive environment. When a client walks through the door, the goals are that they should not have to negotiate the various systems to find the right service – the pathway is set for them, without the red tape. The enhanced accessibility has created a benefit for newcomers in the Region. [The Integration Agenda, Mowat NFP](#)

6.4.3. Collaborating, and Sharing Administration and Governance: Given the complexity and time requirements of creating an independent organization, emerging groups are increasingly seeking out compatible organizations to support them with governance and administrative supports. This is often called a **shared platform**, when an unincorporated project becomes a project of a larger organization. (Not to be confused with *shared back office* arrangements among existing incorporated groups.)³⁴ The Shared Platform alignment allows the emerging group to focus on their project or mission. The sharing of administrative and governance capacity makes practical sense as it builds on existing sector capacity, expertise and infrastructure. It can also support emergent innovation and creativity in communities. If projects thrive, some will go on to incorporate at a later date, while others will be satisfied to continue relying on their governance partner to provide the management and governance supports they need. Currently CRA restrictions and regulations on the control of charitable projects make this relationship tricky unless they are structured correctly. Be sure to explore in resources the new Shared Platforms guide on these shared arrangements to help you be successful.

Sharing Governance Supports Community Innovation

[St. Stephen's Community House](#) is a multi-service agency that began supporting projects in the community as an extension of their core business. Over the last 15 years, mission-aligned projects have come to St Stephen's organically through its network of community relationships. Projects at St. Stephen's are supervised by senior staff and require written agreements and monthly supervision to ensure

³⁴ McIsaac, E. & Moody, C. (2013, September). A Platform for Change. Mowat NFP. http://mowatcentre.ca/wp-content/uploads/publications/71_a_platform_for_change.pdf

accountability. But decisions about strategic directions for the projects are made by project-specific steering committees. As St. Stephen's goes forward, providing a platform for projects has been identified as part of its strategic path, to strengthen its own base and fulfill its mission.

6.5. Technology and Networking

Technology is changing the way we work and changing the way the public interacts with the nonprofit sector and within communities. These developments impact how we do our work in communities and challenge us to take advantage of the opportunities afforded by new social networking tools. Sector-based networks and collaborations are extremely important as they allow small under-resourced organizations to work together to get things done. We now have the tools to enable us to come together across the country to address issues and opportunities of mutual interest. This has the potential to profoundly change our sector and our ability to support stronger and more resilient communities. The resources section has interesting references on the following trends:

6.5.1. Social media has changed how we get our information and connect with community- Facebook, Twitter, websites, search engines and crowd funding all have profound impact on how even the smallest nonprofit interacts. The challenge for small and mid-size organizations is to have the know-how and resources to change and adopt new communication channels so we can take advantage of the opportunities they offer.

Raising Awareness Unlocks Value for All

[Calgary Chamber of Voluntary Organizations](#) in collaboration with Red Point Media produced a special edition magazine about the breadth and depth of the Nonprofit sector in Calgary. The magazine profiled several different organizations including a tool sharing program, an urban orchard program, a boys sex education program illustrating the diversity of the sector's work. They explain with infographics how the sector is structured and how significant Calgary's nonprofit organizations are to everyone who lives and works in the city.

Given that the nonprofit sector is one of the best kept secrets in Canada, activities that raise awareness of the depth and breadth of the sector help both citizens and the nonprofits that serve them.

6.5.2. Networks: Loose connections between people in organizations with common interests can be mobilized to undertake work as required. Sector-based networks are extremely important as they allow our organizations to come together to magnify our impact. Networks also allow for the aligning of message and interests. Networks are building the capacity of the sector to contribute to

public discourse and engage more proactively with government and business.³⁵ Networks can extend and amplify the ability of Boards to support and forward their community's and their organization's interests and mission.

