

**Values Added**  
**The Voluntary Community-based Sector**  
**in Newfoundland and Labrador**

A Delineation Study of and Recommended Action Plans  
for a Flourishing Voluntary Community-Based Sector  
in Newfoundland and Labrador

prepared by

**Community Services Council**  
**Newfoundland and Labrador**

September 1999

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**Research Summary  
and Report of the Provincial Symposium  
March 5-6, 1999  
St. John's, NF**

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## Foreword

Just for a moment, stop and consider what our lives would be like without volunteers and voluntary community-based organizations. All of us are affected by them in some way - e.g., food banks, support programs for seniors and disabled persons, sports teams, community museums, cultural events, literacy programs, assistance for persons suffering from particular diseases, help for at-risk young people, aid to battered spouses and abused children, advocacy on important societal issues, social policy development, planning and research. Without voluntary community-based organizations, our society would lack its heart and soul.

While governments have assumed a primary role in providing services and have made great strides in this regard, many significant contributions to society have traditionally been initiated by citizens themselves coming together in voluntary community-based organizations. As Newfoundlanders and Labradorians, we actively mobilize to give our time, money and other resources to make this province a better place. As donors, we have an enviable tradition of being generous citizens. Through our donations and participation, we continue to demonstrate how important these organizations and groups and collectively this sector are to our lives.

Historically, voluntary community-based organizations have emerged to meet identified needs; to advance particular causes; to raise money for charitable purposes; to provide services such as recreation, child care and services to seniors, and to fill gaps not covered by governments or the private sector. As governments assumed more responsibility for social programs over the years, these groups and organizations came to be regarded as frills around the edges of essential services. They were seen as “consumers” of resources. In recent years, budgetary pressures and prevailing political ideologies have led to reduced funding for national and locally-based charities and non-profit organizations. There is less willingness to fund advocacy functions, and a move toward off-loading, contracting out and purchase of services. These changes have required community-based groups to fall in line with governments’ priorities rather than playing their traditional role as catalysts for new initiatives. Furthermore, as governments continue to rationalize, streamline and restructure programs, there is increasing pressure on the voluntary community-based sector to fill a role as providers of basic services.

In the midst of this turbulent environment, the voluntary community-based sector has continued to achieve considerable results. Much of the success reflects the remarkable ingenuity and entrepreneurial talents of their boards, staff and volunteers who have found ways to stretch the limited resources available from governments and other sources. The costs of attaining similar levels of achievement by government, acting alone, would be substantially higher.

It was therefore timely to undertake research that would build fundamental knowledge about this important sector. In the *Values Added* project, the Community Services Council Newfoundland and Labrador set out

to assemble a “big picture” of the voluntary community-based sector in this province: to describe it, to begin to more fully understand its contributions, its employment potential and developmental needs.

### *Emerging Understanding of the Contributions of the Voluntary Community-based Sector*

Traditionally, society, in broad terms, has been seen as the domain of the private and public sectors. The private sector has been recognized as the primary economic engine of the country; the public sector, as establishing the policy framework and the regulatory regime, and providing public services and economic incentives where deemed necessary. Voluntary community-based organizations, on the other hand, have not been regarded as key contributors in this broad context. The output of these organizations was considered to be exclusively *social* in nature and primarily the domain of *volunteers* - people who give their time freely for no remuneration.

Although many groups within the sector have existed for many years, only recently has the multitude of groups been recognized as a sector, as more than just an assortment of individual organizations working in isolation from one another. There is now a growing understanding that these groups - which are neither government nor private sector - collectively inhabit a substantial space within the provincial economy. It should be stressed that the mandate to support the social development of individuals and communities remains at the heart of the voluntary community-based sector. However, the CSC's *Values Added* research adds to a growing body of research, public policies and successful practice which illustrates the inherent relationship between social and economic development and the important role the voluntary community-based sector plays in both.

#### **What is at the heart of this new understanding?**

- T First, what we have always known - that the sector provides services and programs essential to our quality of life.
- T Sector organizations make substantial economic contributions. They collectively employ a significant number of people and purchase sizable quantities of goods and services; furthermore, an important subset of the sector is specifically dedicated to enterprise development and community economic development.
- T Voluntary community-based organizations are a major contributor to a “healthy” community - an increasingly important determining factor for private investment.
- T The sector plays a key role in the development of *human capital*, our people. The skills and knowledge that staff and volunteers gain through their involvement in sector organizations are highly



valued in the job market, especially in a knowledge-based economy. Youth volunteers report that sector organizations provide them with valuable opportunities to gain and practise job skills.

