



*Sustaining
Manitoba's
Voluntary
Sector*

**QUALITATIVE RESEARCH
ON
MANITOBA'S VOLUNTARY
SECTOR
CHALLENGES**

**The Secretariat on Voluntary Sector
Sustainability**

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A Multi-Sectoral Approach

The Manitoba Voluntary Sector Initiative

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Martin Itzkow

Director, Secretariat on Voluntary Sector Sustainability

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EXECUTIVE SUMMARY

The Manitoba Voluntary Sector Initiative arose out of a visioning exercise at the Volunteer Centre of Winnipeg. It was recognized that not much is known about what the Voluntary Sector does, the importance of its work, or the challenges it may be facing for its sustainability. We developed a logic model based on our understanding of the stressors the sector is facing in four main dimensions: organizational capacity, financing, community leadership, and accountability.

The Initiative defined the problem as: The Voluntary Sector in Manitoba is entering the 21st century facing challenges to its leadership, organizations and groups and most importantly its limitations in securing needed staff, volunteers, managerial talent and financial resources to meet long-term community needs. We then tested this logic model using the voices from within the non-profit organizations.

A review of the literature revealed that little is known about the Voluntary Sector in general, and the sector in Manitoba in particular. Various individuals from a cross-section of the voluntary sector sub-sectors participated in day-long regional focus groups. Considerable efforts were made to be as representative as possible. One hundred and seven organizations ranging in size, type and geography around the Province participated in this information gathering process.

One hundred and twenty-four individuals attended the focus groups. A report from each focus group was sent to the participants initially for their feedback and confirmation and then sent to approximately fifty randomly selected organizations in each sub-sector for their feedback. In total, the focus group draft reports were sent to one thousand, seven hundred and twenty-eight organizations to review and provide feedback. It is out of this process that this final document evolved.

Various themes were identified by participants, which revolved around conditions in management, board, staff, volunteers, meeting client needs, leadership, governance, technology, financing and accountability. The research indicated that the Voluntary Sector cannot support itself in the current climate. Participants told us about dwindling human resources, how remaining staff are burnt out, a loss of leadership, and how organizations are struggling to survive in an unpredictable environment that lacks continuity. Staff feel they have no control over decisions or their sustainability. Four core phenomena emerged which underlie the current Voluntary Sector environment, the coping strategies, and outcomes. These are: 1) Unpredictability, and uncertainty of the voluntary sector environment, 2) Lack of continuity within structure, financing, people, and client needs, 3) Lack of control over current and future decisions, 4) The Voluntary Sector cannot support itself.

The lessons learned from this research point to four broad strategies in sustaining Manitoba's Voluntary Sector. These include 1) Securing long-term investment to stabilize the sector; 2) Ensuring equal treatment, a voice, and a distinct role between all sectors; 3) Ensuring elements of voluntary sector continuity are identified and stabilized; and 4) Strengthening the image of the sector resulting in enhanced attractiveness.

INTRODUCTION

The **Manitoba Voluntary Sector Initiative (MVSI)** (established February 2000) grew out of a 1998 strategic positioning exercise by the **Volunteer Centre of Winnipeg Inc.** The results of this exercise clearly showed that the challenges facing the Manitoba voluntary sector went beyond the issues of recruiting and accessing a dwindling or different supply of “volunteers.” The primary focus was to identify ways to sustain the sector’s infrastructure, which uses volunteers for direct service, administration and the overall governance of organizations and groups. It also became apparent that the voluntary sector needs cohesive voices to represent the interests of the sector to government, business, labour and the public at-large.

Our assumption for this initiative was that many organizations and groups were experiencing serious problems regarding their sustainability, including organizational capacity, community leadership, resourcing, and accountability. **There was also a concern that the entire state of “voluntarism” in Manitoba was at-risk.** We believe that when we can substantiate these challenges, our focus will turn to using a range of agreements with governments, business and labour to formally identify:

- The service role(s) of the voluntary sector in relation to government, business and labour;
- The range of contributions provided by the voluntary sector to Manitoba and its overall value to Manitobans;
- The range of strategies required to build and sustain voluntary sector capacities in order to carry on its programs and services; and
- The overall role the voluntary sector plays in building and sustaining civil society.

In **Stage I** of our research (May 2001-February 2002) we assembled formal and informal voluntary sector organizations and groups throughout Manitoba to collect information on a range of sustainability challenges. We have accomplished this by facilitating 22 focus groups. **Stage II** consisted of two quantitative surveys, which were mailed in April 2002 to a representative sample of approximately 6000 organizations throughout the province; 5500 to CEOs (or equivalent position) and a further 500 to the Presidents or Chairs of the Board (or equivalent leadership position). A final report from this research will be available in May.

In March 2002, a group of 100 voluntary sector opinion leaders reflecting the various experiences of the entire sector came together. This conference was used to confirm both the challenges faced by our sector, as well as future strategies to address these challenges by working with government, business and labour to sustain the sector.

On May 14th, 2002, a larger conference will take place in Winnipeg to which we will invite participants during the day to the first of many Intersectoral conferences. Selected representatives from government, business and labour and the voluntary sector will continue discussions on converting the challenges faced by the sector into a range of “doable” solutions.

Three non-Winnipeg sites (Thompson, The Pas, and Dauphin) will be linked for video conferencing during selected components of the event, which ensures voices from rural and northern communities and their voluntary sector organizations will be heard.

The three working groups of government, business and labour continue to discuss the form, and the proposed elements of agreements with the voluntary sector to collaborate on voluntary sector sustainability. We are building our process and results to culminate at our most important event scheduled for January 2003 at a Policy Summit titled **“Supporting Voices – Sustaining Manitoba’s Voluntary Sector in the 21st Century, To Build and Support Our Healthy Communities”**

The following report has been in development over the last 11 months, and is fundamental to the on-going discussions leading to the development of long-term solutions for our sustainability as a sector.

OUR PRINCIPLE BELIEF:

The non-profit sector plays a significant role in Manitoba’s social and economic infrastructure. The voluntary sector provides important services, which build and sustain long-term healthy communities.

RESEARCH

Goals and Objectives

This research on Manitoba’s voluntary sector arose from substantive issues in the sector. Specifically, a visioning exercise for the Volunteer Centre of Winnipeg in 1998 revealed that the structure of the voluntary sector renders organizations without a voice. Part of the reason that Manitoba’s voluntary sector has no voice is that we do not know the nature of the voluntary sector or how important we are in the community.

The goal of this research was therefore to develop a theory about the long-term “sustainability” of the Voluntary Sector in Manitoba. Following our logic model the strategic research question became: **Are we able to marshal the necessary human and financial resources to sustain the Manitoba voluntary sector, which exists in an unpredictable, uncertain and ever-changing environment?**

Secondary objectives in this study were to build a presence, a voice, and a structure for the voluntary sector. To be clear, this research was a unique effort in Canada and in North America of conducting sustainability discussions focusing on the future of the sector in this province. Numerous groups came together in this research to build a relationship through collecting information about the voluntary sector from those who know best - individuals experienced in leadership roles within the voluntary sector.

Logic Model Framework and Methodology

Given the lack of knowledge and research on Manitoba’s voluntary sector a logic model was constructed to provide a picture of the sector and address its long-term

sustainability. ¹ The purpose of the logic model was to describe the concept and mission of the Voluntary Sector Council's Secretariat goal to research, engage, identify and work with partners towards consensus-building solutions that will sustain the Manitoba Voluntary Sector.

Experiential information from sector leaders and Manitoba funders, and studies from other parts of Canada and around the world indicate that the voluntary sector is facing difficulties assembling secure resources required to meet community needs in the long term. The strength of the community is linked to the voluntary sector acting as the glue that binds citizens together, and builds communities and their social capital.

In recent discussions with governments, funders and agencies/organizations in the sector, it is understood that sector organizations face a number of **challenges**:

- increased funding requirements
- increased and complex accountability requirements from governments and funders
- more difficult and complex client needs to meet long-term
- increased staff and volunteer burnout
- changing dynamics of community demographics
- decreased community support
- increased competition for funding
- new government policy agenda and financing strategies
- increased stringent program requirements - outcome-based
- changing community leadership dynamics – loss of leadership potential
- changing societal values which detract from community voluntary action

Our Definition of Sustainability

The above stressors are clustered in four dimensions requiring action in order to enable the voluntary sector to meet sustained community needs, now and in the future. The following four dimensions are:

1. Organization capacity: to plan, fund, staff, lead and provide services to community
2. Financing: to maintain vibrant organizations to meet community needs in an ever-changing funding environment
3. Community leadership: to take responsibility for community-wide planning and community action
4. Accountability: effective and efficient mechanisms to demonstrate accountability to members, community and funders in a manner that enhances goal attainment

The problem as defined by the logic model was therefore:

“The Voluntary Sector in Manitoba is entering the 21st century facing a variety of challenges on the future leadership, its organizations and groups, and most importantly its limitations to secure needed volunteers, staff, managerial talent and financial resources to meet long-term community needs.”

The overall task for the MVSI was to determine the relevance of findings from other jurisdictions, and their representativeness to Manitoba's experiential information by:

- facilitating our own research, collaborating with governments, communities and academia
- engaging community leadership province-wide to actively participate in the logic model and its plan of action
- building information conduits to disseminate research, reports, background documents, policy briefings, and solution documents
- engaging governments to develop federal-provincial-municipal working groups to jointly investigate and plan for sustainability of the sector
- facilitating multi-sectoral meetings province-wide with voluntary sector leadership
- facilitating with partners to build agreements between and among sectors to sustain the voluntary sector
- facilitating plans to host a multi-sectoral "Summit" to summarize and announce the agreements

Assumptions

- These challenges are experienced by the sector as a whole and not just by individual organizations.
- The voluntary sector has unique characteristics, which define it and its contributions.
- Government, business, labour and the voluntary sector are inter-dependent and have a role to play in planning for the future.
- Sustainability includes the adequacy and security of all resources required to meet community needs.

Our hypotheses

1. The voluntary sector in Manitoba is facing the challenges described above and may not be able to optimally meet community needs.
2. An inter-sectoral agreement that builds consensus will:
 - define a consensual role for the sector
 - confirm the value, the philosophical base of the voluntary sector's role in building community and social capital; restate the vitality and sense of renewal and energy it brings to its tasks, and its impact on volunteers and the clients they serve
 - outline strategies for secure long-term resources
 - describe strategies for support of voluntary sector organizations, their leadership capacity, their management, service delivery skills, and their accountability requirements
 - enhance the voluntary sector's ability to meet long-term diverse community needs and take advantage of new opportunities (the agreement solution is also an element of the hypothesis)

Outcomes and solutions proposed in the logic model:

- Strategic involvement and input of the voluntary sector in multi-sectoral planning for building communities province-wide
- Recognition of the socio-economic contributions and impacts provided by the voluntary sector to the province as a whole
- Consensus of a distinct role and set of responsibilities for the sector in relation to other sectors in building a sustainable Manitoba
- A precise understanding of the resource requirements to ensure a vibrant and thriving voluntary sector in Manitoba
- Establishing voices and mechanisms for the sector to speak and be recognized as a part of Manitoba's social and economic fabric

This logic model places the intersectoral initiative in a framework that is easily described to government, community and other intersectoral partners.

Sampling Strategy and Framework

We used a theoretical sampling approach adopting Salamon and Anheier's (1996)² framework to understand non-profit organizations and their activities. This international classification divides organizations into 12 main groups according to their primary type of service. While other taxonomies exist, this categorization system has been recommended as an appropriate operational definition for voluntary organizations.

In this research non-profit organizations are considered to be those that

- have some degree of internal structure
- are non-governmental, and are institutionally separate from government
- do not return profit generated to the owners or directors
- are self-governing
- rely to a significant degree on volunteer participation in programs or management.

We also included co-operatives and self-help groups, which might typically be excluded by these criteria if their main motive was to provide community service versus profit. We excluded taxonomy elements, which we believe were not relevant to this component of our overall research, namely religious organizations, business and professional associations.

Our sampling frame was based on the international typology of the twelve voluntary sector referred to earlier.² As suggested by early information sessions and as the data collection evolved, six new sub-sectors were added (i.e., Aboriginal, Ethno-cultural, Gender, Francophone, Disability, Service Clubs, and Youth). The addition of the following new sub-sectors illustrates how we built on the learnings during the course of the study, specifically the discussion in the Information Sessions, which led to the focus groups and ensuring a model inclusive of who should be invited to attend:

- **ABORIGINAL**: An Aboriginal sub-sector was added to our typology due to the fact that it is a significant population in Manitoba, and no Canadian literature exists on the voluntary sector in Aboriginal communities.

- **YOUTH:** It was becoming clear that we were void of youth volunteers, particularly as board members of our sector. Our assumption was that youth will be important in the future of organizations, specifically as future leaders who will take on the role of governance of organizations and adopt community leadership roles. We therefore 1) added questions to the discussion guide to explore the involvement of youth in organizations, and 2) held a strategic set of meetings with some youth leaders to explore these issues from their perspective.
- **FRANCOPHONE:** The Francophone community was perceived as an important element of the voluntary sector in Manitoba, yet there is no relevant information on its unique cultural or linguistic challenges or the impact these have on the Franco-Manitoban voluntary sector in the Winnipeg community or smaller Francophone communities in Southern Manitoba.
- **ETHNO-CULTURAL:** Owing to the increasing Ethno-Cultural populations within Manitoba, their emerging community leadership roles and the general information that exists on volunteer and giving data, it was deemed necessary to engage the cultural communities independently on their organizational challenges (e.g., mutual aid to social development goals).
- **GENDER:** This grouping came about because of the relevant information provided to the principal investigators by primarily Women's organizations and their interest in defining their unique characteristics both in terms of individual volunteering behaviour and organizational challenges within the Women's movement.
- **SERVICE CLUBS:** This sub-sector developed out of a discussion with the Manitoba Chambers of Commerce, where they indicated that their membership are often volunteers within Service Clubs, that are in decline. They have much to discuss about their unique role and contribution to Manitoba and what challenges they face as both service providers and as funders of other services in the community.
- **DISABILITY:** It became clear in the discussions with Disability organizations that they identified their unique characteristics that clearly differentiated their voluntary sector organizations and their primary tasks in service, education and advocacy, from the generic health community.

Data Collection

Information Sessions

We began our qualitative research by bringing together people representing different types of organizations in the sector (Appendix 1). Initial lists were developed for each sub-sector using the Volunteer Centre of Winnipeg's information and referral program CONTACT Community Information, augmenting this with the Manitoba Multicultural Resources list, the Canadian Customs and Revenue Agency's Charity listing, Manitoba Non-Share Capital Corporate Database, as well as other lists we received from government and community groups. We contacted representatives from the lists clustered by service themes and invited them to the information meetings.

These sessions informed us of the interest in the topic of sustainability, the organizations' support for the logic model, and how they would identify a logical means to cluster like-organizations.

Not all the sub-sectors had their own information session. The Service Clubs' focus group, for instance, developed out of a presentation to the Manitoba Chambers of Commerce where it was identified that they should be included. They are perceived as a unique type of voluntary sector organization, which is experiencing a decline in membership and at risk of organizational loss. Gender also did not have its own information session since the decision to hold a separate focus group developed from other information sessions.

These information sessions were successful, and provided us with an increasing network of supporters for the Manitoba Voluntary Sector Initiative and its goals. Following the information sessions, focus groups were held, province-wide and by a majority of provincial regions.

Focus Groups

Focus groups were held with approximately 20 selected organizations and groups per session. We focused on being as inclusive as possible to ensure that the nature, size, geography, financing, service mix, and staff/volunteer participation was represented at each of the focus groups. We invited representative samples of chief executive officers and board members to identify challenges in resources, operations, and services.

In the City of Winnipeg they were organized by sub-sector. Outside the City, we identified the provincial regions and the cities and towns where a large voluntary sector presence would warrant a focus group. We assembled 15 sub-sectors within Winnipeg and 22 daylong focus groups throughout the province (Appendix 2).

Focus group invitations were sent with a Manitoba Voluntary Sector brochure and a registration fax back form. Upon receipt of a registration, a confirmation was faxed to each registrant. About one week before each focus group and under separate cover, the Discussion Guide including an agenda, and the location was also faxed back to each registrant.

The focus groups followed a Discussion Guide (Appendix 5), which was our primary tool for data collection. The discussion focused on the four main sustainability dimensions. While various prompts were used to facilitate the discussion, participants were encouraged to speak about issues that were relevant to their organizations.

We continued to evolve the discussion guide to incorporate more questions, focus for clarity purposes, and build more prompts into the presentation material. This resulted in a document, which prompted better discussion on the important points we needed to hear about.

The data collection and analysis proceeded simultaneously. At each focus group participants were divided into smaller groups for the purpose of discussion. A facilitator and recorder were present at each table. Following the discussion guide, each table of participants engaged in a discussion about their organizations' sustainability.

An individual recorder documented the participants' comments on a flip chart. An advantage of recording the participants' comments on a flip chart (versus on a laptop computer or audio tape recorder, for instance) was that participants could see that their comments were accurately recorded. Verbatim accounts were preserved as much as possible. Multiple perspectives were documented from participants within each theme even when there were differing viewpoints. To help ensure representativeness, one person from each organization was asked to fill out an administrative form (Appendix 6) detailing demographic information about their organization.