6.5.3. Data: Better access to data, and better use of it, can help nonprofits inform their work. Businesses and governments are collecting and using data and nonprofits need to be at decision-making tables to get data working for their communities. The sector needs to develop the capacity to use data and access the information that helps them better understand their community, their work and their environment. Open data will assist us in our work and we need to ensure our sector is leading, not left behind.³⁶

Data Makes Communities Stronger

[Peg](#) measures the health of our community year over year – in ways that count. We tally studies on everything from the health of babies born in Winnipeg right through to how many of them graduate 18 years later. We track how much garbage we take to the landfill and how often we give up our cars to take public transit. We calculate how often citizens volunteer and if we're doing more or less of it. It's here at Peg that Winnipeggers can learn how their life, their neighbourhood and their city is changing – for the good and the bad. Peg is a starting place for Winnipeg citizens, business owners and policy makers to learn the facts so they can lead change to create a better city.

“With their adoption of an Open Policy, Vancouver Foundation is at the vanguard of a fundamental shift in how grantmakers build and share community knowledge.” Ian Bird, Community Foundations of Canada

7. In Sum: Governance and Leadership in Changing Times

The vast majority of charities and nonprofit organizations operate locally and are rooted in their communities. This overview and analysis has been designed to provide an understanding of the larger forces at play and has hopefully helped provide context for your local decision-making. In addition,

³⁵ The Ontario Nonprofit Network (2015). Networks and Action: The way we work. <http://theonn.ca/networksaction-the-way-we-work/>

³⁶ The Ontario Nonprofit Network (2015, July). Towards a Data Strategy for the Ontario Nonprofit Sector. http://theonn.ca/wp-content/uploads/2015/07/Towards-a-Data-Strategy-for-Ontario-Nonprofit-Sector_ONN_Final_2015-07-13.pdf

we hope it will encourage you to help in shaping the conditions within which the sector does its work so we can all do our work better. By networking with others to achieve change, we have more capacity to work together than ever before.

Nonprofit organizations exist because committed citizens decided to band together to improve or change something in their community. It is our volunteer leadership that plays a critical role in ensuring the sector thrives. Our sector is a valuable community asset that needs better understood in our communities and across the country. We each play our small part in our communities, but together we make Canada a vibrant place to live, work and play. And, in this time of change, we can and should step up to lead.

It is our hope that you use the resource section that follows to spark ideas and open the door to more in-depth information on topics of interest.

8. Appendix

8.1. Resources Section

Digging Deeper: More Useful Information

In this section you will be able to learn more about the topics of interest covered in the Overview and Sector Analysis. You can also discover resources and organizations working in the sector. The resource guide is not exhaustive, nor complete, indeed it is carefully curated not to overwhelm you. It will connect you with material that reflects the sector's on the ground reality and perspectives. It will connect you with key leaders in the sector on the various topics and will identify local networks in each province.

Structure of the Resource Guide

The structure of the guide follows the structure of the overview document. Within each section we have provided a mix of:

- key organizations that might be able to help and provide more information where they are available.
- key reports that provide useful and informative background.

We have provided a hyper-links for easy access. Following each Link we have provided a brief description of what the report is about.

We know there are many reports written on the subjects covered in this resource but many are not easy to read or designed as a quick access entry point. We have tried to provide resources that are accessible and clear language to start you in your explorations. Should you wish to dive further into a subject you can find additional leads in the information provided, or having read them you will be able to conduct your own searches.

General Resources - Where to Find the Information and Help you need

The Sector's Perspective

Much has been written about the sector but not as much from the vantage point of the sector:

- **Nonprofit Quarterly (NPQ)** *follows the news and produces a daily news service written from the perspective of the sector. They are based in the United States but cover Canada occasionally. However many trends and*