- T The work of the sector and its many organizations is integral to the development of *social capital* (the attitude, spirit and willingness of people to engage in collective, civic activities).
- T By fostering social cohesion, the voluntary community-based sector advances economic competitiveness and reduces unhealthy competition.
- T With a robust sector and social cohesion, development which does occur will be more likely to lead to economic and social equity and less likely to result in polarization. In other words, as the economic “bottomline” improves, the distribution of wealth will be more balanced, and dependency will decrease rather than increase.
- T By involving people and communities in addressing issues, the sector is furthering citizen engagement, an important element of economic diversity which requires broad based public participation, investment and buy in..

Obviously, the contributions of the voluntary community-based sector and its many groups and organizations are critical success factors, if not the cornerstone, in building community capacity and developing resilient, self-reliant communities that will be able to adapt to the economic and social challenges of the next millennium.

Yet, there remains relatively little detailed, comprehensive or consistent data about the sector. We lack a progressive public policy framework to assist the sector and ensure the best use of its assets. Policy shapers and decision makers are still striving to find ways to use this new knowledge about the interrelationship between social and economic development.

### ***Recent Developments and New Directions***

Internationally, policy and practice are shifting toward linking economic and social development. Initiatives and new policies undertaken by the Organization for Economic Cooperation and Development, the European Union and the United Kingdom exemplify this growing understanding. Ireland, for instance, has been transformed into an economic model state through strategic policies which enhance social capital development and community capacity building.

Within Canada, federal agencies and departments such as ACOA, HRDC, and Industry Canada have demonstrated insight by incorporating this new knowledge into policy changes, and by resourcing projects supportive of this new direction. At the provincial level, Newfoundland and Labrador’s landmark Strategic Social Plan is entering the implementation phase with funded demonstration projects. Clearly, there is momentum within governments toward recognizing and supporting the voluntary community-based sector.

We now know that our sector can play a tremendous role in fostering self reliance, providing training and leadership opportunities, delivering services and strengthening social capital and community capacity; but, a solid public policy framework must be developed which will enable the sector to flourish. The Community Services Council's *Values Added* provincial symposium held in March 1999 has developed concrete plans to advance and position the sector. We now have a blueprint for action. Let us begin the building in earnest.

Penelope M. Rowe  
Executive Director

R. James Brown  
Director Research and Development

## Summary of Recommended Action Plans and Next Steps

When the *Values Added* project began, the research team had a strong sense of the significant contributions of the voluntary community-based sector to social and economic development in Newfoundland and Labrador. We also knew that the sector was experiencing significant pressure to address growing demands. What was lacking was definitive research and corroboration of these perceptions.

Much has changed in a short time. Not only has the body of knowledge about the sector mushroomed; but the sector's importance has been endorsed by both federal and provincial governments. What we understood intuitively has increasingly become the basis for new directions in public policy which link social and economic development. The *Values Added* project has supported this shift in thinking by generating new knowledge that promotes a clearer understanding of the voluntary community-based sector, and directions for future action.

Specifically, the *Values Added* process involved substantive research, a province-wide survey, regional roundtable discussions, analysis, working document preparation and ultimately a provincial symposium to review the study results and recommend the priority action plans required for the voluntary community-based sector. After lively debate and discussion, twelve action plans have been recommended in three areas of priority:

- T Employment growth and stable consistent multi-year funding;
- T Human resource development - training, volunteer/staff recruitment and retention, leadership and youth involvement;
- T Positioning the sector and advancing its roles - development of strategic alliances communication, linkages, marketing and education.

### Employment growth and Stable Consistent Multi-year Funding

1. *Establish a Task Force to discuss how the voluntary sector can be assisted to effectively participate with the development of regional plans which feed into the Strategic Social Plan.*

The Strategic Social Plan clearly articulates a role for the voluntary community-based organizations in regional processes<sup>1</sup>. As yet, no definitive avenue for this involvement has been delineated. This action

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<sup>1</sup> Central Region has now been identified as the first region to be developed. In discussions with a couple members of the Central Regions Steering Committee it is obvious many of the recommendations in this report are consistent with their needs.

plan would explore potential methods of participation. Establishment and acceptance of a recommended approach for the Strategic Social Plan will strengthen the case and potentially provide a framework for a stable funding regime for voluntary community-based organizations. In this context, the value of the contributions and roles of the voluntary community-based sector must be well articulated.