Data collection proceeded by reflecting on the emerging theory and issues from the focus groups. The information we gained guided us in revising and modifying our discussion guide for subsequent focus groups. This constant reflecting, revising, and analyzing is common in qualitative research and is referred to as constant comparative analysis.³ We realized that we had **saturated** the data when we began hearing similar information across the focus groups with little new information.

Data Analysis: Transforming the Qualitative Data

We organized and reported the data by expanding and extending what participants said in the focus groups beyond a purely descriptive account. Throughout the analysis we allowed the data to "speak for themselves". We went beyond asking "What is happening in the voluntary sector?" to "What does it all mean?" We began looking at the data at a very basic descriptive level of analysis (i.e., Themes) and proceeded to a higher level of analysis (i.e., Lessons Learned) and eventually interpretation (i.e., our Core Phenomena).

After each focus group the recorder transcribed the data onto a spreadsheet under the main sustainability dimensions. For each sub-sector, a facilitator present at the focus group read the transcribed report and identified challenges and themes within each sustainability dimension. A second facilitator and the Director of the Secretariat then reviewed the report. They provided additions and made corrections if necessary prior to distributing a report to the original focus group participants. Multiple reviews helped ensure inter-observer credibility of the data, and that it was accurately recorded and analyzed. It was sometimes necessary to involve the recorder in this process.

The draft reports were mailed to each focus group participant to examine and receive their feedback into the next version of the report. The reports were then sent for verification to individuals at other organizations who had been invited, but were unable to attend. They were asked to provide new information or correct existing information. This became a particularly important part of data analysis for focus groups with low attendance, in ensuring that what we heard was representative of the sub-sector as a whole. Finally, the report was sent to a third group of individuals (approximately 50 per sub-sector and region) for input, along with an administrative form to collect information about their organizations. Numerous participants responded positively to the document, with comments that were integrated into the final report and which supported our interpretations.

Once we received feedback from the draft report we spent over 40 hours as a team analyzing the final data. Within each sustainability dimension we examined the focus group themes in greater depth to identify relationships and larger thematic categories that incorporated all of the themes from every focus group.

After analyzing these larger thematic categories we developed specific lessons learned (See Sustainability Dimensions and Lessons Learned in Findings) in each sustainability dimension. To confirm that we captured the content of the focus group discussions, in the final stage of analysis we referred back to original transcribed discussions.

Out of this in-depth analysis we found that organizations were indeed experiencing common challenges and barriers to their long-term sustainability. It became apparent from examining the lessons learned that several central phenomena emerged that answered our question of “What does this all mean?”

It was important to locate the focus group themes, the larger thematic categories, and the lessons learned within the climate of the voluntary sector. Examining the data this way led us to interpret the challenges in the voluntary sector in terms of four core phenomena and an overall theory. The lessons learned, the climate of the voluntary sector, and core phenomena are presented in the Theoretical Model for Understanding the Long-term Sustainability of Manitoba’s Voluntary Sector (Figure 1, pg. 40).

FINDINGS

There was significant engagement in the focus groups with 173 organizations being represented by one or more persons. While we were unable to sample all groups, we had a strong response rate and representation from ethnic, cultural and Aboriginal groups, youth, disability groups, organizations from rural, urban, north and south regions of the province, and both genders. Further, an additional 950 organizations reviewed the reports and had the opportunity to contribute their perspective. (See Appendix 2 for attendees by sub-sector and region)

Focus Group Participants

Two hundred and seven people participated in the focus groups. One person from each organization was asked to complete an administrative form (Appendix 6). In total, 124 participants completed an administrative questionnaire.

- Organizations that participated were primarily smaller (47.9%) or mid-sized (41.0%) based on their annual budget (Table 1).
- Most organizations had been in existence for 10 to 30 years. Some organizations had only been functioning for a few months. Other more established organizations had existed for over 100 years (Table 2).

Descriptive findings from the administrative questionnaire are listed below:

- Organizations were legally classified as registered charities (28.1%), non-profit groups (35.1%), or both (36.8%).
- Membership was required in 24 organizations (20.3%); 30 percent of organizations charged membership fees.
- Fourteen percent had a union or collective agreement.
- The focus group participants were senior staff (50.4%) and board volunteers (26.4%) Most organizations had elected board members (63.6%), as opposed to appointed (13.6%) or a combination of either type (22.9%).
- Of organizations whose boards were appointed, 36.1% were primarily appointed by the community, special interest groups (38.9%), or a combination of the two (8.3%). Only 8.3% of the boards had appointed board members from the government.
- Nearly sixty percent (58.7%) of board volunteers were affiliated with other boards in other organizations. Board members' affiliations tended to be on boards within their organization's sub-sector (56.9%) versus outside (41.2%).
- Approximately one-third (34.7%) of board volunteers sat on one other board, and surprisingly, nearly half (46.8%) of the board volunteers were also board volunteers for 2 to 5 other organizations (9 people sat on more than five boards!).
- The services provided most frequently by all of the organizations involved were education (21.0%), social services (19.4%) and recreation/leisure (16.1%).

- Twenty-one percent of organizations provided services to a specific age group. Of these organizations, seniors were the group most commonly receiving services (40%).
- Eight percent of organizations provided services to a particular gender (90% to females and 10% to males).
- Seventy-two percent of organizations reported that their services and programs are aimed at influencing particular groups. The groups most frequently mentioned (in order of frequency) were the public, government, special interest groups, the media, and rural communities.

**Table 1
Size of Organizations Based on Income**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Large >\$2 million	13	10.5	11.1	11.1
	Medium \$100,000 - \$1.9 million	48	38.7	41.0	52.1
	Small <\$100,000	56	45.2	47.9	100.0
	Total	117	94.4	100.0	
Missing	9 missing	7	5.6		
	Total	7	5.6		
Total		124	100.0		

**Table 2
Organizations' Time in Existence**

Years in Existence		Frequency	Percent
Valid	< 2 years	4	3
	2-5	3	3
	5.1-10	14	12
	10.1-20	27	23
	20.1-30	29	25
	30.1-40	11	9
	40.1-50	5	4
	50.1+	24	21
	Total Answered	117	100

Participants' Evaluations of the Focus Groups

Participants were asked to complete an evaluation following each workshop to assess how well we achieved our goals and how useful the focus groups were to the participants (Appendix 7). For those who completed an evaluation form (71%, n=146), there was a strong consensus that the focus groups were very worthwhile. All of the

participants understood the process and felt that they had ample time to respond to the discussion. In fact, out of the 146 participants who completed an evaluation, 99% were very satisfied with the process and only one organization reported that they felt their organization's voice had not been heard. Further, 94% felt that the process had been useful to them. Some organizations even admitted leaving with some new ideas for securing funding.

Many participants wrote comments on their evaluation. They reported that the focus groups generally did four things:

- They provided a forum for sharing diverse information, ideas and struggles, networking, and focusing on identity
- Allowed for a refreshing discussion about the “Big Picture” of the voluntary sector
- Fostered a sense of camaraderie and networking
- Spurred on new ideas and generated energy.

(See Appendix 3 for direct comments about the focus groups). Many comments were of encouragement for the MVSI to continue its efforts. In fact, 55% of participants indicated that they were interested in future involvement with the Manitoba Voluntary Sector Initiative.

Sustainability Dimensions and Lessons Learned

Organization Capacity - Staff

Lesson Learned: There is an imbalance between output and rewards

“Staff live from pay cheque to pay cheque, and don’t have the option to plan their own benefits.”

- Staff work for low wages and no benefits, and often have to be satisfied with only “soft perks”. They are expected to complete many tasks beyond the scope of their expertise, and work long hours, which frequently leads to burnout.
- Staff perceive that their positions have low status and that they don’t get the recognition they need for the work they do.
- Staff work in unsupportive and unattractive work environments. There is often no professional development due to lack of time and resources, little interpersonal support, and poor physical working conditions.

Lesson Learned: Passion keeps staff

“We have to find people who choose to work for \$30,000 per year less; people who choose values over \$30,000.”

- Organizations rely strongly on the high passion and commitment of their staff to get work done.

Lesson Learned: Recruiting and retaining staff is difficult due to the unattractive work environment and unpredictable and inadequate funding.

“They come in with some skills, and use the position as a stepping stone to further their career.”

“It’s hard to live on \$6.25 an hour!”

“We have to hire people with spouses with a significant income since no one could support a family with what our organization is able to pay.”

- Retaining staff is difficult and results in a greater reliance on volunteers. We were told how staff often use the positions in the voluntary sector as a training ground for better paying positions in government and the private sector. Rural Manitoba experiences a draining of youth and seniors. There is also no real job security, which leads to dwindling numbers of staff, and those who do remain in organizations are aging.
- There are few youth staff in organizations. Some of the reasons given for this were due to a lower commitment and the need to work for more money for such things as paying off student loans.
- The staff often does not reflect the diversity of the organizations’ clients and community.
- A specific challenge arises for organizations in rural areas when recruiting staff due to people not willing to commute long distances to work.
- Insufficient funding has numerous implications for organizations’ sustainability efforts. They “scramble to survive”, compete for staff with other organizations, and are forced to hire staff who often lack the necessary training and skills. Programming sometimes tends to be inadequate due to funding restrictions, which also affects the continuity of staff and ideas.
- Many staff are forced to accept part-time positions even though they would prefer full-time jobs with full-time salaries. Trying to accommodate staff who have numerous part-time jobs is an “administrative nightmare”.
- Increasingly unionized workplaces are costly and restrict who is attracted to positions, as well as the tasks staff will and can perform. We were also told of cases where unions caused staff-volunteer conflicts.
- Since organizations often cannot afford to hire as skilled a staff as they require, they spend a lot of time training these new staff.

Pour les organismes, les octrois insuffisants se traduisent en un personnel inadéquat, moins bien formé, et un roulement excessif des employés

Le personnel vit dans une insécurité constante : Il se demande chaque année en mars : « Est-ce que mon poste fera partie du nouveau budget? »

Organization Capacity - Volunteers

Lesson Learned: The philosophy about volunteering has changed. Volunteers are more selective about what they are willing to do, and remain in organizations for shorter periods.

“They don’t want to do the tasks needed”

“Many want to do only one event and then get out.”

“Ads on television suggest that upon retirement people should go to Hawaii, not suggesting you help others”

- Volunteers are choosier about where they volunteer and what they do. They have greater expectations and favour more short-term, sexy projects.
- There is a lack of continuity of volunteers since volunteering is often used for a short period as training ground for paid work
- Recruiting and retaining volunteers is affected by the attractiveness, visibility and, public perception of the organization. There is increasing competition for volunteers from other organizations.

Lesson Learned: Volunteers are invaluable. A volunteer coordinator is crucial for organizations to recruit and retain adequate volunteers.

“A volunteer coordinator pays for itself.”

- Many organizations have no volunteer coordinator. Subsequently, volunteers are often insufficiently trained, under-recognized, undervalued, and not used to their maximum. Having a volunteer coordinator lessens the challenges in recruiting and retaining volunteers.
- While volunteers were seen as invaluable, some of the hindrances to utilizing volunteers are: they can be costly (for example: screening costs), liability issues, and there is insufficient space for them.
- The use of volunteers is sometimes restricted by collective agreements. A volunteer coordinator can mediate between staff and volunteers.

Les pertes de bénévoles sont élevées et il faut constamment refaire la banque de bénévoles, étant donné le problème du « décrochage » - ceux qui retirent leurs services une fois qu'ils considèrent « qu'ils ont fait leur part. »

Lesson Learned: Organizations are concerned about their survival in the future, without volunteers.

“The volunteers we have are burning out because they wear too many hats and are doing too many tasks.”

“If the spirit of volunteering isn’t enhanced now, when will youth decide to volunteer?”

- We were continually told of how volunteers are used extensively in most organizations, and in some cases are substituted for staff. There are, however, insufficient numbers of volunteers, especially youth. The older volunteers are also declining in numbers due to the aging population and the associated health restrictions (especially in rural Manitoba)
- People today have no time to volunteer. Many organizations are relying on the passion of a few “key” volunteers who are getting burned out.
- Volunteers don’t represent the community and organizations can’t find the “right kind” of volunteers they would like.

Organization Capacity – Management

Lesson Learned: Managerial staff in the voluntary sector are often ill-equipped and poorly compensated to fulfil the demanding and often unrealistic expectations of their positions.

“They do everything every day – there’s no time to manage.”

“It’s hard to find people with management skills who will work long hours for low pay!”

“Management turns over about every 4 years yet it takes 4 years to be effective.”

- We were told how unpredictable funding results in unrealistic expectations - managerial positions are underpaid and undervalued, with no benefits. This situation makes it difficult to recruit skilled management staff, so they often lack necessary skills and are therefore expected to “learn on the job”.
- Managers stated that there is often no one to delegate work to.
- There is no time or money for professional development in many organizations.
- Organizations rely on the passion of the people in managerial positions, and these people are aging.

Lesson Learned: It is difficult for management to do the job they are hired to do.

“Managers now take on a new role – managing government so we can do our job. We feel as though we are doing their job – spending more time doing that, and less time in our own organization!”

- Managerial staff told us that they wear many hats, and know they are a “pillar of the organization”.
- They feel they have to volunteer their time and justify their heavy workload, because they answer to a board who volunteers their time.
- It is difficult retaining skilled managers because they burn out and leave.
- Much of managers’ time is spent chasing money to run the organization, partnering, satisfying funders, and managing government, so they use the positions as a training ground for government positions.
- Managerial staff have space limitations and have to deal with inadequate or old technology.
- Inefficient and ineffective direction from boards impedes management’s ability to run organizations, as does the feeling that they are managed by government.
- There is often the added worry of union restrictions.

Les gestionnaires portent tous les chapeaux : marketing, etc. Ils doivent assurer la gestion directe à la clientèle. « Il faut être bon en tout. »

... une « paperasse » incroyable de la part des bailleurs de fonds.

Les bailleurs de fonds devraient « travailler en partenariat » et s’entendre pour réduire la « paperasse ».

Organization Capacity – Governance

Lesson Learned: Funders ultimately govern organizations.

“When government interferes in running organizations, it weakens the very structure that established them. It’s micro-management by government.”

“Government policies dictate the market. This removes the ability of volunteers to lead.”

“Anybody who gets government funding is never truly independent.”

- Government policies and funders affect board decisions and adherence to mission. Organizations have to watch for mission drift while trying to please funders. Organizations are independent unless the board does something funders don’t agree with.

Lesson Learned: Many boards do not understand concepts of governance, which impedes its ability to function efficiently and effectively.

“Many boards don’t have a clue why they’re there, or feel they have no impact on services.”

“Boards have lost their sense of purpose, knowledge of governance issues, and whether we are meeting the needs of our clients.”

- Many boards do not understand the critical elements of their role. Boards that do not understand their organization’s function are more apt to micro-manage.
- Personal agendas and infighting affects governance.
- Board size and structure affects its ability to govern efficiently and effectively. It is difficult and costly for rural board members to meet. Many boards have down-sized and reduced the number of meetings.
- It is difficult and time-consuming to find people who are skilled, influential, and committed to organizational governance, especially youth.
- Board members are concerned about personal liability issues, and the lack of money for insurance. Liability insurance is often required by some funders but this is expensive.

Les bailleurs de fonds entravent une administration saine. La cause : leurs critères pointus !!! « On danse. On pirouette ! »

Lesson Learned: The majority of boards are in a period of stagnation rather than growth and continuity.

“Dinosaur board – not changing quickly enough.”

“Generally, governance is in a bad state. It cripples the organization to move forward.”

- Multi-level boards are often out of touch with organizational needs, which cause conflicts. This is more so in rural areas.

Organization Capacity – Technology

Lesson Learned: Technology is a requirement of the voluntary sector in doing its business; however, it cause grief.

“Whole days have been written off because of the computers going on the fritz.”

“Technology is a carrot, but a frustrating one.”

“Our machinery is on the edge of becoming obsolete. We have a PMS photocopy machine that won’t work unless you talk nicely to it.”

- Technology has become an essential part of organizations’ ability to meet government, funders, community and client needs and expectations. Everyone benefits from it, yet it isn’t funded, which is frustrating for organizations.
- Many organizations are still without technology, yet the expectation is there to use it. This

L’équipement électronique est très vieux : « Nous avons sûrement imprimé les invitations pour les Noces de Cana. »

means organizations rely on staff to use their personal equipment.

- Reliance on technology dictates hiring practices.
- For those organizations that do use technology, staff stated they suffer from information overload. It takes up a great deal of time to wade through all the email and information they receive, and prompt responses are expected.

Lesson Learned: All types of organizations have become reliant on all aspects of technology: internet connectivity, financial management of the organization, communication to stake-holders. Their capacities to sustain funding to acquire and build more technologies, however, are limited.

“Technology has great potential - there’s just no money.”

- While technology is helpful for connecting people world-wide, the lack of education and training means it is not used to its fullest potential.
- Lack of compatibility, centrality, adaptability, bilingualism and band-width connectivity restricts the extensive use of technology, which is frustrating for everyone concerned.

Lesson Learned: No one identified that technology helped them meet their mandate. Their primary area of interest was that it made their jobs easier; mostly in terms of communication (e.g., email).

“Email is so necessary for everyday functioning of organizations to keep in the loop.”

Lesson Learned: There is a lack of money, staff and the ability to do technology planning.

“What’s the use of a computer if you have no one to use it?”