- issues faced by the nonprofit sectors in the US and Canada are similar. They are a good starting point for many issues, particularly emerging issues, you may want information about. They have a strong search function on their website. www.nonprofitquarterly.org*
- **Nonprofit With Balls** *is very funny and deadly serious. For those of us in the sector who live daily with the challenges of running a nonprofit it is welcome commentary and helps us remember to laugh no matter how absurd and hard our work often feels. Some recent posts include the Myth of Nonprofit Sustainability, and Trickle Down Community Development. nonprofitwithballs.com*
 - **The Philanthropist** *is an online journal that covers a wide range of topics. It is helpful when more in-depth inquiry is required or a uniquely Canadian source is needed. www.thephilanthropist.ca*

Canadian ‘How To’ Material

While this resource section is, by design, *not* a how to resource. We realize Boards sometimes need this help, and many sources are available already. Here are a few references to get you started:

- **Imagine Canada** *operates a site which provides “how to” materials on managing an organization including board governance, human resources, risk management and charity compliance materials. They also have an on-line library with sector references. www.sectorsource.ca*
- **Capacity Canada** *provides a range of resources and training for nonprofits designed for busy boards and Executive Directors. It includes resources on board governance, fundraising, storytelling, human resources, and more. They even have resources for nonprofits without staff such as how to be strategic without staff, and a shoebox checklist that lists essential records to keep. www.capacitycanada.ca*

SECTION 4: Facts and Figures - A Sector to Be Proud Of

Sector Statistics and References

Imagine Canada Sector Source. <http://sectorsource.ca/research-and-impact/sector-impact>

- *You can find data on the sector here, including statistics on the size, scope and reach of the sector.*

The Ontario Nonprofit Network. theonn.ca/resources/infographics

Several helpful infographics including:

1. [Nonprofits Step Up: The role of nonprofits in democracy](#)
2. [Ontario Nonprofit Sector – Creating Vibrant Communities](#)
3. [The Ontario Government: A Snapshot](#)

Provincial Networks

Your [**provincial sector network**](#) may have data on your provinces nonprofit sector.

More Key Source Material on Sector Data:

Satellite Account of Non-profit Institutions and Volunteering. Statistics Canada (2009). <http://sectorsource.ca/research-and-impact/sector-research/volunteering-research>

SECTION 5: Changing World, Changing Communities

Convergence: How Five Trends Will Reshape the Social Sector. Gowdy, H., Hildebrand, A., La Piana, D., Mendes Campos, M. (2009, November). The James Irving Foundation.
<http://leadershiplearning.org/system/files/Convergence+Report.pdf>

- *One of the most thoughtful of papers by this California Foundation on key trends shaping the sector and what should be done about it.*

SECTION 5.1: Wealth Inequality

Income Inequality Nothing compared to Wealth Inequality in Canada. Beltrame, J. (2014, April 2). Canadian Business.
<http://www.canadianbusiness.com/business-news/income-inequality-nothing-compared-to-wealth-inequality-in-canada-report/>

The Wealth Gap. Broadbent Institute.

www.broadbentinstitute.ca/sites/default/files/The_Wealth_Gap

- Two different sources come to the same conclusion regarding the concern about wealth inequality in Canada. For those interested in the full analysis there is the seminal economic theory book:

Capital In the Twenty-First Century. Piketty, T. translated by Goldhammer, A. (2014). Harvard.

https://vk.com/doc168073_303947744?hash=aaa30e87282494b3df&dl=f2ebe7e693608202bb

- A ground breaking analysis, based on fifteen years of research collaboration with other scholars (1998– 2013) devoted essentially to understanding the historical dynamics of wealth and income.

SECTION 5.2: Silencing of Voices

Why Board Engagement in Advocacy is Essential. Wallestad, A. (2015, July 15). Nonprofit Quarterly. <http://nonprofitquarterly.org/2015/07/15/why-board-engagement-in-advocacy-is-essential/>

Board Source: a leading authority in the United States on Board responsibilities

- *“But where some have called for a narrowing of the board’s scope, today Board Source did the exact opposite. With the release of a new edition of [Ten Basic Responsibilities of Nonprofit Boards](#), we have formalized the expectation that advocacy is an essential board responsibility.”*

Separating Fact from Fiction: Political Activities Revisited Part I and II.