- In organizations that use technology, staff are often self-taught because training costs are too high for the budget.
- Organizations are detrimentally affected by the lack of technology, because this reduces the attractiveness of organizations for potential skilled employees and volunteers.
- The value of technology is often not recognized; e.g., donors prefer donations going to services rather than technology.

Lesson Learned: Organizations are losing control over the use of technology. They can’t acquire or maintain it, and therefore can’t meet stake-holder expectations.

“Getting new technology often requires begging, pleading, and relying on hand-me-downs.”

“You’re always behind. Beggars can’t be choosers.”

“We rely on a staff’s husband who comes in after work to help out.”

- Technology and its maintenance, particularly adaptive technology, are extremely costly, which displaces money for service delivery.
- Organizations have become dependent on technology, and now feel pressured to maintain the standards established by using it.

Organization Capacity - Meeting Client Needs

Lesson Learned: With no increases in funding, organizations are unable to manage and plan for 1) increasing clients, 2) complexity of needs, and 3) client expectations

“What we do now is more complex and time-consuming.”

“Competition is growing – people now want a wild experience and fun in addition to the usual experience.”

“The challenge is to be reactive, proactive and move with the times for the same amount of money, staff, and hours in the day.”

- Organizations have increasing client numbers with changing, complex needs. They are often unable to satisfy cross-cultural needs
- Increasing complex client needs require more costly programming. Some clients need programs that cost more than others.
- Programs are altered to meet changing demographics and client expectations
- Inadequate and unpredictable funding restricts long-term planning.
- Funding favours certain clients and services which limits organizations’ ability to meet needs and mandate.
- Geographic limitations and inequity in service provision impedes the ability to meet needs in rural areas and on reserves.

Les associations anglophones du même genre semblent attirer les membres de la communauté francophone.

Lesson Learned: Lack of continuity in staff, programming, and planning, impedes adequate service delivery

“If it’s all contracts, continuity will be a major concern and we’ll constantly be reinvesting in new staff.”

“Our problem is that we’re a bunch of old people sitting around wondering what kids want!”

- Fewer staff and volunteers result in reduced flexibility and creativity in programming, as well as program cuts resulting in decreased ability to meet client needs
- Competition exists within the voluntary sector and with the private sector for service delivery.

Lesson Learned: Research and education are critical components both for service providers and clients.

“Programs are cut because of no solid research.”

- There is a lack of client education particularly around preventative health care (especially for youth), and programs available for seniors
- Research is under-funded

Lesson Learned: Systemic changes dealing with poverty and inequity are necessary for meeting client needs.

- A non-integrated system restricts access to health and mental health care. There is inadequate physical space and inconsistent universal access

Community Leadership

Lesson Learned: It is difficult and time-consuming to recruit and retain skilled board members, especially youth and women who reject hierarchical structures.

“It’s difficult to attract youth members since these are not very ‘glamorous’ positions”.

“Youth like their own forms of governance.”

“Youth are distrustful of ‘traditional’ leadership structure. They are more interested in collective structures, which rely on an honour system. However, this can result in few checks and balances. Boards can be intimidating for youth.”

- Staff and board members told us of the difficulty they have trying to recruit board members with the skills that their organizations need. The process takes a lot of time, and most organizations spend all year working on it. They find it particularly difficult trying to encourage women and young people to serve on boards because they don’t like the traditional hierarchical structures.
- Retention of skilled board members is a problem, too. We were told that many skilled board members leave because of their frustration with the slow process of governance. Another reason given was that long-time, entrenched board members can intimidate younger and less assertive board members, which deters them from staying.

- We were told that board members have become more selective about the tasks they will do, and either will not work outside of meetings or they leave the board completely.

Lesson Learned: In many cases there are skilled potential leaders who are not approached.

“The number one factor – people are not asked.”

- Staff stated that suitable and skilled people are assumed to be too busy or not interested, and therefore not approached to serve on boards.

Lesson Learned: Boards are often not reflective of the organization’s community, and don’t have Aboriginal or Ethnic representation.

“The biggest struggle is getting representation from the Aboriginal community; also the Ethno-Cultural community – perhaps language is an issue.”

“It’s very difficult getting Aboriginal representation on the board – they are viewed as traitors by Aboriginal leaders.”

“Volunteers reflect the community but the board doesn’t.”

- Organizations have access to a limited pool of people, and within that pool there are only a few people with the skills and qualifications required for board positions - this adds to the difficulty of filling them.
- Often there are few good board members spread across many boards, which means that other boards have no one.

Lesson Learned: People are too busy for governance positions, so board members are recycled. This leads to stagnation and burnout.

“There is no lack of interest – it’s primarily the amount of time it takes up.”

“It’s hard to get bodies to monthly meetings!”

“Most of the same people are on different boards.”

“Some boards are past their prime!”

“We have re-done all the members.”

- Workshop participants stated that when they approach people to serve on their boards, they are frequently told that they are too busy to take on board positions because of having to juggle their work and personal lives.
- The committed long-time board members tend to stay on and be recycled, so there is no “new blood.” This leads to a burnout situation of board members, and stagnation of the organization.

Resourcing

Lesson Learned: There is a power imbalance between organizations and their funders (government being the primary funder). Organizations feel they are manipulated rather than supported. Their activities are restricted, and better communication is needed.

“In theory we have the money, but it is controlled by others and it is hard to access.”
“Government can force organizations to change their mission or vision if they want to keep the money.”

- The province is the main funding source, and organizations have no control over how much they get, or when they get it.
- Funders have criteria that must be fulfilled to receive funding, but organizations say they do not receive adequate information about what the criteria are.
- Many staff told us that their organizations are so dependent on their funders that they have had to change their missions to continue to receive funding. Other organizations have been forced to partner with another organization in order to receive funding.
- Staff stated that they are struggling because government has off-loaded programs on to them, yet funding has not increased in line with their organizational costs.

Lesson Learned: Funding is limiting and inflexible, and only allows for basic services.

“There is always money for new and innovative things and ideas, but none for the things that work.”

- Funders place unrealistic expectations on organizations – they insist that money be spent by a certain date or it will be lost.
- Staff said they have to be very creative in order to spend the money so that their organizations will benefit from it.
- Another concern is that students cannot be hired for more than 6 weeks in the summer. There are few students who are willing to work for that short a time because of having to plan for things like education fees etc.
- Some money from project funding has to go towards core expenses because there is no funding to cover them. This situation does not allow for long-term planning, which is detrimental to the continuity of staff, programs, and the organization.

« Des projets ponctuels. Jetez-moi ça à la poubelle ! »

Le financement à 50 % cause de gros ennuis. D'où doit provenir l'autre 50 % ?

« L'Entente Canada/Communauté » : Les organismes doivent eux-mêmes « se partager la tarte.... De plus, l'organisme chargé d'administrer « la tarte » puise son financement à la même source que les autres organismes. Il y a donc une frustration générale avec le système en place.

Lesson Learned: The voluntary sector is being forced to cut programs to vulnerable populations, and thus feels they have let the community down.

“There are no services for female youth in the youth centre. Female youth are moved around the province if they’re hard to handle – there’s no money now for staff to serve these youth.”

“Surely it’s irresponsible and unethical for organizations to be offering programs if they can’t continue – yet this is what government is forcing organizations to do.”

- Insufficient funding means that organizations are forced to cut back on staff and programs. Staff job-insecurity affects the continuity of service and the organization.
- When people in the community find out about new programs and use them, they have certain expectations that they will continue. When they are no longer provided, the community becomes discouraged and the staff feel responsible.

Lesson Learned: NPOs and the work they do are undervalued.

“We’re seen as a charity, and until there’s a value placed on what we do nothing will change.”

- Non-profit organizations are undervalued because they don’t receive adequate funding. The people who work in them are constantly operating in deficit-thinking mode, which is demoralizing.
- Funders do not recognize volunteers and in-kind services, and this is also discouraging.

Lesson Learned: Organizations are forced to become more like the private sector.

“The social contract between government and the voluntary sector is now being contracted out to the private sector. So now the voluntary sector is in competition with the private sector, which has the money – it’s not conducive to co-operation and collaboration.”

- Inadequate funding has forced organizations to adopt business principles and institute more fee-for-service programs, which makes them feel as though they work in the private sector. This has caused more competition within and between the sectors, because some organizations have more money than others so charge less or not at all.

Lesson Learned: Organizations are forced to fundraise which takes a lot of effort, yet they have insufficient staff and skills to do so.

“We receive no government funding – it takes a great deal of time and effort to fundraise, meet with sponsors, take ideas to the board and then have the board discuss them.”

- Organizations do not receive adequate funding to provide their services so are forced to fundraise. There is no money for professional fundraisers, and on the whole staff do not have the skills for this, so a lot of time and effort is spent on it. This is an inefficient use of time and resources.
- Staff have inadequate skills in application writing too, so there is a high refusal rate.

Lesson Learned: Organizations lack control over securing money to sustain themselves since public perceptions, donor preferences, political and social issues and trends affect giving practices and funding success.

“Charitable money is very competitive, and it’s unknown how long we’ll have it – priorities, sustainability, and the aging population are growing at a far greater rate than the economy. Society can’t keep up - something must change.”

- Staff and board members told us that they will take money from anywhere and everywhere in order to provide services. They said they feel as though they are at the whim of so many factors.
- Political issues, social issues, and trends affect the causes that donors will support.
- Public perceptions impact the success of fundraising, and the media plays a big part in how the public views issues - there is often a “flavour-of-the-month”.
- “We were told on a number of occasions that it is easier to fundraise for tangible things, like wheelchairs, than services - which makes it difficult for organizations that only provide services.
- The private sector is choosing social investment over sponsorship; e.g., instead of sponsoring an event, a company prefers to *be* an event.
- Organizations with national offices are often required to send the money they raise to the national office to be pooled with the other contributions.
- City by-laws affect fundraising for organizations, e.g., Ethno-Cultural organizations wanting to hold events that appeal to their communities but are obstructed by times they are able to hold them.
- Many organizations reported donor fatigue – people, companies and corporations have been asked for money just too many times and are saying “no”.

Accountability

Lesson Learned: We are not understood.

“The Winnipeg Regional Health Authority requires multi-levels of accountability that doesn’t necessarily reflect the work you actually do.”

“We have to condense what we do to measurable quantitative basis, but qualitative measures are what’s necessary”

“We’re being raked over the coals for money spent.”

- There exists a top-down approach of indicators measured. Funders instruct what to measure, often with a lack of understanding of the work of the organization.
- For the most part the accountability requirements are inconsistent across funders. Every level of government (and across government departments) requires different reporting requirements - there is a steep learning curve.

Lesson Learned: We need more control.

“If you are smart with your money you are penalized – you’re discouraged from being honest.”

“Who are we? An instrument of the community or government?”

“We have no problem being accountable, it just has to be about the right thing!”

“Government evaluations often work against you - they get the result then stop funding, which is a threat! They could have just given us the cost of the evaluation and then stopped!”

- Accountability is one-sided – organizations would like to see program evaluations and financial accountability become a two-sided contract.
- Organizations develop a relationship of trust and credibility with personnel in funding positions. The lack of continuity of these personnel often results in organizations having to “build up” their credibility again and again.

Lesson Learned: We are not confident in the accountability process.

“It has become burdensome - too many layers.”

“There is a different point of view as to *who* we should be accountable to. There is no requirement that we ask clients if the service is effective, so we do it on our own.”

- Accountability to funders in particular is increasingly cumbersome. Organizations spend a lot of time on accountability reporting and are concerned that all the reports are “just being shelved.”

Lesson Learned: Organizations had two real perspectives of accountability, which primarily focused on accountability to funders and less on their accountability to their community and members.

“We have pressure to be accountable to government, not the community.”

“Government is more concerned *if* goals are met rather than *how* they are met – their preference is quantitative over qualitative accountability.”

“In a small town you know if people are pissed off at you! You have to do what you say you’re going to do – people have your home phone number!”

“Past experience can affect the perception of an organization”

“The media is key to the community hearing about organizations, both negative and positive.”

- There is greater pressure today than in the past for organization to be accountable. Smaller communities hold voluntary sector organizations more accountable.
- The public is getting more cautious. The media strongly influences public perceptions. Some feel you can get away with less if you are a new organization. Professionals on boards help with the credibility of organization.

Lesson Learned: Organizations recognized the importance of, and need for, accountability – especially financial accountability. Across the board it was time consuming, complex, onerous, and costly.

“My 10 hours a week is spent writing reports and in meetings. I don’t have time left to monitor programs.”

“Our biggest problem is the distance. It’s hard to oversee the service because of costs for time and travel and gas.”

- Organizations’ ability to be accountable is affected by their infrastructure, availability of money, staff, skills, technology, geography, and time it takes to micro-manage the external environment. Developing an evaluation tool is difficult and documenting statistics takes time away from direct service time. Organizations need staff with wide range of abilities for the accountability requirements expected.
- Accountability is harder for newer and rural organizations. Organizations that have been in around longer and have an established status experience less difficulty in proving their accountability to funders and the community.

DISCUSSION

It is important to state at the outset that even though we are discussing the sustainability challenges facing the Voluntary Sector, and it is fraught with problems and negativity, it was very encouraging to experience the exceptional excitement, passion, and vitality of the people who came to our sessions. They expressed commitment to the work they do, the value they see in their tasks to help people and communities, and they felt positive that if solutions were identified they could see a positive future in their ever-changing work and community settings.

“Theory provides a model or map of why the world is the way it is” (p. 32) ⁴⁴

In our theoretical model (Figure 1, pg. 39) we present four core phenomena with specific categories of information: 1) Climate of the Voluntary Sector, 2) Lessons Learned, 3) Survival Strategies, and 4) Consequences. We will begin by discussing each of these categories and their linkages followed by the core phenomena, and finally four possible strategies to sustain the sector.

While this research points to a directional relationship between the factors in our theoretical model, we cannot ascertain the strength of this relationship. The quantitative research survey will be better able to measure causal relationships among these factors.

Climate of the Voluntary Sector

The “climate” of the voluntary sector describes the underlying context that influences how organizations are able to function. Through this research we learned much about the 1) demographic, 2) social, 3) political, 4) economic, and 5) technological climates in the voluntary sector.

The changing dynamics of our community demographics will require more support rather than less in the future. Our population is aging and so requires more support. The Aboriginal community is growing, and their needs are growing along with their community. At the same time, the numbers of volunteers are shrinking, along with the funding that supports the voluntary sector’s myriad organizations and their staff. Along with the decreased funding, there are increased requirements, which results in increased burnout of staff and volunteers.

There is a loss of leadership potential, which means the organizations may have limited leadership capacity for the rather bleak-looking future. The decreasing numbers of volunteers illustrates our changing societal values that detract us from community voluntary action.

Demographic Conditions

The **aging population** has resulted in aging staff, volunteers, and board members, which raises concerns in organizations about their replacements. Another outcome of this demographic condition is the requirement for more services for a growing elderly population. A **growing aboriginal community** with more youth and fewer seniors

continues to result in more complex client needs (e.g., increasing health care needs) and greater challenges in connecting with aboriginal clients and their families. **Depopulation of rural and northern communities** to urban centres affects services requirements in both rural and urban communities.

Social Conditions

We were repeatedly told that the **numbers of volunteers are dwindling** and there are **fewer youth volunteering**. This impacts the services and programs that can be offered, particularly for organizations with no staff. The aspect of the social climate that was particularly influential was the **perceived lowered status** position of the voluntary sector. This was evidenced in the low wages and many professionals using the voluntary sector as a “training ground or stepping stone” towards jobs in the private sector or government.

Political Conditions

Participants talked about a **power imbalance** between the voluntary sector and government, business, and labour. This made them feel as though their organizations and the work they do is devalued.

Economic Conditions

Declining government funding caused much grief for organizations because it restricts hiring practices and limits service provision. Small businesses are being repeatedly asked for in-kind donations. Individuals are also experiencing financial donor fatigue. Fewer corporate head offices exist in Manitoba and therefore fewer opportunities for corporate support to the voluntary sector in Manitoba.

Technological Conditions

Society is becoming more **dependent on technology**; yet, the voluntary sector is not able to optimally benefit from the advances given the lack of time and money. It is quite apparent that a majority of voluntary sector organizations are unable or at best ill-equipped to prepare technology plans, resulting in old equipment, limited ability to upgrade and sustain functional equipment, and receive competent and consistent technical advice.

Lessons Learned - Challenges

Out of this in-depth analysis we developed specific lessons learned about the struggles and challenges facing organizations in each sustainability dimension. The challenges facing organizations were clearly influenced by the climate of the voluntary sector (thus a directional arrow points from Climate to Lessons Learned in the model).

Organizations were indeed experiencing common challenges and barriers to their long-term sustainability and the Lessons Learned form the foundation on which management, staff, volunteers, and boards are struggling. The lessons from this study pointed to specific ways organizations were trying to survive or “remain afloat” and what the

outcome or consequences were for organizations given the current climate (thus a directional arrow points to Survival Strategies and Consequences).

Survival Strategies

Our model illustrates that organizations are engaging in various coping strategies (e.g., becoming more like private businesses) in an effort to support themselves in an increasingly competitive climate with dwindling resources, and to gain more control over their environment. Various coping strategies were evident in our analysis and encompassed 5 broad areas:

- **struggling to do more with less**
- **becoming more like the private sector (e.g., by charging more user fees for services to generate additional revenue)**
- **encouraging more passion in hopes that this will continue to drive the sector**
- **more competition from within the sector and other sectors**
- **engaging in inefficient and ineffective partnerships due to lack of time and resources**

Consequences

The Consequences box in the model illustrates the consequences or outcomes for people in organizations given the climate, challenges, and Survival Strategies.

A commonly reported sentiment in the focus groups was the prevalence of **burnout** and **loss of leaders and volunteers**. An example of “burnout” is where fewer volunteers were available and there became a reliance on “key” or “core” volunteers. These dedicated volunteers often ended up “burnt out”, tired and resulting in limited interest to carry-on.

The consequences and survival strategies represented four core phenomena (e.g., burn-out of staff and volunteers contributed to the lack of continuity in the organization).

Other factors contributing to these consequences include the following:

- apathy
- lack of attractiveness of the workplace, and the sector broadly
- lack of long-term planning
- lack of continuity of staff, volunteers and finances
- perceived overlap and duplication of services to similar clientele

Core Phenomena

Upon examining the lessons learned, climate of the sector, coping strategies and consequences, we believe that four core phenomena answer our main research questions of: given the challenges that the sector is experiencing, “what does it all mean?”

We interpreted four core phenomena from the data as:

1. Unpredictability, and uncertainty of the voluntary sector environment
2. Lack of continuity within structure, financing, people, and client needs
3. Lack of control over current and future decisions
4. The voluntary sector cannot support itself

This research indicated that organizations in Manitoba's voluntary sector feel that they need more control over their sustainability. This idea was particularly strong in the area of funding, where financing was unpredictable and resulted in an inability to plan in the future of the organization in management, governance, and meeting client needs. Organizations reported feeling increasingly frustrated over the power that funders have over their successful or unsuccessful funding applications. This impacts the lack of power and control over decisions that impact long-term services to clients. Ultimately, the sector relies on many sources of financing, from single donors, to non-profit funders, governments and ultimately living in a complex set of conditions, which provide a contracting climate. We cannot support ourselves without these funding sources.

The theme of continuity is fundamental to the discussion of sustainability. Perhaps, similar to other sectors of the economy, the dynamics of change in voluntary sector organizations may negatively impact the stability of staff or volunteers, the organizational governance, and most importantly consistent financing. The difference in the voluntary sector is the lack of long-term capacity to withstand this on-going barrage of change.

Possible Strategies to Sustain the Sector

1. Strategic long-term investments:

In order to counteract the instability in the uncertain environment (core phenomena), it will be important for the sector to collaborate with government, business and labour to bring forward a co-ordinated effort to provide a range of financing schemes that support the infrastructure of organizations. This strategy will balance the concern that the sector has identified as it relates to the shortcomings of project based or contract focused funding.

These investments should be broad and focus on the potential to share expertise between the sectors, specifically formal interchanges between governments and the sector as well as placements between business and labour for staff and board functions, as well as task or project specific voluntary sector needs.

2. Equal and effective partnerships with other partners:

In order to enhance the sector's perception and experience of being subordinate to funders, governments and to some extent business and labour (perception of value and importance), it is important that a range of formal mechanisms be put in place to develop joint planning process to meet long-term community need. The sector must be recognized as a significant element in community planning – economically and socially. Partnerships between all parties must reflect this equal value framework in the building and sustaining of long-term community need.

3. Building Continuity - leadership

A significant weakness of a voluntary sector organization is the lack of continuity of long-term staff, and volunteers who normally would carry with them the long-term memory and experience of service, management and governance of the organization. Often these elements are lost when staff leave, (often the sector only provides entry level employment), and senior volunteers at the board level who leave are not easily replaced.

Financing of the organization is neither predictable nor assured year by year for many voluntary sector organizations.

The strategy is to build and sustain a consistent leadership structure within the sector, which may be the most important factor to build organizational continuity. The thought is that this strengthened leadership corps will provide a leadership structure that will focus the energy and resources required to meet the long term goals of building continuity of staff (workplace environment improvement), a new pool of volunteers (new volunteer models), and consistent financing arrangements to sustain the infrastructure of the voluntary sector organization.

4. Building sector value and attractiveness

The Manitoba voluntary sector may not be understood or known widely as an important **sector** within the economy (voluntary sector organizations may not understand that it is a sector) and not necessarily perceived as providing equal value to the overall economy and social fabric of the province as are the government or business sectors.

This perception of limited value vis-à-vis the other sectors may be directly linked to the workplace environment and lack of attractiveness by employers offering non-competitive levels of compensation and benefits relative to the other sectors of the economy. The result is the perception by the sector that it is not necessarily an environment where senior staff are retained, and a revolving door exists with mostly high passion that drives the sector, and entry level training positions are the norm.

The proposed strategy would encompass a range of long-term activities to identify value and the role of the sector on Manitoba. This may be accomplished through a long-term research agenda that provides information to be used in an annual sector-wide economic report, more active forms of partnerships with business and labour to address workplace issues of compensation and benefits, and broader public debate and information/promotion regarding the sector's role on civil society and citizens engagement activities with government.

With the Manitoba Voluntary Sector Initiative's organizational survey going out in April and reporting back in May we expect to confirm and add more voices to our challenges. We believe we will confirm the nature of our changing environment of unpredictability, which is a consistent theme and keeps us in a continual change mode.

The strategic questions that give direction to our future deliberations are the following:

- Do we have the capacity and continuity for the transference of skill, experience and judgment to the next generation of leaders in the voluntary sector?

- Do we have the resourcing and commitment from the youth of Manitoba to directly confront the changing environment to sustain our sector in meeting long term community needs?
- Should we retain existing passion and rebuild it?

Lessons Learned from Collecting Information from the Sector

The qualitative data from the focus groups are valuable because of the representation from: large and small organizations; rural and urban organizations; organizations in the north, south, east and west regions of Manitoba; as well as many different sub-sectors. We heard consistent voices about the challenges faced by the various organizations in the voluntary sector. We now know that we were correct in our assumptions about the increase in numbers and complexity of client needs that are more difficult to address because of declining numbers of staff and volunteers.

The fact that 173 organizations attended the focus groups was particularly promising given the difficulties associated with attending. The reasons for organizations not attending the discussions varied and are listed below.

Reasons for not Attending the Focus Groups

- No functioning board and sent their Executive Director
- No staff and/or time
- Gatekeepers
- Cynicism - this initiative was not worth their time as no change would come of it.
- Terminology - “Executive Director” and the “Board President”
- The entire board was “in transition” and no person could decide on attendance
- The office would have to be closed for the day
- Seasonal closing to cut costs
- Last minute emergencies
- Assumption that all input would have to come from the head office in Winnipeg (Organizations with rural-based branches or chapters)
- Changed addresses and/or ceasing to exist
- Other commitments (particularly for volunteer Board members)
- Timing of invitations
- Financial constraints and frustration
- Competition with AGMs and fundraising campaigns
- Most problematic for rural based organizations (e.g., harvesting)
- Christmas season

Gatekeeping sometimes occurred. For instance, some Executive Directors made personal decisions on behalf of their Board as to whether the organization should be represented in this process or not – they admitted to being cynical and felt that this initiative was not worth their time as no change would come of it. Some invitations were personally addressed to Executive Directors of the respective organizations, yet in follow up telephone calls we confirmed that not all were forwarded to the Executive Director for their decision to attend or not.

The **terminology** that was used caused some problems. Merely by requesting that the “Executive Director” and the “Board President” attend was sufficient reason in some instances for the invited group to initially decide NOT to participate. (e.g., University environmental group) Some groups/coalitions/collectives do not follow a standard structure, and thought they would not fit in. “We are a very small organization and your offer sounds more appropriate for larger structured ones.”

In one case, the death of the Executive Director had placed the organization into such a state of turmoil that there was nobody to make any decisions respecting day-to-day operations, let alone our invitation. The situation highlighted the **lack of succession planning** in many organizations as there was no acting or interim executive director and the Board was in the process of trying to set up interviews for the replacement staff. In another instance, the organization was in turmoil as the entire board was “in transition” and no person could decide on attendance.

For some small, grassroots organizations, the office would have to be closed for the day if the executive director (or equivalent) attended the workshop, so they chose not to participate. Many groups, in an effort to cut costs, close for the summer/winter with the result that there was nobody to respond to the invitation. In other cases, particularly with university organizations, the entire staff turns over every September and there is nobody to respond to the invitation. Last minute emergencies meant that organizations that had registered to attend could not after all. Organizations with rural-based branches or chapters would not attend as they said all input would have to come from the head office in Winnipeg.

Timing was a major limitation. We were not able to ascertain the best time period for which maximum participation would have been obtained (i.e., weekdays or weekends). We were sometimes competing with events such as Annual General Meetings and major fundraising campaigns.

Timing was particularly problematic for rural-based organizations and harvesting. Many board members are employed full time and have other commitments, making it next to impossible for them to attend a workshop for their position, in spite of their expressed desire so to do. One Executive Director e-mailed us that “I can appreciate this may be a very worthwhile initiative, but a full day for two people is a huge commitment for our organization. It is virtually impossible for me to commit that amount of time during regular office hours.”

There were financial constraints, too. The Manitoba Voluntary Sector Initiative could not subsidize organizations to attend, which often meant some people were not able to attend. There was an incredible level of frustration with respect to funding:

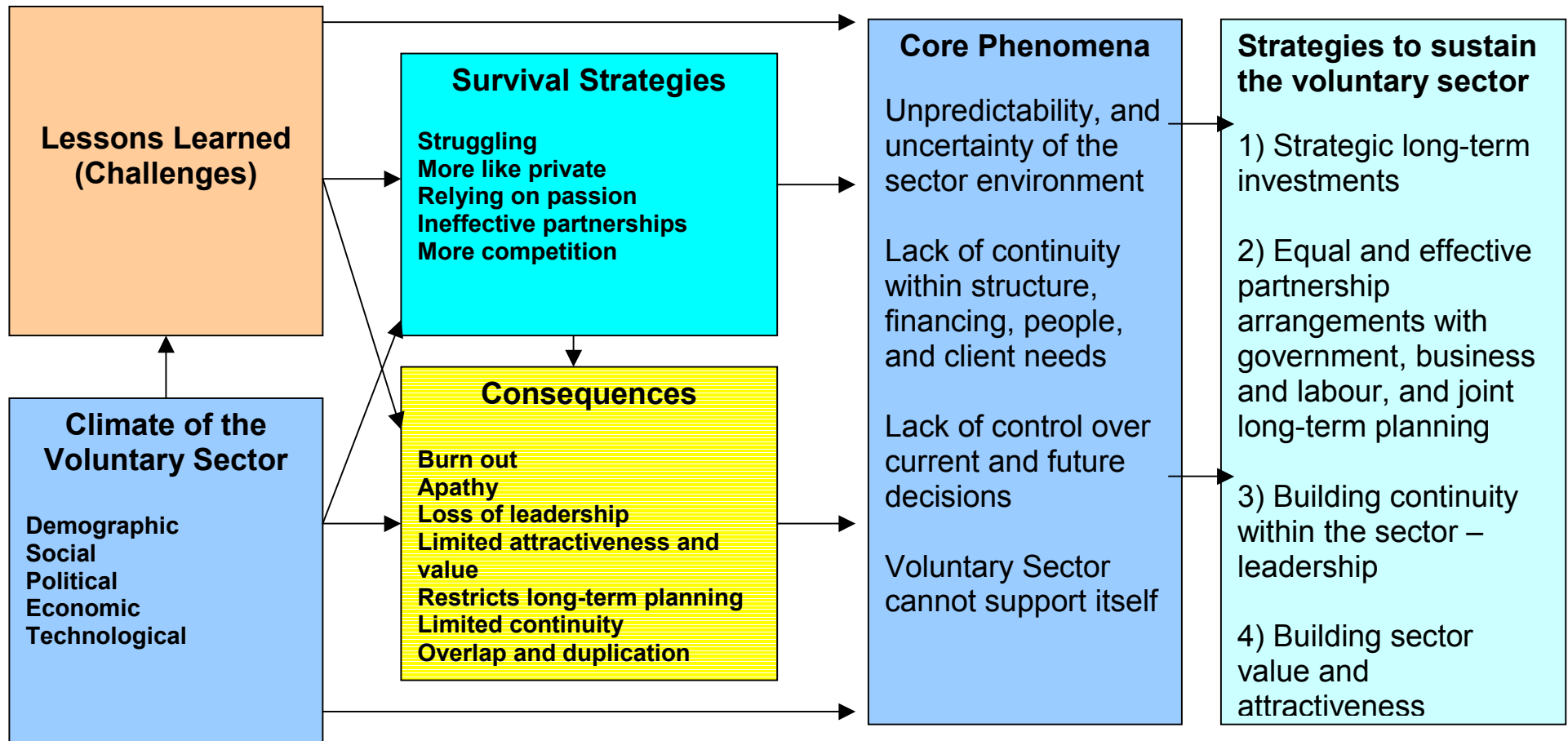
“more meetings, research and talk will not pay the rent, telephone bills or staff salaries. The reality in the trenches is that unless you are a chosen agency funded by the three main funders, provincial, federal governments or the United Way, existence is very difficult”, and “It would have been nice to believe that these initiatives would have had financial solutions now instead of way in the future.”

Another limitation was finding the best time to send the invitation. If it was sent too early, it was often mislaid or overlooked; too late, and people felt they did not have enough notice.

Organizing focus groups in rural areas had unique difficulties, mainly due to organizing from a distance. We relied on contacts with community foundations (n=30) provided to us by the Thomas Sill Foundation whose primary focus for its charitable giving is rural Manitoba. We then contacted rural community foundations and/or community organizations in each region of the province. The main problem was locating key contact people to follow through within their own regions and towns to assist us in organizing both the information sessions and the focus groups. This resulted in information sessions being held in one location, and the focus group taking place in another. It was often difficult to locate a representative sample by a particular sub-sector in rural communities where there are few environmental, international and law and advocacy groups available in smaller rural centers.

Thus, while many people were extremely interested in our initiative, they were not able to attend an all-day focus group. **Their organizations were struggling to exist, and there was no one to replace them when they were not in the office.**

Figure 1. A Theoretical Model for understanding the long-term sustainability challenges of Manitoba's Voluntary sector and possible strategies to overcome them



NEXT STEPS

Strategic Action

In the final analysis, and confirmed by this form of research, we believe that

- The initial assumptions were tested and validated
- The participants' analysis of their environment was critical to the relationship between the challenges they face and their ability to act positively
- Their sense of powerlessness in an unpredictable environment was fundamental to their view of the world and their ability to positively impact the sustainability of their organizations

The forward thinking process in which we have engaged the voluntary sector in the last eleven months will assist the voluntary sector, and its partners of government, business and labour in Manitoba, to consider addressing the sustainability of the sector based on the following four broad strategies:

1. **Sustaining a range of strategic long-term investments in the sector; to stabilize the sector, region by region (taking into account existing differences);**
2. **Ensuring that there is equal treatment and voice between the sector and other sectors (government, business and labour) in building a distinct role, and function in long-term community planning models;**
3. **Ensuring that elements of voluntary sector continuity are identified and stabilized (volunteer leadership, workplace environment, emerging volunteerism models, etc.); and**
4. **Strengthening the image of the sector; its known value, role in contributing to training employees, building economic value through its assets, and ultimately directly building a social economy, which enhances a healthy and thriving Manitoban society, equal to other sectors.**

As previously stated in the first section of this report, there are other strategies and actions, which build and enhance this qualitative research, including:

- Conducting the quantitative organizational survey of the sector in Manitoba for more statistical representation of the sustainability challenges facing the Voluntary sector
- Announcing and building the image of the sector through an event which launches the **Manitoba Voluntary Sector Initiative** and highlights the current learning about the Manitoba Voluntary Sector through this research and the survey, and identifies a clear message on the important role it holds in Manitoba Society
- Directing this data and learning into building sustainable solutions with all partners
- Culminating in January 2003, where the sector provides the leadership to announce the concrete results of the Initiative: the signing of a range of agreements; and the next steps and timetable of actions, and anticipated results

LITERATURE REVIEW

What we Know About Manitoba's Voluntary Sector

To a large extent the voluntary sector is seen as “an invisible sector” particularly regarding information about its human resource issues.^{6,7} Inadequate information exists about the voluntary sector, particularly within Manitoba. Much of the information about the specific sub-sectors in this review has been taken from briefing notes and background papers compiled by the Manitoba Voluntary Sector Initiative's Secretariat. The briefing notes are comprehensive summaries of available research on various elements in the voluntary sector in Canada, the United States, and internationally.

The majority of research on the voluntary sector has focused on “volunteerism” (i.e., the act of volunteering), the composition of volunteers, financing, and donor giving patterns. There are gaps of knowledge, however, about the composition of the voluntary sector workforce (e.g., staff and management, skills, types of work performed, the nature of compensation and benefits, and work conditions) and the challenges facing community leadership. The literature about the voluntary sector clearly documents that further research on the non-profit sector is needed to provide numerous benefits and strengthen its infrastructure and future development.⁶

It has been estimated there are approximately 45,000 voluntary sector organizations in Manitoba, with combined revenues of approximately \$4.5-billion annually⁵ (e.g., Charities, Incorporated Non-Share Capital organizations and Grassroots organizations and groups – hospitals, educational institutions and community-based organizations). Yet, limited research exists about the challenges facing the range of non-profit organizations in Manitoba's Voluntary Sector.