Carter, T. & Rains, L. (2015, March 12). Carters LLP.

<http://charityinfo.ca/articles/political-activities-revisited-part-one>

<http://charityinfo.ca/articles/separating-fact-from-fiction-part-two>

- *Covers the Canadian Controversy surrounding political activities (advocacy). Two lawyers write a very readable overview of political activities issues and history - short and to the point.*

Tax Audits of Environmental Groups: The Pressing Need for Law Reform.

The Environmental Law Centre of Canada, University of Victoria (2015, March 25). <http://www.elc.uvic.ca/publications/tax-audits-of-environmental-groups-the-pressing-need-for-law-reform/>

Is the Federal Government silencing charities? Or is charitable law just outdated?

Hebert-Daly, E. (2015, April 14). The Ontario Nonprofit Network. <http://theonnc.ca/is-the-federal-government-silencing-charities-or-is-charitable-law-just-outdated/>

- *Provide a comprehensive read of the political advocacy controversy. Cover press coverage and reports of the current political audits on charitable sector.*

SECTION 6.1: Finance Trends

Charities in Canada as an Economic Sector. Emmett, B. & Emmet, G. (2015, June). Imagine Canada.

http://www.imaginecanada.ca/sites/default/files/imaginecanada_charities_in_canada_as_an_economic_sector_2015-06-22.pdf

- *A new report on the nonprofit sector as an economic force similar to the small business sector. The report includes analysis on the sector's sources of revenue, providing the data to support the analysis for the section on Money Trends.*

SECTION 6.1.2: Charitable Donations, Crowdfunding

Crowdfunding Guide for Nonprofits, Charities and Social Impact Projects.

Ania, A. & Charlesworth, C. (2015). CSI and Hivewire.

http://socialinnovation.ca/sites/default/files/CSI_HiveWire_Crowdfunding_Guide%202015%20%281%29.pdf

- *A very helpful guide for people considering using crowdfunding.*

How Crowdfunding Kickstarts the Arts. Camerota, C. (2015, May 13). Forbes. <http://www.forbes.com/sites/hbsworkingknowledge/2015/05/13/experts-vs-crowds-whos-better-at-funding-the-arts/>

- *Provides a window into how crowdfunding could be used in the sector.*

SECTION 6.1.3: Earned Revenue, Social Enterprise

Earned Income-generated activities among Canadian Charities. Lasby, D. (2013). Imagine Canada. http://sectorsource.ca/sites/default/files/resources/ic-research/earned-income-report-en_2013.pdf

- *Provides a rare description of research into how the sector is earning their income.*

Canadian Social Enterprise Guide. Social Enterprise Canada. www.socialenterpriseCanada.ca/

- *A helpful guide with advice for people interested in starting a social enterprise.*

What is a related Business?. Canada Revenue Agency (2014). <http://www.cra-arc.gc.ca/chrts-gvng/chrts/plcy/cps/cps-019-eng.html>

- *CRA guidance on charities operating a related business.*

The Social Enterprise Opportunity for Ontario. McIsaac, E. & Moody, C. (2013, June). Sector Signal Series: Mowat NFP. http://mowatcentre.ca/wp-content/uploads/publications/67_the_social_enterprise_opportunity.pdf

- *Provides an overview of the challenges and opportunities for social enterprise in Ontario, but will inform readers from across the country as many issues are not unique to Ontario.*

Social Enterprise Sector Survey, <http://www.sess.ca/english/about/>

- *This study provides a contemporary portrait of the landscape of social enterprise in the various provinces including Alberta, BC, Saskatchewan, and Ontario.*

The Murky “Progressive” Politics in Social Enterprise: Thoughts from Two Conferences. Cohen, R. (2015, March 26). Nonprofit Quarterly.