In order for organizations in the non-profit environment to sustain themselves, four main components of sustainability must be present: Organizational Capacity; Community Infrastructure Support; Accountability; and Financial Strategies and Arrangements.⁸ Organizations will often cease to be sustainable if they are unable to secure the resources they need to fulfill their mission or mandate. This literature review provides background information, highlights challenges facing the Voluntary Sector in Manitoba, and provides a context for understanding our research findings.

Organizational Capacity

Staffing

Non-profits often report a shortage of professional staff.⁹ Voluntary health organizations in particular face pressures to reform human resource policies or face unionization.⁹ Research on social service organizations in Manitoba show an increase of staff shifting from government positions to non-government and community-based employment over the past 10 years.¹⁰ The modest wages of child-care workers are often at or below the official Low Income Cut-Off point, which takes its toll on quality of care, as does the staff turnover rate of nearly 20% annually.¹⁰

According to Brown ¹¹ (cited in ¹²), 33% of staff in the voluntary sector are part-time, which is higher than the employment status average of 19%. These staff are often highly educated persons whose wages do not correlate with their level of education. Women are over represented in both the paid and unpaid workforces in the non-profit sector ¹³ (cited in ¹²)

Volunteers

There is a widespread trend of decreasing numbers of volunteers and volunteer hours. For all of the sub-sectors combined, 5% of volunteers contributed 27% of all the hours volunteered. This creates a potentially vulnerable situation for organizations if that “civic core” or key resource becomes unavailable. ³ The challenge for many grassroots organizations in sustaining themselves is that their survival often depends on the work of a few especially dedicated leadership volunteers. ¹⁴

Increasingly in health organizations, a dedicated core of aging volunteers is choosing specific events (8 hours per year) over long-term volunteering. Other factors in the health sub-sector affecting fewer volunteers includes: 1) more complex and daunting client needs, and 2) changed volunteer expectations and commitment. ⁹ Research highlights the importance of recognizing and valuing the work of volunteers. “Skills, engagement, pride, and the capacity to negotiate the priorities and conditions of work must come together if volunteering is to be meaningful.” ¹⁵ (p. 342) When compared paid employment, very little scholarly work exists which examines unpaid work of all types.

While the work of volunteers is becoming increasingly essential to the capacity of organizations to carry out their mandates, often volunteers do not fit the common stereotypes of middle- or upper-income individuals who choose ways to spend their leisure time. Feminist research on unpaid work in the third sector suggests that volunteering is exploitive for some groups. Many volunteers are poor women, sole-support mothers and people of low income households whose contributions to organizations is costly to themselves because of their low incomes, lack of unscheduled time, multiple child and elder care responsibilities, and depleted energy reserves. ¹⁵ These researchers critically point to the contradictions inherent in volunteer work where “volunteer work is not seen as a core activity and thus is valued less highly than paid work” ¹⁵ (p. 338) .

Many women use the experience gained from volunteer activity as a stepping-stone towards paid employment. Women’s involvement in exclusively female organizations provides them with leadership and management experience they would be less apt to get in mixed settings as evidence by fewer women in top administrative positions. ¹⁶

Volunteers are strongly pressed to fill service gaps. For example, food banks, women’s shelters, community resource centres – are important work that would not get done without numerous contributed volunteer hours.

Forty percent of Manitobans volunteered for a charitable or non-profit organization, which translates into a total of almost 45 million hours in a year. This is equivalent to 23,500 full time jobs (4% of Manitoba’s labor force). Using an average service sector wage of \$12 an hour this contribution to our province translates to over a half a billion dollars in forgone wages.

Much comes from the few - volunteers gave between one and 2,080 hours of their time per year (average 130 hours). Half of them gave less than 65 hours. Twenty seven percent of all volunteer hours were made by 5% of volunteers.⁶

Volunteer rates differ somewhat between urban and rural areas. Winnipeg's volunteer rate was 38% versus 44% for areas outside of Winnipeg. Sixty-nine percent of volunteers give their time because they have been personally affected by the cause they are volunteering for. Volunteers provide a wide range of services in their communities, and 25% volunteer for two organizations and 22% volunteer for three or more organizations. Most volunteer hours were given to arts/culture organizations (11.7 million hours- 26% of volunteer hours); religious (9.0 million hours); social service (8.0 million hours - 18% of volunteer hours), education and research (5.9 million hours -13% of volunteer hours) Health 2.3 million hours - 5% of volunteer hours).¹⁷

Volunteers in Manitoba vary in age education, sex, labour force status and religion. Forty-three percent are between 35 and 54 years old. Nineteen percent were youth (15-24); 17% young adults (25-34). Older adults and seniors contributed the highest number of annual volunteer hours (151 and 165 respectively). Almost half (47%) of Manitoba's volunteers had post-secondary education. Fifty-eight percent of Manitobans with a university degree volunteered and gave the most time on average (162 hours). Males and females have a similar volunteer rate (40% and 39%) respectively.¹⁸

In Manitoba the number of volunteers in culture/recreation organizations has decreased by 9% and the average number of volunteer hours has decreased by 19%. More Canadians report time-crunch pressures; they are trying to balance work and family responsibilities, and this situation is especially bad for women.¹⁹ The same holds true to sports organizations where volunteers have also declined in numbers over the last ten years. Screening was cited as a factor that has contributed to this decline.²⁰

While there are more volunteers than ten years ago, the average time for volunteering has decreased, and most volunteers volunteer for specific time-limited events. In 1997 volunteers volunteered an average of 1.44 hours per week, which was reduced from 2.0 hours per week in 1987. This is a 27.8% decrease in hours per volunteer.²¹ The limited number of hours may be due to the fact that many people volunteer for more than one organization. For example, in Manitoba 22% of volunteers volunteer for three or more organizations. This might account for less volunteer time in agencies.

In the social services sub-sector the number of volunteers has increased nationally and provincially, but the number of hours contributed per volunteer has decreased (the most frequent number being 8 hours per year). Again, most volunteers want to assist at specific events. This requires more volunteers to be recruited, trained and managed per agency, which increases administrative costs. Agencies with children and youth as clients appear to attract more volunteers than other agencies. This does not bode well for the future, when there will be more elderly people with disabilities, and fewer youth to serve.¹⁰

In other sub-sectors such as international development and Law, volunteer numbers are especially low. There is limited interest in international development organizations by

volunteers, with special event volunteers volunteering an average of 8 hours per year. ²²

Strikingly, in non-profit legal based organizations there has been a 73% decrease in volunteered hours per organization. ²³

Fewer youth are volunteering. In 1997 the numbers of youth volunteering seemed to be directly related to the youth unemployment rates. In Manitoba 19% of volunteers were youth (15-24 years) and 17% young adults (25-34 years). There has been a decline from 11.9% to 9.2% since then. ²¹

It was found that formal volunteering among foreign-born Canadians rose with the length of residence in Canada (16% for those living in Canada for 5 years or less and 25% for those with 20 years of residence or more) ²⁴ Fewer immigrants volunteer than non-immigrant Canadians, although 30% of newer immigrants volunteered for purposes of improving their job opportunities. ²⁵

Management

It is often a struggle to recruit and encourage leaders within organizations to assume the role of management. “The challenge will be to recruit leaders who have greater expertise, and a more sophisticated understanding of policy and government practices... the demand for leaders with such expertise will require that the sector offer more substantial remuneration to these employees or risk losing them to the private and public sectors” (p.5) ²⁶ Management training and education programs were established to support and strengthen the management capacity of the voluntary sector. In Manitoba, three certificate programs are available 1) for volunteer management, 2) for fundraising, and 3) for health services management. ²⁸ While the volunteer management program offered through Red River College is comprehensive (e.g., working with boards and committees, proposal writing, fundraising and PR) the cost of the program (\$2,200 in 2000) and the time required (380 hours) may not make this a feasible and accessible option.

It is acknowledged from the discussion on this topic, that the Volunteer Centre of Winnipeg was consistently identified as a leader in this field of training volunteer managers and specializing in board governance issues.

Women filling management positions have impacted on how organizations conduct their daily business and are contributing to an attitudinal shift. “Transformational leadership styles and participative management programs are already permeating the workplace” ¹⁶ (p. 6).

Technology

Information Technology (IT) supports organizations in the voluntary sector in pursuing their mission through internal governance, managerial learning, and strategic and operational capabilities. ³⁰

Information Technology is particularly beneficial to volunteer-run organizations working at home as it:

- re-shapes information flows;
- allows geographic relocation of offices;

- strengthens home-working;
- provides cost-savings;
- enhances flexibility;
- provides better customer services to clients (e.g., help-lines);
- enables inter-agency networking; and
- maximizes communications with partners.

As well, there are administration savings and lower overall communication costs. It is reported that 71.4 % of organizations perceive Information and Communication Technology (ICT) to be 'extremely significant or significant in enhancing administrative activities.'³⁰

In an international report published in 2000, it was found that research on the Voluntary Sector and its use of IT, the internet, and the World Wide Web (WWW), was scarce and inadequate.³¹ In fact, little can be said about technology use in the Canadian voluntary sector beyond the statement that Canada is in a global leadership position in its use, connectivity and public policy.³¹ Canada is at the forefront for funding voluntary sector informational technology capacity and is one of the most connected voluntary sectors in the world.³¹

Research in 1997 revealed that only 37% of voluntary sector organizations had internet access; 77% did not but expressed interest; and 57% of voluntary sector organizations could not afford it.³²

In February 1998, a Federal government initiative - the Voluntary Sector Network Support (VolNet) Program was created to expand the technology capacity of the voluntary sector. The goal of this initiative was to enable the voluntary sector to access and use internet technologies by offering connectivity, network support and skills development to 10,000 previously unconnected voluntary organizations by March 31, 2001, at a cost of \$15 million over 3 years.³²

Not all non-profit organizations have equal access to information technology.

A telephone survey by Industry Canada in 2000 on internet usage by off-reserve Aboriginal voluntary organizations³³ found that a modest number of non-profit Aboriginal organizations were connected to the internet and were knowledgeable about its potential use. A second group, however, universally lacked an internet connection primarily due to financial reasons. The researchers recommended that Manitoba would be an ideal target for the VolNet program, particularly through First Nations Friendship Centres. Most of those surveyed, who had internet connections, stated that they wanted more internet training and information about its potential and uses.

In March 2001 a brief environmental scan showed a large portion of the voluntary sector is either not computerized or using outdated software and require technological updates to improve their operations.³⁴ This is critical since there is a rapid change in technology, requiring ongoing upgrading of skills and capacity of personnel to use the technology.

Other problems in using technology included:

- incompatible systems
- restrictive funding that does not allow spending for technology or training
- information overload
- lack of formal technology assistance

Given that most organizations don't have dedicated IT expertise and staff positions dedicated to this duty, other staff tend to be self-taught and rely on informal sources for information management expertise and assistance. There is also a differing philosophy between the Private Sector and the Voluntary Sector where the Private Sector does not hesitate to invest in technology that will increase efficiencies and profitability, whereas for voluntary sector organizations, believe that this displaces money needed for service delivery.

Lack of knowledge and understanding about the potential of new technology by boards and management was also found. There is poor internet access to rural and remote locations due to low-level expertise, limited or no selection of equipment or training. Individuals interviewed, however felt that having technology was less a choice and more a requirement in today's work environment.³⁴

There are many potential benefits for non-profit organizations in Canada to gain from using a variety of cost-reducing technology (e.g., video-conferencing, e-mail, directories or information on-line, purchasing goods, preparing grant applications, negotiating discounts from vendors on software, securing donations of computers, promoting technology for the disabled to communicate). Investing in technology, however, is costly, and smaller organizations are unable to afford this investment.

Meeting Client Needs

Orsini¹² documents the expanding client base in the voluntary sector, especially for vulnerable populations (e.g., women, children, and the elderly). One reason for this increase in client numbers is the devolution of government services to the voluntary sector.¹² Several economic and demographic trends account for the increased demand for services, 1) our aging population, 2) increased family stress, 3) increasing poverty, 4) new diseases, and 5) changing client demographics³⁵ (as cited in¹²). Rural areas experience similar challenges in meeting clients' needs due to losing members (e.g., retirement), and being unable to deliver programs due to volunteer burnout.³⁶

Canada also has a growing immigrant population. A large inflow of immigrants in 1996 resulted in growth rate of more than 3 times Canada's Native population. The 1996 census showed immigrants represented 17.4% of Canadians, which was the largest share of Canada in more than 50 years. The total population of immigrants in Winnipeg in 1991 was 18.8%.³⁷ These statistics and the ethnic diversity of Canada's population dictates that the voluntary sector must pay close attention and have greater sensitivity to culture-specific settlement needs.

In the amateur sport sub-sector in Manitoba, more than one-third (34%) of Manitobans over fifteen years of age regularly participate in sports.²⁰ Many recreational and sport organizations experience insufficient physical facilities, too few coaches, and leaders, which obstruct their

ability to provide services, especially in rural areas. The main barriers identified in the Prairies for clients and sport-based organizations were:

- programs not available (53%)
- facilities are not available (42.9%)
- cost (45.9%)

Culturally diverse groups of people often feel excluded from sports, which are perceived as mainstream activities. More culturally sensitive programs are needed to absorb the large flow of immigrants.

In the housing sub-sector, there is an increased demand for low-rent housing, yet limited public interest. Low donations to, and involvement in this area detrimentally affects this sub-sector's ability to address the housing problems, the high-turnover and high levels of frustration among the low-income clientele.²⁹

Client needs are becoming more complex and daunting in the health sub-sector in particular, which is overwhelming for volunteers. There are increasingly more Aboriginal clients and newcomers who lack English skills, which pose challenges for service delivery.⁹

The limited literature on International Development organizations' ability to meet client needs indicates that the main hindrance is regulations and taxation practices that often interfere with organizations' work.²²

Canada's aging population impacts organizations' ability to meet client needs. Between 1991 and 1996 the number of Canadians greater than 65 years old increased at more twice the growth of the population as a whole.³⁸

Manitoba's significant Aboriginal population is comprised of approximately 150,000 Aboriginal people, of which 53,900 reside in Winnipeg. Very little data exist, however, documenting First Nations and Metis non-profit organizations.

The most significant social service provider to Aboriginal peoples has been the 11 Indian and Metis Friendship Centres in Manitoba which deliver a wide range of social services and programs. In recent years there has been a dramatic increase in funding (over \$4 Billion in the late 1990s²⁶ by the Federal and Provincial governments to Aboriginal Organizations. This increase in funding corresponds with the devolution of Federal services to First Nations self-government on reserves. Funding for the Friendship Centre movement has been far from stable, where in 1994 100% of their funding (\$1.2 million) was cut, only to be reinstated in May 2000 with \$700,000 annual core funding for all the 11 centres.

Aboriginal organizations are often more susceptible to government influence over their mandate, programs and services. Many aboriginal organizations receive virtually all of their funding from government rather than receiving partial support through donations, which "suggests that they are more akin to a mandated government service than a voluntary one"²⁶ (p. 11).

The majority of Native organizations outside of Urban centres and on reserves are less likely to be recognized as part of Manitoba’s voluntary sector. ²⁶

Accountability and Governance

The Panel on Accountability and Governance in the Voluntary Sector (PAGVS) was established in 1997 to review accountability practices in the voluntary sector. Accountability relies on four primary components: 1) organizational governance, 2) transparent reporting practices that can be easily accessed by the public, 3) self-regulation with regards to ethical practice, and 4) external regulation. ²⁸ Good governance and accountability requires organizations to have capacity, including financial and human resources, technology, training, knowledge, and understanding among its partners.

Boards understanding their role and planning for succession and diversity are two of eight key tasks described as important for effective governance. Discussions of the PAGVS revealed that problems with governance in the voluntary sector are due to volunteer boards with limited time, who are poorly informed about their roles and responsibilities, and who have no access to tools to improve their performance. The board’s role is crucial; yet organizations are struggling with recruiting and maintaining members, which may be due to concerns about personal liability. ¹² The problems are compounded with the increasing service demands and shrinking resources and little opportunity for evaluating their structure and function. ²⁸ In Canada as a whole, while there have been increasingly unpredictable government transfers to the Non-profit sector, more pressure is being exerted to meet increasing needs, and increasing accountability requirements. ⁶

Within the environmental sub-sector, a public support barrier exists. The perception of what constitutes the environmental sector is one of reformers that challenge the status quo and “urge us to change our lifestyle to curtail our pollution and ‘ecological footprint’... and they raise issues we’d just as not think about, or rather not know” ²¹ (p.15).

Public perceptions affect public support through volunteering, donations, and public grants. The media exists as a strong force pushing issues into the forefront and an overpowering negative perception results in lowered donations and volunteer rates. ²¹

As well media coverage in the social services sub-sector strongly affects public perception (e.g., Child and Family Services condemned as being negligent and leaving children at risk, and having to defend themselves in court). The social service sub-sector is often accused of creating a professional service industry to perpetuate problems. Many agencies are required to do more reporting and outcome evaluations as conditions of their service contracts or grants from funders. ¹⁰

The media also impacts public perceptions in the cultural milieu. For instance, recently there has been more public scrutiny due to perceived mismanagement of funds. ¹⁹ Serious or critical management problems in 10-15% of urban and rural housing organizations result in poor accountability. ²⁹

Media scrutiny can sometimes have promising results for International Development organizations. Media coverage of natural disasters often leads to greater donations of highly visible emergency work rather than long-term development efforts. Accusations of poor accountability have come from many mainstream media outlets that are owned or receive funding from corporate sectors. Reliance on government contracts results in increased professionalism, which comes at the expense of the grassroots, flexible local-empowerment.²²

Similarly in the law and advocacy sub-sector, the public is concerned about the success of outcomes and whether organizations are accountable, and actually affect change. Conditions of funding require organizations to do more outcome reporting and evaluations.²³ Health organizations, as well, are required to follow these standards and to demonstrate fiscal accountability and results.⁹

Community Leadership

Very limited literature exists on the challenges facing community leadership in the voluntary sector in Canada. With the introduction of the community leadership movement in Canada primarily funded by the J.W. McConnell Family Foundation of Montreal (Leadership Hamilton, Leadership Vancouver, Leadership Regina, Leadership Saskatoon, and Leadership Waterloo, among many others), there is a perceived loss of traditional methods of building broad community leadership skills without a program of this nature. This program supports new formal curriculum to bring community issues to the attention of emerging public and private sector leaders, who themselves are beginning to emerge in leadership positions within their own organizations.

In Manitoba, the perceived leadership void results from the potential loss of senior leaders who are retiring and moving out of their voluntary roles as community planners and community visionaries. It is believed that this loss will be related to the judgement, knowledge, and experience they have exhibited for many years in assisting Winnipeg and Manitoba to have vibrant and flourishing communities.

The concern is about a strategy required to transfer what they know and have experienced over a long period to a newly emerging leadership corps. This is the primary focus within the leadership Winnipeg model, which is in development. A secondary consideration is the void of youth leadership in the sector. It is apparent in this research that most organizations involved in this study are unaware or do not have a vision to incorporate existing youth leadership within the governance of voluntary sector organizations.

Resourcing

According to Dr. Vic Murray (2001)¹⁴, the most important factor in supporting non-profit organizations is the source of the organization's income since whoever controls the resources determines power relations. Financial resourcing for the voluntary sector comes from government funding (60%), support from foundations (10%), and individual donations and fundraising (30%).¹²

Organizations that are primarily dependent on government funding risk becoming involved in whatever is being funded, regardless of whether it matches the organization's mission. They spend considerable time "tracking the ins and outs of changing government policies and regulations to the detriment of focusing on the client being served".¹⁴ (p.3)

In a public opinion survey on Manitoba charities, 61.6% of respondents felt that charities had too little money to do their work.³⁹ Research in rural Canada showed that voluntary sector organizations sometimes had a close relationship with municipal government who would often share information, assist with projects and, help with government funding applications.³⁶

Core funding is extremely scarce, which is particularly challenging for smaller groups, such as environmental grassroots organizations. In the environmental sub-sector there are limited individual donations, with 5% of the population donating an average of \$10 per year.²¹

While there has been an overall 10.1% increase in the population in Canada, government support has declined at all three levels (federal funding by nearly 17%; provincial funding by almost 10%; and municipal funding by 6%).¹⁹ Decreased public support of cultural organizations, and fewer donors has been coupled with an increased use of user fees and greater reliance on corporate support in this sub-sector.¹⁹ Similarly, there has been a significant reduction of government funding to amateur sport organizations.²⁰

Research on the charitable giving habits of the Foreign-Born (NSGVP) suggest that giving patterns within immigrant communities differed from the giving of Canadian-born donors. Donations by immigrants were targeted to types of charitable organizations with an emphasis on needs of their communities first before the broader society. "The giving is clustered around the immigrant giver's sense of community and those groups which support that community."⁴⁰ (p. 20) Research also suggests that Arts, Culture and Education based organizations may receive less than average immigrant donations since these organizations may be perceived as less relevant by immigrant communities.⁴⁰

International Development organizations have been particularly hard pressed with withdrawal of government support. Federal funding to CIDA reached a peak in 1992, and then decreased by 30% by 1995. Funding to NGOs was cut or eliminated to such a degree that the number of organizations receiving CIDA funding decreased from 500 in 1989 to 378 in 1999. The provincial government in Manitoba matches funding for Manitoba-based INGO projects. Canadian-based International non-government organizations (INGOs) receive almost twice as much revenue from donations from individuals, corporations and foundations as they receive from the government.²² Research has shown that foreign-born Canadians have a tendency to give to international causes.⁴⁰

For Social Services, provincial funding reached its peak in 1992, and dropped precipitously in 1993. It has not recovered fully, and agencies do not receive enough funding to keep pace with the demand. Only a third of social agencies are United Way agencies, and are only granted a portion of their total expenditures.¹⁰

In the housing sub-sector, withdrawal of federal start-up grants and decreases of 24% in federal and 23% provincial monies severely curtail organizations' ability to provide and maintain low-

rent housing.²⁹

Research shows that in the health sub-sector the public sector only covers about 70% of total health care expenditures. Hospitals and health research attracts the majority of money and donations. Individual donations are most commonly \$10 per year, which can cost almost as much to process and acknowledge.⁹

The Province is the major funder to law-based organizations, (ten times more than local government and one-hundred times more than the federal government). However, government funding has decreased, so organizations have had to fundraise to address a 23% increase in operating expenditures due to increased client numbers. There are limited and low donations.²³ We have very little sense of the voluntary sector workplace and how it is changing within non-profit sector. An HRDC study in 1998⁶ raised the questions: “Are there sufficient paid people left in the sector to be able to recruit, manage, and motivate the necessary complement of volunteers to complete what seems to be the increasing work in the sector. Are sufficient people going to be attracted to work in this sector in the future?”

Conclusion

Given the dearth of existing research on the topic of the sustainability of the voluntary sector in Canada, this study offers a significant contribution by way of confirming our assumptions and highlighting the challenges faced by Manitoba’s Voluntary Sector. Organizations are struggling to do more with less because of inadequate and unpredictable funding, which causes staff and volunteers to burn out. The lack of continuity of financial and human resources extends to lack of continuity of programs and services. The voluntary sector must form equal and effective partnerships with government, business and labour to jointly plan for the future. Together they can build continuity, and so increase the sector’s value and attractiveness.

ENDNOTES

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APPENDICES

APPENDIX 1

Manitoba Voluntary Sector Provincial Engagement Information Sessions

Sub-Sector or Region	Information Session Date	Organizations Invited	Organizations Represented
Initial Key Informants	September 27, 2000	36	21
Aboriginal (Winnipeg)	April 23, 2001	11	3
Environment (Winnipeg)	July 9, 2001	14	7
Culture/Recreation (Winnipeg)	June 15, 2001	63	12
Health (Winnipeg)	June 11, 2001	28	5
Disability (Winnipeg)	July 6, 2001	11	5
Housing/Development (Winnipeg)	June 25, 2001	27	3
Education/Research (Winnipeg)	July 3, 2001	44	6
Social Services (Winnipeg)	July 4, 2001	54	10
International Activities (Winnipeg)	July 4, 2001	9	2
Central (Portage la Prairie)	April 5, 2001	32	8
Law & Advocacy (Winnipeg)	July 5, 2001	22	6
Central (Roland)	April 24, 2001	15	5
Westman (Brandon)	June 5, 2001	15	11
Interlake (Selkirk)	May 15, 2001	15	3
TOTALS		360	107

APPENDIX 2

Manitoba Voluntary Sector Initiative Provincial Engagement Focus groups

Sub-Sector/ Region	Date	Organizations Invited¹	Organizations Registered²/ Attendees³	Qualitative Report Mailed to Additional Organizations⁴
(1) Aboriginal (Winnipeg)	Tuesday May 29	24	10/10	50
(2) Environment (Winnipeg)	Wednesday, September 12	25	10/7	50
(3) Culture/Recreation (Winnipeg)	Wednesday, September 19	53	10/8	50
(4) Health (Winnipeg)	Friday, September 21	47	17/15	50
(5) Disability (Winnipeg)	Tuesday, September 25	29	13/11	50
(6) Development & Housing (Winnipeg)	Thursday, October 4	26	7/3	50
(7) Education & Research (Winnipeg)	Thursday, October 11	21	5/4	50
(8) Francophone (Winnipeg)	Monday, October 15	28	8/5	50
(9) Social Services (Winnipeg)	Tuesday, October 16	43	10/11	50
(10) International Activities (Winnipeg)	Tuesday, October 23	13	3/3	50
(11) Central (Portage la Prairie)	Monday, October 29	34	7/4	25

Sub-Sector/ Region	Date	Organizations Invited¹	Organizations Registered²/ Attendees³	Qualitative Report Mailed to Additional Organizations⁴
(12) Thompson (Thompson)	Tuesday, November 13	57	10/9	50
(13) Ethno-cultural (Winnipeg)	Friday, November 16	75	7/3	50
(14) Parklands (Dauphin)	Tuesday, November 20	32	9/9	50
(15) Law & Advocacy (Winnipeg)	Monday, November 26	22	6/5	50
(16) Gender (Winnipeg)	Wednesday, November 28	19	8/5	50
(17) Central (Morden)	Friday, November 30	37	8/6	25
(18) Westman (Brandon)	Tuesday, December 4	39	9/7	50
(19) Eastman (Beausejour)	Friday, December 7	31	6/2	50
(20) Interlake (Stonewall)	Monday, December 10	37	7/4	50
(21) Service Clubs (Winnipeg)	February 23	86	3/3	50
TOTAL		778	173/124	950

Please Note: Following each workshop a draft report was disseminated to those who attend³ for their recommended correction and/or clarification. Subsequently the document was provided to those who were invited but were unable to attend for their feedback^{1,2}. Finally the report was sent to a broader range of additional key informant organizations⁴.

Total organizations that reviewed the workshop drafts: 1728

APPENDIX 3

Participants' Written Focus Group Comments

The following themes highlight of some of the comments from participants:

1. Provided a forum for sharing diverse information, ideas and struggles, networking, and focusing on identity

- *Diversity of opinions useful/interesting!*
- *I feel that this workshop is an important component in the effort to recognize the importance of non-profit organizations.*
- *Helps create a sense that the voluntary sector is moving towards understanding itself.*
- *Volunteer Sector needs a VOICE*
- *This is a long over due and needed workshop and I'm glad I was able to attend.*

2. Discussing the “Big Picture” of the voluntary sector was a refreshing, welcome change:

- *Great opportunity to bring to the forefront issues that otherwise would have been raised.*
- *Broad global thought-not something I get a chance to do often.*
- *This will give me a chance to think “big picture” and that is always good.*
- *There were many valid and intelligent points made that allow me to re-think the long term goal of my organization.*

3. Fostered a sense of camaraderie and networking:

- *Thank you for this opportunity. Its nice to learn we are not alone in our concerns.*
- *Helped me to remember I'm not alone!!*
- *A day well spent exchanging ideas and realizing we have a lot of similar concerns and frustrations.*

4. Spurred on new ideas and energy:

- *Very helpful to help me motivate myself and others within the organization.*
- *I found out some things that will be useful to our organization from others around the table*
- *Very energizing & stimulating conversation! Refreshing to approach concerns from a different perspective.*

5. Encouragement to continue with our efforts (55% indicated that they were interested in future involvement with the Manitoba Voluntary Sector Initiative):

- *I wasn't sure quite what to expect from the workshop, long day! But Very Good!*
- *Interested in more workshops if they should be in this area again.*
- *Good luck in putting the plans into action. The sector as a whole is often under-valued.*

APPENDIX 4

Invited Organizations

4-H & Youth Specialist	4-H Achievers	A.I.M. For Work	Aboriginal Business Development Centre	Aboriginal Council of Winnipeg
Aboriginal Ganootamaage Justice Service of Winnipeg	Aboriginal Health & Wellness Centre of Winnipeg, Inc	Aboriginal Literacy Foundation	Aboriginal Services-Health Sciences Centre	Action Community for Status of Women
Addictions Foundation of Manitoba	Addictions Foundation of Manitoba-Dauphin	Addictions Foundation of Manitoba-Neepawa	Addictions Foundation of Manitoba-Selkirk	Addictions Foundation of Manitoba-Thompson
Adoption Options Manitoba	Adult Literacy and Continuing Education-Brandon	African Women's League	Afro-Caribbean Association of Manitoba Inc.	Agape Table
Agassiz Independent Learning Centre	Age & Opportunity Centre	AIDS Brandon	Alpha House Project	Alzheimer Society - South Central Chapter
Alzheimer Society of Manitoba-Winnipeg	Amnesty International (Morden)	Amnesty International Group 19	Amyotrophic Lateral Sclerosis Society of Manitoba	Andrews Street Family Centre
	Anishnaabe Oway-Ishi Inc.	Anne Ross Health Resource Centre	Anxiety Disorders Association of Manitoba	Anxiety Disorders Association of Manitoba
Anxiety Disorders Association of Manitoba-Thompson & Brandon	Anxiety Disorders Association of Manitoba-Winnipeg	Arbitration and Mediation Institute of Manitoba Inc	Arborg Mental Health Support Centre	ARMY CADET LEAGUE OF CANADA (MANITOBA)
Army, Navy & Ariforce Ladies Auxiliary	Art City	Art Gallery of Southwestern Manitoba	Arthritis Society, The-Westman Region	Arthritis Society, The-Winnipeg
Arthritis Society-Morden	Artspace Inc.	Assiniboine Park Zoo	Assiniboine Theatre	Associated Manitoba Arts Festivals

Association for Community Living	Association For Community Living – Manitoba	Association for Community Living-Brandon	Association For Community Living-Selkirk	Association For Community Living-Steinbach
Association for Community Living-Virden	Association For Community Living-Winnipeg	Association of Manitoba Book Publishers	Association of Manitoba Museums	Association of Parents and Professionals for Literacy Education (APPLE)
Back 40 Folk Festival	Barbados Association of Winnipeg	Barnswallows Quilling	Beat the Street Learning Centre	Beausejour & Area Food Bank
Beausejour Handivan	Beausejour Kids' Centre Inc.	Betel Home Foundation-Selkirk	Big Brothers & Big Sisters Association-Brandon	Big Brothers & Big Sisters Association-Portage La Prairie
Big Brothers & Big Sisters Association-Selkirk & District	Big Brothers & Big Sisters Association-Winkler	Big Brothers & Big Sisters Association-Winnipeg	Birth Roots Doula Collective	Bluebird Service Club
B'Nai Brith Canada	Bosnia-Herzegovina Canadian Association	Brandon Citizen Advocacy	Brandon Community Options Inc.	Brandon Community Welcome Co-op
Brandon Family YMCA	Brandon Friendship Centre	Brandon Literacy Council	Brandon Public Library	Broadway Neighbourhood Centre
Broadway Seniors Resource Council	Brokenhead River Regional Library	Brooklands-Weston Community Resource Council for Seniors	Buntep	Burntwood Lunch Program
Burton Cummings Community Centre	Campaign for Pesticide Reduction-Winnipeg	Canada World Youth	Canada's National Ukrainian Festival Inc.	Canadian Association of the Non-Employed
Canadian Cancer Society-Thompson	Canadian Cancer Society-Winnipeg	Canadian Catholic Organization for Development & Peace	Canadian Centre for Policy Alternatives	Canadian Centre on Disability Studies
Canadian Club of Winnipeg	Canadian Council of the Blind	Canadian Crossroads International	Canadian Cystic Fibrosis Foundation	Canadian Diabetes Association-Brandon

Canadian Diabetes Association-Thompson	Canadian Diabetes Association-Winnipeg	Canadian Foodgrains Bank	Canadian Hard of Hearing Association, Manitoba Chapter	Canadian Hostelling Association Manitoba Inc.
Canadian Lutheran World Relief	Canadian Mental Health Association – Winnipeg	Canadian Mental Health Association-Manitoba Division	Canadian Mental Health Association-Thompson Region	Canadian National Institute For the Blind (Thompson)
Canadian National Institute for the Blind-Winnipeg	Canadian Nature Federation	Canadian Paraplegic Association (Manitoba)-Winnipeg	Canadian Parks and Wilderness Society (CPAWS)	Canadian Plains Gallery
Canadian Polish Athletic Club Inc.	Canadian Polish Congress	Canadian Red Cross	Canadian Red Cross Society-Manitoba Region Brandon	Canadian Society for Ukrainian Labour Research
Canadian Women's Health Network	Cancer Care-Manitoba	Casa Du Minho Portugeuse Centre Inc.	CENTRAL PLAINS CANCER CARE SERVICES INC	Centre For Aboriginal Human Resource Development
Centre For Indigenous Environmental Resources	Centre for Intercultural Development (C.I.D)	Cerebral Palsy Association of Manitoba	Chai Folk Ensemble	Chemical Sensitivities Information Exchange Network-MB
Centre Youville				
Conseil pour les aines de Boni-Vital	Conseil de developpement economique des municipalites bilingues du Manitoba	Conseil Jeunesse Provincial	Corporation de developpement Riel	Corporation de developpement Saint-Boniface
Cercle Moliere	Children's Library Fund	Chile Lucha Canta, Inc.	Chinese Community Council of Manitoba	Choices: A Coalition for Social Justice
Centre de patrimoine	Circle of Life Thunderbird House	Clinic for Alcohol & Drug Exposed Children	Clubhouse of Winnipeg Inc.	Coalition for Human Equality
Chorale des Intrepides	Coalition of Community Based Youth Serving Agencies	Coalition to Save The Elms	Colored People's Social and Charitable Association	Community Education Development Association (CEDA)