<http://nonprofitquarterly.org/2015/03/26/the-murky-progressive-politics-in-social-enterprise-thoughts-from-two-conferences/>

- *This article addresses the tensions between for profit and nonprofit organizations in approaching social enterprise.*

SECTION 6.1.4: Social Finance

Mobilizing Private Capital for Public Good – A task force on Social Finance.

The Canadian Task Force on Social Finance.

<http://socialfinance.ca/participate/task-force/>

- *Outlines a way forward for enabling private finance to play a bigger role in financing the work of sector.*

SECTION 6.1.5: Impact Investing

Toward a Sector Driven Evaluation. Liadsky, B. & Taylor, A. (2015, August 13).

The Ontario Nonprofit Network. <http://theonnc.ca/what-evaluation-can-really-do-for-nonprofits/>

- *What if evaluation was a word that signaled an opportunity for nonprofits to engage collaboratively with funders, community members and others to learn about what works, what doesn't and how to improve? This document makes the case for more involvement of nonprofit organizations in the design and objectives of evaluations.*

Social Impact Measurement Tools. Trico Charitable Foundation.

<https://tricofoundation.app.box.com/s/g3c1u1a4kkx0c1acoxq5>

- *Includes a great chart comparing the various measurement tools for measuring impact. You can go on from there.*

Thinking About Nonprofit Evaluation as Affected by Time, Hogan, P. (2013, September 4). Nonprofit Quarterly.

<http://nonprofitquarterly.org/2013/09/04/thinking-about-nonprofit-evaluation-as-affected-by-time/>

- *Reflections on complexities of evaluation in the NFP sector.*

SECTION 6.1.6: Social Impact Bonds

What do we really know about Social Impact Bonds? Mowat Centre (2014, November 4). <http://mowatcentre.ca/what-do-we-really-know-about-social-impact-bonds/>

- *A brief article providing a quick primer on the key features of Social Impact Bonds.*

From Investment to Impact: The NFP Experience with Social Impact Bonds.

Galley, A., Mclsaac, E., & Van Ymeren, J. (2014, August). Sector Signal Series: Mowat Centre. <http://mowatcentre.ca/from-investment-to-impact/>

- *This Sector Signal looks at the early experiences of NFP service providers in SIBs and examines challenges and opportunities of the model.*

Policy Principles for Social Impact Bonds. The Ontario Nonprofit Network.

<http://theonnc.ca/our-work/sector-financing/social-impact-bonds/>

- *A collective nonprofit sector contribution to SIB design. These policies propose some key terms and conditions that are required for SIB success in the short term to ensure SIBs are sustainable for the sector and are respectful of the participants. Moreover, we propose a SIB Evaluation Panel to address the longer-term questions about the role of SIBs.*

SECTION 6.2: People Trends

Toward a Labour Force Strategy for Canada's Voluntary and Non-profit Sector.

HR Council for the Voluntary and Non-profit Sector (2008). http://www.hrcouncil.ca/about/documents/LFS_R2_ES_web_000.pdf

- *Provides an overview of labour force challenges in the sector.*

Diversity and Inclusion: Valuing the Opportunity. Mclsaac, E. & Moody, C. (2014, February 20). Mowat NFP. <http://mowatcentre.ca/diversity-and-inclusion/>

- *This recent sector survey results tell the story of a sector that has not internalized diversity in its hiring policies. It considers the challenges facing the sector in advancing diversity and inclusion. It also explores the core elements of diversity's value proposition in the not-for-profit sector and makes recommendations regarding how to move the marker on diversity and inclusion meaningfully across the sector.*

Prepare Your Non-Profit Organization to Help Create a Wave of Positive Change. Raynolds, M. (2013). The Muttart Foundation.

http://www.muttart.org/sites/default/files/documents/FINAL%20Prepare%20Your%20Non-Profit%20Organization%20%20to%20Help%20Create%20a%20Wave%20of%20Positive%20Change_0.pdf

- *A book on leadership in the sector.*

The Precarity Penalty: The Impact of employment precarity on individuals, households and communities –and what to do about it. The Poverty and Employment Precarity in Southern Ontario (PEPSO) research group (2015, May). <http://www.unitedwaytyr.com/document.doc?id=307>

- *How the world of work is changing, and the impact that has on our families and communities. A framework to talk about what we are all experiencing; this is Ontario based but speaks to themes that are prevalent across Canada.*

SECTION 6.3: Legislative and Regulatory Challenges

Strengthening the Third Pillar of the Union: An Intergovernmental Agenda for Canada's Charities and Non-profits, Mulholland, E., Mendelsohn, M. & Shamshiri, N. (2011, March). Mowat Centre.