	Community Legal Education Association	Community Ministry With Ex Offenders Inc.	Community Ownership Solutions Inc	Community Therapy Services
	Compassionate Friends of Southwestern Manitoba	Congress of Black Women of Canada	Consumer's Association of Canada	Cook's Creek Heritage Museum
	COR Enterprises Inc.	Costume Museum of Canada	Council of Canadians With Disabilities	Council of Caribbean Organizations of Manitoba Inc.
Council of Women of Winnipeg	Country Gospel Music Outreach	Creative Retirement Manitoba	Creative Retirement Parkland	Crescentwood Community Centre
Crime Prevention Committee	Crohn's & Colitis Foundation of Canada - MB Regional Office	Crohn's & Colitis Foundation of Canada, Regional Office	Crohn's & Colitis Foundation of Canada-Brandon	Cross of Freedom Inc.
CUSO	Cypriot Association of Manitoba	Dakota Community Centre	Dance Manitoba	Danish Canadian Club of Manitoba
Dante Alighieri Italian Cultural Society	Dauphin & District Allied Arts Council	Dauphin & District Services For Seniors	Dauphin Adult Learning Program	Dauphin Friendship Centre
Dauphin Horticultural Society	Dauphin Joint Recreation Commission	Dauphin Multi-purpose Senior Centre	Deaf Centre Manitoba	Deep Woods Training Services
Diabetes Education Centre-Health Sciences	Dietitians of Canada	Disabled Peoples' International	Doray Enterprises	Douglas Campbell Lodge
Dr. Jessie Salteaux Resource Centre	Ducks Unlimited-Thompson	Dutch Canadian Society of Manitoba	Earl Grey Community Club	Eastman Crisis Centre
Ecological Males and Females in Action	Edelweiss Schuhplatter Inc.	Egyptian Canadian Association	Ei'Dad Ranch	Elizabeth Fry Society of Manitoba
Elizabeth Hill Counselling Centre	Employment Projects of Winnipeg Inc.	Ethiopian Society of Winnipeg	Evergreen Basic Needs	Evergreen Women's Resource Centre
Ensemble Folklorique de la Riviere	Entreprise Saint-Boniface	Entretemps des Franco-Manitobaines		

Rouge		inc.		
Family Centre of Winnipeg	Family Life Education Support & Wellness Centre	Family Literacy Steering Committee	Federation of Korean Association in Canada	Festival of the Arts-Thompson
Federation des aînés franco-manitobains	Festival du Voyageur			
Fetal Alcohol Family Association of Manitoba	Filipino Canadian Seniors Association	Firefighters' Burn Fund	Fokus Housing	Folk Arts Council of Winnipeg
Fort Dauphin Musuem	Fort Garry Women's Resource Centre	Fort La Reine Museum	FORT ROUGE REBEKAH LODGE NO. 45, INDEPENDENT ORDER OF ODD FELLOWS, INC.	Fort Whyte Centre
Foster Parents Plan	Four Winds Founders	FRATERNAL ORDER OF EAGLES, WINNIPEG AERIE NO. 23	Free Vietnamese Association of Manitoba	Friendly Neighbour Council
Friends of MAKERERE in Canada	Friends of the Assiniboine Park Conservatory	Frontier Centre for Public Policy	Frontier College	Futures
Garden City Community Centre	General Council of Wpg Community Centres	George Thomson Health Centre of Lions Place	German Canadian Cultural Association of Manitoba	German Society of Winnipeg
Gimli Seniors Resource Council	Girl Guides of Canada-Dauphin	Girl Guides of Canada-Manitoba Council	Girl Guides of Canada-Thompson	Good Neighbours Senior Centre
Gordon Howard Senior Centre-Selkirk	Grace Haven Pregnancy Crisis Centre	GRAND CHAPTER OF MANITOBA, ORDER OF THE EASTERN STAR	GRAND LODGE OF MANITOBA, ANCIENT, FREE AND ACCEPTED MASONS	GRAND LODGE OF MANITOBA, OF THE INDEPENDENT ORDER OF ODD FELLOWS
GRAND ORANGE LODGE OF MANITOBA	Greater Winnipeg Kinette Club	Grenadian Association of Manitoba	Growing Years Program	Guyanese Cultural Organization of Manitoba
Gwen Sector	Habitat For	Harambee	Health Action	Healthv Start For

Creative Living Centre	Humanity	Centres Canada-Manitoba Region Inc.	Centre	Mom & Me
Guides franco-manitobaines	Habitat chez-soi			
Healthy Thompson Inc.	Heart and Stroke Foundation of Manitoba	Heart and Stroke Foundation of Manitoba-Brandon	Heart and Stroke Foundation of Manitoba-Portage La Prairie	Heart and Stroke Foundation of Manitoba-Winnipeg
Hearthstone Community Group	Hemophilia Manitoba	Heritage North Museum Inc.	Herman Prior Senior Centre	Higher Opportunities for People through Education
Highway Six Palliative Care	Hindu Prarthana SMAJ	Hindu Society of Manitoba	Hope Centre Health Care Inc.	Hope Centre Inc.
Hope International	Hospice & Palliative Care Manitoba	Hospital Auxillary of Thompson	Hungarian Canada Cultural Society of Manitoba	Hungarian Kapisztrán Folk Ensemble of Winnipeg Inc.
Huntington Disease Resource Centre	Icelandic Canadian Front, Winnipeg Chapter	Icelandic National League of North America	Ikwe-Widdjitiwin	Immigrant & Refugee Community Organization on Manitoba
Immigrant Women's Association of Manitoba	Immigrant Women's Association of Manitoba-Thompson	Independent Living Resource Centre	India Association of Manitoba, Inc.	Indian & Metis Friendship Centre of Winnipeg Inc.
Indian Family Centre	Indochina Chinese Association	Institute of Philippine Studies	Interagency Fetal Alcohol Syndrome/Effects Program	Interfaith Marriage & Family Institute
Interlake Tourism Association	Interlake Women's Resource Centre	International Centre of Winnipeg	International Child Care	International Development Enterprises (IDE)
Institut Joseph-Dubuc				
International Institute for Sustainable Development	Irish Association of Manitoba	Isaac Brock Community Centre	Italian Canadian League of Manitoba	Ivan Franko Museum & Library
Jamaican Association of	Jazz Winnipeg Festival	Jewish Child and Familv	Jewish Federation of	Jewish Historical Societv of

Manitoba Inc.		Service	Winnipeg/Combined Jewish Appeal Inc.	Western Canada
Job Works Employment Education Program	John Howard Society of Manitoba	Journeys Adult Education Centre	Junior League of Winnipeg	Juniper Centre
Kaydee Homes	KHARTUM LADIES AUXILIARY	KINETTE CLUB OF CHARLESWOOD INC.	KINETTE CLUB OF FORT GARRY INC.	KINETTE CLUB OF GREATER WINNIPEG INC.
KINETTE CLUB OF KILDONANS INC.	KINETTE CLUB OF OAKBANK SPRINGFIELD INC.	Kinette Club of Portage	KINETTE CLUB OF SELKIRK INC.	KINETTE CLUB OF ST. BONIFACE, NORWOOD, ST. VITAL INC.
KINETTE CLUB OF ST. JAMES-ASSINIBOIA INC.	KINETTE CLUB OF STONEWALL INC.	KINETTE CLUB OF TRANSCONA INC.	Kinew Housing Corporation	Kinnette Club
Katimavik				
Kinsmen Club	KINSMEN CLUB OF ALL SAINTS INC	KINSMEN CLUB OF CHARLESWOOD INC	KINSMEN CLUB OF FORT GARRY INC	KINSMEN CLUB OF KILDONAN'S INC
KINSMEN CLUB OF OAKBANK - SPRINGFIELD INC	KINSMEN CLUB OF SELKIRK	KINSMEN CLUB OF ST. BONIFACE-NORWOOD-ST. VITAL	KINSMEN CLUB OF STONEWALL	KINSMEN CLUB OF TRANSCONA
Kinsmen Reh-Fit Centre	KIWANIS CLUB OF CENTRAL WINNIPEG "GOLDEN K" INC.	KIWANIS CLUB OF EAST KILDONAN	KIWANIS CLUB OF FORT GARRY	KIWANIS CLUB OF SELKIRK
KIWANIS CLUB OF SOUTH WINNIPEG	KIWANIS CLUB OF ST. JAMES	KIWANIS CLUB OF WEST KILDONAN	KIWANIS CLUB OF WEST WINNIPEG INC.	Kiwanis Club of Winnipeg Foundation Inc.
Kiwanis Club of Winnipeg Incorporated	KLINIC Community Health Centre	Knights of Columbus	KNIGHTS OF NAROL INC	KNIGHTS OF SAINT JOSAPHAT INC
L.I.T.E.	Lac du Bonnet Committee on Family Violence &	Lakeshore Women's Resource Centre	Lao Association of Manitoba Inc.	Latvian Relief Society of Canada

	Abuse			
Laubach Literacy Manitoba	Laurel Centre	L'Avenir Cooperative	Leaf Rapids Community Round Table	Leaf Rapids National Exhibition Centre
Learning Disabilities Association of Manitoba-Winnipeg	Lebanese Association of Canada	LES OEUVRES DES FILLES DE LA CROIX	LIFE (Living In Friendship Everyday)	Lifesaving Society-Manitoba Branch
LIONS CLUB OF WINNIPEG VIEW FROM THE SOUTH INC.	Literacy Partners of Manitoba-Selkirk	Little People of Manitoba	Living Independence for Elders	Living Prairie Museum
LOMBARD JAYCEES INC	Lundar Community Resource Council	Lynn Lake Friendship Centre	Ma Mawi Wi Chi Itata Centre	Macdonald Youth Services
MacGregor Family Literacy Program	Magdaragat Phillipines Inc.	Main Street Project	MAISONS DE CROISSANCE INC	Ma-Mow-We-Tak Friendship Centre
Manitoba Aboriginal AIDS Task Force	Manitoba Academy of Chinese Studies	Manitoba Activity Therapists	Manitoba Adolescent Treatment Centre (MATC)	Manitoba Arts Council
Manitoba Arts Network	Manitoba Association for Native Languages	Manitoba Association for Rights and Liberties	Manitoba Association of Friendship Centres	Manitoba Association of Parent Councils
Manitoba Audio & Recording Industry	Manitoba Brain Injury Association-Winnipeg	Manitoba Breast Screening Program	Manitoba Camping Association	Manitoba Chamber Orchestra
Manitoba Chinese Cultural Association Inc.	Manitoba Chinese Historical Society	Manitoba Choral Association	Manitoba Conservatory of Music & Arts	Manitoba Council for Exceptional Children
Manitoba Council For International Cooperation	Manitoba Crafts Council	Manitoba Eco-Network	Manitoba Ethnocultural Youth Committee	Manitoba Fitness Council
Manitoba Forage Council	Manitoba Forestry Association	Manitoba Genealogical Society Inc.	Manitoba Genealogical Society-Dauphin	Manitoba Heritage Federation Inc.
Manitoba Hindu Seniors Inc.	Manitoba Historical Society	Manitoba Indian Cultural Education	Manitoba Interfaith Immigration Council	Manitoba Islamic Association

		Centre		
Manitoba Japanese Canadian Citizen's Association	Manitoba Japanese Canadian Cultural Centre Inc.	Manitoba League of Persons with Disabilities	Manitoba Lung Association-Winnipeg	Manitoba Marathon
Manitoba Mennonite Historical Society	Manitoba Motion Picture Industry Assoc	Manitoba Multicultural Resource Centre-St. James	Manitoba Museum of Man & Nature	Manitoba Naturalists Society
Manitoba Opera Association	Manitoba Organization of Victims Advocates Inc.	Manitoba Parents for German Education	Manitoba Parents for Ukrainian Education	Manitoba Printmakers Association
Manitoba Recreational Trail Association	Manitoba Safety Council	Manitoba Schizophrenia Society-Thompson	Manitoba Schizophrenia Society-Winnipeg	Manitoba Society of Seniors
Manitoba Special Olympics	Manitoba Theatre Centre	Manitoba Theatre For Young People	Manitoba Therapeutic Recreation Association Inc.	Manitoba Wheelchair Sport Association
Manitoba Wildlife Federation	Manitoba Wildlife Rehabilitation Organization-Brandon	Manitoba Wildlife Rehabilitation Organization-Glenlea	Manitoba Writer's Guild	Maples Youth Activity Centre
Marine Museum of Manitoba	Marymount North Receiving Home	Marymount, Inc	Masons Grand Lodge of Manitoba	Maison Gabrielle - Roy
MATCH International				
McConnell Irish Dancers	Meal Program-Services to Seniors Program-Brandon	Meals on Wheels	Mennonite Central Committee (MCC)	Mennonite Economic Development Associates (MEDA)
Mennonite Educational Society	Mennonite Genealogy	Mennonite Heritage Centre	Mennonite Heritage Village	Mental Health Services for the Elderly-Beausejour
Mentoring Artists For Women's Art	Minor Baseball of Thompson	MIRACLE OF LIFE INC	Mood Disorders Association	Mood Disorders Association-Brandon
Mood Disorders	Mood Disorders	Morden & Area Breast Cancer	Morden & District Museum	MORDEN COMMUNITY

Association-Dauphin	Association-Winnipeg	Support Group		THRIFT SHOP INC
Morden Lions & Lioness Club	Morden Magics Gymnastics Club	Morden Minor Ball	Morden Minor Hockey	Morden Minor Soccer
Morden Senior Citizens Friendship Centre	Mount Carmel Clinic	Multicultural Centre of Thompson	Multicultural Educational Enterprises Inc.	Multiple Sclerosis Society
Multiple Sclerosis Society of Canada-Manitoba Division	Multiple Sclerosis Society-Dauphin	Multiple Sclerosis Society-Morden/Winkler	Multiple Sclerosis Society-Neepawa	Murdoch Management Inc.
Muscular Dystrophy Association of Canada	Muslim Ahmadiyya Association	MYAC	Myasthenia Gravis Manitoba Chapter	National Council of Jewish Women of Canada
Musee de Saint-Boniface				
Native Addictions Council of Manitoba-Winnipeg	Native Clan Organizations Inc.	Native Women's Transition Centre	NAVY LEAGUE OF CANADA QU'APPELLE (WINNIPEG)	Neighbourhood Connections
New Beginnings	New Directions for Children, Youth & Families	New Friends Mentorship Inc.	Nicaraguan Children's Fund	Niverville Food Bank
North End Community Renewal Corp.	North End Housing Project Inc.	North End Women's Centre	Northern Aids Initiative Inc.	Northern Lights Seniors
Northern Manitoba Ski-Patrol	Nor'West Co-op Community Health Centre	NORWOOD FRATERNAL SOCIETY INC.	Oak Hammock Marsh Interpretive Centre	OAKBANK SPRINGFIELD LIONS CLUB INCORPORATED
Oddfellows Temple Association Ltd.	One to One Community Support Services	Open Access Resource Centre	Open Circle	Operation Christmas Child
Operation Go Home	Opportunities for Independence	OPTIMIST CLUB OF ASSINIBOIA CHARITIES INC	OPTIMIST CLUB OF ASSINIBOIA INC.	OPTIMIST CLUB OF ST. JAMES
OPTIMIST CLUB OF	Order of the Knights of	Organization for Co-operation in	Original Women's Network	Orioles Community

TRANSCONA PARK INC.	Rizal	Overseas Development		Centre
Osborne House Inc.	Osborne Village Resource Centre	Osteoporosis Society of Canada-Manitoba Chapter	OXFAM – Canada	Padam Bhartiya Cultural Club
Pakistan Canada Cultural Equation of Manitoba Inc.	PAR Health Services	Parents are Teachers Advisory Council (P.A.T.)	Parkinson Society Canada	Parkland Crisis Centre
Parkland Sport Council	Parkland Status of Women	Partners for Careers	Partners in Rural Development (PARTNERS)	Pembina Hills Arts Council
Pembina Hills Regional Art Gallery	Pembina Threshermens Museum	Pembina Valley Camp & Retreat	People to People	Philippine Association of Manitoba
Pioneer Club of Lac du Bonnet Inc.	Plug In Gallery	Polish Canadian Women's Federation	Polish Gymnastic Association "Sokol"	Popular Theatre Alliance of Manitoba
Portage & District Arts Council	Portage Friendship Centre	Portage Neighbourhood Connection	Portage Rotary Club	Portugeuse Association of Winnipeg
Powerhouse Winnipeg Inc.	Prader Willi Syndrome Association	Prairie Fire Press	Prairie Theatre Exchange	Pregnancy Distress Family Support Services
Premier Personnel Corporation	Program Using Lifelong Skills in Education (PULSE) Inc.	Project Peacemakers	Provincial Council of Women of Manitoba Inc.	Pulford Community Living Services
Punjabi Canadian Society of Winnipeg Inc.	Punjabi Cultural Society of Manitoba	Qu'Appelle Housing Project	Rainbow Resource Centre	Rainbow Society
Rainbow Society	Reaching E-Quality Employment Services	Recreation Connections Manitoba	Re-Cycling Centre-Thompson	Red Cross-Thompson
Regional Sport Association	Rehabilitation Centre for Children	Resource Conservation Manitoba	Robert A. Steen Memorial Community Centre	Roblin & District Community Help Centre
Reseau de Femmes				
Rose & Max Rady Jewish Community Centre	Rossbrook House	Rotary Club of Dauphin	ROTARY CLUB OF SELKIRK MANITOBA, CANADA	ROTARY CLUB OF ST BONIFACE- ST VITAI

			INCORPORATED	CHARITABLE TRUST
Rotary Club of Thompson	ROTARY CLUB OF TRANSCONA, WINNIPEG CHARITABLE TRUST	ROTARY CLUB OF WEST WINNIPEG CHARITABLE TRUST	Rotary Club of Winnipeg	Rotary Club of Winnipeg-Charleswood
Royal Canadian Legion Ladies Auxillary-Morden	ROYAL CANADIAN LEGION, STONY MOUNTAIN BRANCH, 142 INC	Royal Canadian Legion-Main Branch	Royal Canadian Legion-Morden	Royal Winnipeg Ballet
S.T.A.R.T.	Sage House	Sair Centre of Learning	Salvation Army Divisional Headquarters-Winnipeg	Salvation Army-Mobile Crisis Unit-Selkirk
Sara Riel-Community Rehabilitation Program	Save Our Seine Environment Inc.	Save The Children – Canada	Save the Children Canada	Scandanavian Folk Group of Manitoba Inc.
SCE LifeWorks	Scouts Canada-Manitoba Council	Scouts Canada-Thompson	SEED Winnipeg Inc.	Selkirk & District Arts Council
Selkirk Adult Learning Centre	Selkirk Friendship Centre	Selkirk Healing Centre	Seneca House	Senior Community Resource Council
Senior Health Resource Team	Senior Services of Antler River	Senior Services of Prairie Parkland-Strathclair	Seniors Job Bureau	SEVEN OAKS OPTIMIST CLUB INC.
Sexuality Education Resource Centre Manitoba-Winnipeg	Shriners Khartum Temple	Sikh Society of Manitoba Inc.	Sikh Society of Thompson	Singh Sabha of Winnipeg
SKYBLUE.com Inc.	Slovak Canadian National Council	SMD Alliance	SMD Services – Steinbach	SNOMAN Inc.
Social Skills Re-entry Program	Society 2000	Society For Manitobans With Disabilities-Thompson	SOUTH CENTRAL COMMITTEE ON FAMILY VIOLENCE INC	South East Helping Hands

Societe des communication s du Manitoba				
South Interlake Seniors Resource Council	South Winnipeg Family Information Centre	SOUTH WINNIPEG OPTIMIST CLUB INC.	Southeast Area Language & Literacy Services	SOUTHERN MANITOBA CONCERTS INC
Spanish Club of Winnipeg Inc.	Special Olympics-Thompson	Spence Neighborhood Association	SPIKE	Spina Bifida & Hydrocephalus Association
Sport Manitoba	Springfield Services to Seniors	Sri Lankan Association of Manitoba	SSCOPE	St James-Assiniboia Industries
St. Amant Centre	St. George Breakfast Activity Club	ST. JAMES-ASSINIBOIA JAYCETTES INC	St. John Ambulance-Thompson	St. Matthews-Maryland Community Ministry
St. Norbert Arts Centre	St. Rose Seniors Resource Council	Steinbach Arts Council	Stevenson-Britannia Adult Learning Centre	STONEWALL AND DISTRICT LIONS CLUB INC.
Stroke Recovery Association of Manitoba Inc.	Stroke Support Group	Students for Sustainability	Success Skills Centre	Swan River Food Bank
Swan River Friendship Centre	Swan Valley Crisis Centre	Swiss Club of Manitoba	Tae Kwon Do-Kang's Academy	Take Pride Winnipeg!
Taking Charge!	Tamil Cultural Society of Manitoba	Teen Stop Jeunesse	Teen Touch	Ten Ten Sinclair Housing
Teulon & District Seniors Resource Council	The Behavioural Health Foundation Inc	The Belgian Club	The Child Care Coalition of Manitoba	The Compassionate Friends Inc. - Winnipeg Chapter
The Down Under Club of Winnipeg Inc.	The Jubilee Fund	The Manitoba Learning Centre	THE NAVY LEAGUE OF CANADA, STE ANNE BRANCH	The Salvation Army Correctional & Justice Services
The Selkirk Community Arts Centre	Therapeutic Riding Organization of Thompson	Thompson Boys & Girls Club	Thompson Crime Stoppers	Thompson Crisis Centre
Thompson Garden Club	Thompson Mediation Inc.	Thompson Supportive Employment Program	Time to Respect Earth's Ecosystems	Tiny Tots Gymnastics

Toastmasters International	Toy Lending Library	Trinidad & Tobago Society of Winnipeg	Two Rivers Seniors Resource Council	Ugandan Canadian Association of Manitoba
Ukrainian Academy of Arts & Sciences in Canada	Ukrainian Academy of Arts & Sciences in Canada	Ukrainian Canadian Congress	Ukrainian Cultural and Education Centre Winnipeg	Ukrainian Folk Arts Centre and Musuem Inc.
Ukrainian Canadian Congress	UN Platform for Action Committee	UNICEF	Union Gospel Mission	United Church Halfway Homes
Union nationale metisse Saint Joseph du Manitoba				
United Lutheran Service Club Inc.	United Nations Association	United Scottish Association of Manitoba Inc.	United West Indies Association, Manitoba Inc.	University of Manitoba Recycling and Environment Group
Urban Circle Training Centre	Urban Sports Camps	USC Canada	Variety Club of Manitoba	Varsity View Community Centre
Vietnamese Non-Profit Housing Corp. Villa Rosa	Villa Rosa	Villa Vita	Village Clinic	Visions of Independence
War Amputations of Canada	WASO-Work and Social Opportunities	Welcome Wagon-Dauphin	West Broadway Development Corporation	West Broadway Neighbourhood Housing Resource Centre
West Broadway Youth Outreach Inc.	West Central Community Program	Western Canada Aviation Museum	Westman English as a Second Language Services Organization (WESLS)	West-Man Multicultural Council
Whitemouth Municipal Museum Society	Wildlife Association-Thompson	William Glesby Centre	Willow Centre	WINNIPEG (MANITOBA NO. 1) BRANCH OF THE CANADIAN LEGION OF THE BRITISH EMPI
WINNIPEG (TRANSCONALIONS CLUB) INC.	Winnipeg Art Gallery	Winnipeg Boys & Girls Clubs	Winnipeg Children's Access Agency Inc.	Winnipeg Chilean Association

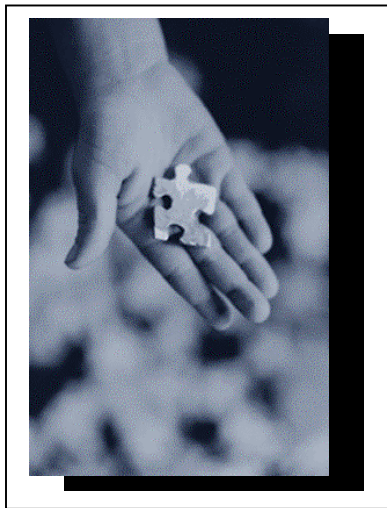
Winnipeg Chinatown Non-Profit Housing	Winnipeg Citizen Advocacy	Winnipeg Estonian Society	Winnipeg Film Group	Winnipeg Harvest
Winnipeg Housing Rehabilitation Corp.	Winnipeg Indian Counsel of First Nation	Winnipeg International Children's Festival	Winnipeg International Writers Festival	Winnipeg Jaycees
Winnipeg Jaycettes	Winnipeg Native Alliance	Winnipeg ORT	Winnipeg Philharmonic Choir	WINNIPEG SOUTH LIONS CLUB INC.
Winnipeg Symphony Orchestra	Winnipeg's Contemporary Dancers	Wolseley Family Place	Women in Second Stage Housing (WISH)	Women's Auxiliary-Khartum Temple
Women's Canadian Club	Women's Enterprise Centre of Manitoba	Women's Health Clinic	Women's Legal Education & Action Fund of Manitoba	Woodlot Association of Manitoba
Workers Organizing Resource Centre	World University Services Canada (WUSC)	World Vision Canada	Writers' Collective	YMCA - YWCA Women's Resource Centre
YMCA-YWCA of Winnipeg	Youville Centre-St. Boniface	YWCA of Thompson	Zoological Society of Manitoba	

Appendix 5

Focus Group Discussion Guide

**MANITOBA VOLUNTARY SECTOR INITIATIVE
“BUILDING AND SUSTAINING VOLUNTARY SECTOR CAPACITY: A
MULTI-SECTORAL APPROACH”**

***Voluntary Sector Engagement
2001***



DISCUSSION GUIDE

**Prepared by:
Manitoba Secretariat on Voluntary Sector
Sustainability**

Winnipeg, Manitoba Canada

November 15th, 2001

To the participants of this Voluntary Sector Engagement:

Thank you for participating in this unique process to bring the voluntary sector province-wide together, to collect information about our recent past, the challenges facing us now, and what we see on the horizon.

This is *Stage One* of our process where we are actively seeking facts (qualitative) related to our challenges regarding non-profit and/or charitable and/or grassroots organizations. The purpose is to build our knowledge of Voluntary Sector organizations and groups in our province by sub-sector, town, city, and region province-wide.

This process involves conducting one-day workshops with representation of the voluntary sector either by sub-sector and/or by town and region in Manitoba.

Your participation in this process is critical.

***Stage Two* will commence in the fall of 2001 with a quantitative survey province-wide.**

***Stage Three* will follow in early March, 2002 where we will assemble a representative group to review all of the data collected and then identify recommendations and priorities for action.**

This will prepare us to bring our sector leaders to a Policy Summit in Sept/Oct 2002 to finalize agreements with government, business and labour and plans of action to assist in long-term sustainability measures.

Thank you.

**Martin Itzkow
Director
Secretariat on Voluntary Sector Sustainability**

AGENDA

8:30 – 9:00 a.m.	Coffee & Registration
9:00 – 9:15 a.m.	Introduction – review agenda and objective for the day; housekeeping
9:15 – 9:45 a.m.	MVSI presentation
9:45 – 10:30 a.m.	Small group discussion – organization capacity
10:30 – 10:45 a.m.	Morning Break
10:45 – 12:00 noon	Finish discussion – organization capacity
12:00 – 1:00 p.m.	Lunch
1:00 – 1:30 p.m.	Small group discussion – community leadership; Taking stock.
1:30 – 2:00 p.m.	Small group discussion – financing and Resourcing
2:00 – 2:30 p.m.	Small group discussion - accountability
2:30 – 2:45 p.m.	Afternoon Break
2:45 – 3:15 p.m.	Small group discussion – organizational status and stability assessment
3:15 – 3:45 p.m.	Next steps; closure; evaluation.

Strategic Questions

We would like to discuss several challenges to the sustainability of the voluntary sector. The following questions are based on a broad definition of sustainability and will help us identify challenges your organization may be facing. The first area we would like you to discuss is on your Organization's Capacity.

SECTION 1- Organization Capacity

1. When you review your current staffing, what challenges do you face?
2. When you consider your direct service volunteers, what challenges do you face?
3. When you look at the management of your organization, what factors limit management's ability to function?
4. When you review the governance of your organization or overall responsibility for your organization, what factors limit your board's ability to function effectively?
5. When you look at the ability to use technology in your organization what factors are limiting?
6. What are the factors that affect your organization's ability to meet the needs and expectations of your clients/consumers/customers in the long-term?

SECTION 2 - Community Leadership on Boards

The second area will discuss your opinions on leadership in the voluntary sector.

1. What difficulties are you experiencing recruiting community people and/or leaders to help with your organization?

SECTION 3- Financing/Resourcing

This next section reflects the need to address the strategies and/or mix of funding required to meet the operational needs of your organization.

1. What challenges do you face in financing your organization to meet its purpose?

SECTION 4- Accountability

This last section concerns the need to reflect on the accountability requirements to voluntary sector funders.

1. What challenges do you face in being accountable to government, community, and donors?

We asked that participants consider the following:

Compare and contrast these elements from 10 years ago – is there a difference?

What do you see on the horizon for your organization and the entire Voluntary Sector?

What successes have you experienced in the past few years that have enhanced your organizations' capacity?

ORGANIZATION STABILITY ASSESSMENT

ASSESSMENT OF YOUR ORGANIZATION'S OR GROUP'S STABILITY OVER THE NEXT 3 – 5 YEARS

Please place an X in the box based on your overall assessment and confidence level, and discuss. (Straw Vote)

THEME	STABLE (3)	UNSURE (2)	UNSTABLE (1)
1-Board development, recruitment and general governance decisions			
2-Financing of the organization – the mix and volume of money required to meet organizational needs			
3-Staff recruitment, selection, retention, mix of skills and experience required			
4-Volunteers required – mix of skills and numbers required to meet service needs			
5-Organization/group able to meet client, consumer, community, expectations			

Appendix 6

Administrative Form

Manitoba Voluntary Sector Initiative Workshop Participant Background Form

We are asking that both persons from your organization and/or group take a few minutes to answer the following questions about your organization. Your answers will help us best describe the representation at each of our daylong workshops. All of your responses are confidential and will be used as a part of our analysis in conjunction with the information collected from the workshop.

A. Participant

1. Board Volunteer ___ Senior Staff ___
2. Name of Organization: _____
3. How long has your organization been in existence? Indicate # of Years ___ # of Months _____
4. Please select one that describes your organization's size: () Large with \$2 million plus budget
() Mid-sized with \$100,000 to \$1.9 million
() Small under \$100,000
5. Does your organization have a legal status? Yes ___ No ___
If yes, Non-Profit Corporation ___ Registered Charity ___

Would you consider yourself a grassroots organization, that is either non -charity, or not incorporated, or not formally structured, or more of a collective or coalition?

Yes ___ No ___

6. Is your board of directors? Elected ___ Appointed ___ Combination ___
If appointed, by whom? Government ___ Community ___ Special Interest ___
If special interest, please describe _____
Are **you** affiliated with any other organizations? as Board? Yes ___ No ___ as Staff? Yes ___ No ___
If yes, how many *other* organizations are **you** affiliated with: as Board? ___ as Staff? ___
Are these within the same sub-sector? Board: Yes ___ No ___ Staff: Yes ___ No ___
If not, please list sub-sector(s) for **your** Board Involvement: _____
for **your** Staff Involvement: _____

B. Mission and Service Type

7. What is the mission or primary purpose of your organization?

8. What is the **primary type** of service you provide? (**ORDER NUMERICALLY** 1,2,3 etc.)

Recreation/Leisure ___	Health Care ___	Environmental ___
Education ___	Arts/Cultural ___	Crisis Intervention ___
Poverty Relief ___	Law/Advocacy ___	International ___
Social Services ___	Development ___	Housing ___

Employment ____ Research ____ Other _____

C. Consumers/Customers/Clients

9. Are your programs, services, and/or activities targeted to:

- a) A particular age group? Yes ___ No ___ Age(s) _____
- b) A specific gender? Yes ___ No ___ M/F _____
- c) People who share a particular experience or challenge? Yes ___ No ___
Please describe _____
- d) A particular ethnic/cultural/ group? Yes ___ No ___ Please describe _____
- e) A particular social group? Yes ___ No ___ Please describe _____
- f) Are your services/programs and activities aimed at influencing:
Government ___ the public ___ media ___ special interest groups ___
Please explain: _____
- g) Do individuals require membership in your organization in order to benefit from your services,
and/or to participate in your programs? Yes ___ No ___
If yes, is a fee charged for membership? Yes ___ No ___

D. Staff/Volunteers

10. Volunteers

How many active board volunteers does your organization have? _____

How many active direct service volunteers does your organization have? _____

11. Paid Employees

How many employees does your organization have? Full-time _____ Part-time _____

How many contract employees does your organization have? Full-time _____ Part-time _____

Do you have a Union and/or a Collective Agreement? Yes ___ No ___

E. Funding

12. For the sources listed below, please record the approximate percentage of your **annual budget** that comes from each of the following:

Earnings from commercial activities	_____%
Lotteries, raffles, bingos etc. carried out by your organization	_____%
Individual contributors	_____%
Corporate and business donations	_____%
Federal government	_____%
Provincial government	_____%
Municipal/Local government	_____%
United Way	_____%
Foundations	_____%
Other: _____	_____%

Appendix 7**Evaluation Form****Date:****Sub-Sector:****Region:** _____***Manitoba Voluntary Sector Initiative: Workshop Evaluation*****We wish to thank you for taking part in our fact-finding workshop. Please take time to complete this form and leave it with us.**

How satisfied were you with each of the following?

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
Facilities				
1. Room set-up	4	3	2	1
2. Food	4	3	2	1
3. Parking	4	3	2	1
4. Accessibility	4	3	2	1
Process and Content				
5. Clarity of the MVSI presentation	4	3	2	1
6. Clarity of the Discussion Guide	4	3	2	1
7. Directions for the process	4	3	2	1
8. Time to respond to group discussions	4	3	2	1

9. Do you feel that your organization's voice has been heard through this process?

Yes _____ No _____

Additional Comments

Please turn over

10. Was the discussion today useful to you? Yes _____ No _____

Additional Comments

11. When would be the most convenient time for you to attend a similar workshop?

Day _____ Evening _____ Weekend _____

If you are interested in being more involved in our process please write your name and telephone number/email address.

Name: _____

Telephone: _____

Email: _____

Additional Comments

Thank you for your cooperation!