<http://mowatcentre.ca/strengthening-the-third-pillar-of-the-canadian-union/>

- *Outlines the change and challenges facing charities and nonprofits with recommendations for change.*

The new regulatory regime for social enterprise in Canada: potential impact on nonprofit growth and sustainability. O'Connor, P. (2014, April 15).

Presented to the AFP Foundation for Philanthropy Canada and the Trico Charitable Foundation.

<http://www.afpnet.org/files/ContentDocuments/AFPSocialEnterpriseRegulatoryRegime.pdf>

- *An overview and description of the legislative challenges facing social enterprises.*

SECTION 6.3.1: Charitable Regulation

Social enterprise business structure: Some considerations for registered charities. Corriveau, S. (n.d.).

http://socialeconomyhub.ca/sites/socialeconomyhub.ca/files/Related_business_and_social_enterprise_for_charities.pdf

- *A case for the destination test – A nonprofit is allowed to earn income as long as the proceeds go back into services.*

SECTION 6.3.2: Nonprofit Regulation

Non-Profit Organization Risk Identification Project. Canada Revenue Agency. <http://www.cra-arc.gc.ca/tx/nnprft/qa-eng.html>

- *The CRA Audit of nonprofit organizations that found the majority were not complying with the prohibition on earning profit on activities; and moreover, the sector respondents did not believe they could comply and survive. Review of the report by the Department of Finance is pending: a sector consultation has been promised.*

SECTION 6.3.4: Hybrid Corporations

Community contribution companies (C3's). BC Centre for Social Enterprise. <http://www.centreforsocialenterprise.com/community-contribution-companies/>

- *British Columbia has implemented a hybrid corporation permitting social good and private profit.*

Submission to Ontario Ministry of Government and Consumer Services RE: Legislation for Social Enterprise Corporations. The Ontario Nonprofit Network (2015, March 23). http://theonnc.ca/wp-content/uploads/2015/04/ONNSubmissionHybridLegislationMGCS_2015-03-23.pdf

- *Addresses two key questions asked: 1. Should we have a hybrid corporate structure in Ontario? 2. If so, how should the hybrid corporation be structured?*

SECTION 6.4: Governance Trends

SECTION 6.4.1: Government management of service systems

Alberta Health Services: Mission & Strategic Vision – 2014-2017. <http://www.albertahealthservices.ca/190.asp>

Improving Services to People with Developmental Disabilities. Deputy Ministers' Review of Community Living British Columbia (2011 December). http://www.eia.gov.bc.ca/pwd/docs/Improving_Services_to_People_with_Developmental_Disabilities_Report_FINAL.pdf

- *Two examples of managed care systems involving multiple organizations. One example is health care based and the other is focused on developmental services.*

SECTION 6.4.2: Local Partnerships and Local Coordination, Mergers

Survey Sheds Light on Nonprofit Mergers and Collaborations, Shumate, M. (2013, March 21). Nonprofit Quarterly. <http://nonprofitquarterly.org/2013/03/21/survey-sheds-light-on-nonprofit-mergers-and-collaborations/>

- *Provides analysis of when mergers and partnerships yield positive results.*

The Integration Agenda. Mclsaac, E. & Moody, C. (2013, February). Sector Signal Series: Mowat NFP. <http://mowatcentre.ca/the-integration-agenda/>

- *An overview discussion of opportunities and challenges with integration. It addressing the complexities and perils of funders mandating integration among organizations, and discusses positive opportunities for local partnerships, coordination, and mergers.*

SECTION 6.4.3: Collaborating and sharing administration and Governance

Shared Platforms. The Ontario Nonprofit Network. <http://theonnn.ca/our-work/our-structures/shared-platforms/>

- *People and organizations in the nonprofit sector across Ontario and Canada are already relying on shared platform methods to get their work done. It holds great promise as a way to support new groups and smaller projects in the sector. With successful examples of shared platforms, we can take a closer look to better understand the minimum legal and administrative supports needed.*

SECTION 6.5: Technology and Networking

SECTION 6.5.1: Social Media

Reframing Issues in the Digital Age: Using Social Media Strategically, Sweetland, J. & Shore, R. (2014, August 29). Nonprofit Quarterly. <http://nonprofitquarterly.org/2014/08/29/reframing-issues-in-the-digital-age-using-social-media-strategically/>

- *Interesting article on how to frame tweets for maximum social change impact.*

Top 5 Ways to do strategic social media at nonprofit events. Mazurk, T. (2014, November 28). The Ontario Nonprofit Network. <http://theonnn.ca/top-5-ways-strategic-social-media-nonprofit-events/>

- *Another short how-to post on social media for impact.*

SECTION 6.5.2: Networks

Networks and Action: The way we work. The Ontario Nonprofit Network (2015). <http://theonn.ca/networksaction-the-way-we-work/>

- *Prepared to help sector groups wanting to build a network. Provides a description of the ONN network model, provides a section on lessons learned and references to more useful materials.*

SECTION 6.5.3: Data

An Open Future: Data priorities for the not-for-profit sector. Van Ymeren, J. (2015, February). Sector Signal Series: Mowat NFP. <http://mowatcentre.ca/an-open-future/>

- *The timing is right for the not-for-profit sector to plan for its data needs. To make nonprofit goals a reality, governments must engage the nonprofit sector as a key partner and the sector must be ready to respond with its own priorities and strategies for building its data capacity.*

Towards a Data Strategy for the Ontario Nonprofit Sector. The Ontario Nonprofit Network (2015, July). http://theonn.ca/wp-content/uploads/2015/07/Towards-a-Data-Strategy-for-Ontario-Nonprofit-Sector_ONN_Final_2015-07-13.pdf

- *ONN has worked with dozens of organizations, including data experts [PoweredbyData](#), to create the framework for a data strategy that can help the sector seize this opportunity together. Data is important to our policy work as sector- like evaluation, funding reform or labour force development- because it gives evidence and provides context for the state of the sector and the diverse communities we serve.*

Provincial and Territorial Sector Connectors

Federation of Voluntary Sector Networks, Provincial Contacts

Calgary Chamber of Voluntary
Organizations

<http://www.calgarycvo.org/>

Community Initiatives Fund,
Saskatchewan

www.cifsask.org

Community Sector Council of Nova Scotia

<http://www.csc-ns.ca/>

Community Services Council
Newfoundland Labrador

<http://communitysector.nl.ca>

Edmonton Chamber of Voluntary
Organizations

www.ecvo.ca

Fédération des centres d'action bénévole
du Québec

<http://www.fcabq.org/>

FuseSocial, Wood Buffalo, Alberta

<http://fusesocial.ca/>

Imagine Canada

<http://www.imaginecanada.ca/>

Manitoba Federation of Nonprofit
Organizations

<http://www.mfnpo.org/>

Ontario Nonprofit Network

<http://www.theonn.ca/>

PEI Council of People with Disabilities

www.peicod.pe.ca

Pillar Nonprofit Network, Ontario

<http://www.pillarnonprofit.ca/>

Volunteer Alberta

<http://www.volunteeralberta.ab.ca/>

Volunteer Canada

<https://volunteer.ca>

Volunteer Organizations Consortium of BC

<http://vocbc.org/>