**2. *Establish a Task Force to develop a strategy for employment growth in the voluntary community-based sector in tandem with funding discussions.***

In implementing this recommendation, it must be stressed employment growth in itself as a goal since investments in the sector will leverage additional employment. However, the *Values Added* research indicated that a growth potential of 26% exists with current workloads. The direction of any strategy should be to support additional employees within voluntary community-based sector organizations. A targeted approach with a focus on specific categories of organizations might be considered as an initial step.

The pursuit of employment growth within the sector in the absence of additional resources is an empty exercise. The task force in this action plan should not work in isolation from Action Plan One to secure sustainable funding. Potentially, the same task force could undertake both tasks.

### **Human Resource Development**

**3. *Establish a central group or partnership that would identify and inventory training offerings – and their gaps.***

The objectives of this plan would be to initially make the sector aware of the available opportunities for human resource development. The gap analysis would be critical to determine additional developmental needs and/or delivery method changes. The training needs assessment in the *Values Added* research can serve as a measure of overall sector needs.

**4. *Where opportunities are not currently available or barriers to access exist, develop the necessary training programs and delivery methods.***

A variety of methods should be considered, e.g., “Train the Trainer.” The potential for the use of the Internet should be investigated; given the geographic distribution of organizations throughout the province, this tool may be the ultimate approach to deliver training. Additional training materials and curricula may need to be developed to meet the needs of the sector. The results of Action Plan Three will determine any developmental requirements.

**Positioning the Sector and Advancing its Roles - Development of Strategic Alliances  
Communication, Linkages, Marketing and Education**

5. *Develop an interim steering committee to hold regional forums on the results of this symposium.*

This interim committee should examine ways to develop the regional forum and develop participation at the local level. The committee should stay in place until a clear recommendation for a more permanent approach can be adopted. The regional forums should use an expanded *Values Added* document, including the symposium results and recommendations.

The discussants proposed that the Community Services Council undertake the establishment of the interim steering committee.

6. *Expand the participation in the positioning process. The interim steering committee should begin with the core of the symposium participants and seek to involve a large number of regional volunteers, the private sector.*

It may be helpful to use the framework of the HRDC Regions. The Community Services Council was suggested as an organization to spearhead the initiative. Relationship building is critical.

7. *Prepare and publicize a report detailing the activities and success in building the sector. The report should be distributed widely within the sector, to the general public and to key stakeholders in governments and the private sector.*

8. *Encourage and sponsor events that highlight the contributions and roles of the voluntary community-based sector.*

Events could include volunteer fairs that would bring together volunteer groups and raise local profiles. The events would be intended to raise awareness and to increase volunteering, especially among youth.

9. *Develop a multidimensional marketing plan for the sector. Support for the plan should be sought from governments and/or donations.*

The plan should be diverse, positive and creative. Elements could include campaign launches, press conferences, brochure and workshops. All media should be targeted. The marketing plan should emphasize the diversity of the sectors needs, the value to society, the years of history and service to

communities. Organizations should be personally involved and highlighted. Volunteer Week offers an excellent opportunity and focal point for the plan.

10. *As part of or supplemental to the marketing plan, undertake a public education program that focuses on the way governments fund voluntary community-based organizations.*

The purpose of this plan is to advocate for change that will permit a greater focus on the goals, principles and service/program delivery of the voluntary community-based organizations. Large efforts devoted to acquiring funds and resources are detracting from the actual services and programs provided. This plan would address this by seeking fundamental changes in the ways funds are provided.

11. *Establish a working group to develop an inventory of the voluntary community-based organizations in the province.*

The Community Services Council should facilitate this action plan. The opportunity exists to build on the 1998 Community Services Council Directory. The completed inventory should be available on a regional and zonal basis. Resources to support the effort must be obtained as required.

12. *A series of local consultations and roundtable discussions be held around the province. This effort could be dovetailed with the regional forums discussed in Plan Five.*

The Community Services Council should catalyse this process. Resources to support the effort must be obtained as required. The intention is that the results will be networking and partnering that may lead to local networks and alliances - , e.g., the Corner Brook coalition. These local networks and alliances are pivotal to community capacity building. To get the process started, the Community Services Council should seek to present the symposium results to the zonal caucus meeting of the regional economic development boards, scheduled for May 1999.

### **Action to Date**

The recommended action plans form the basis of a sound strategy to advance the sector in Newfoundland and Labrador. Participants at the Provincial Symposium suggested that the Community Services Council undertake the role of facilitating and implementing these action plans. To this end, the CSC is undertaking the formation a provincial interim steering committee to guide the broad implementation process. Specific project proposals have been prepared for Action Plans Three and Eleven - to develop an inventory of training opportunities and identify gaps, and to develop an inventory of voluntary community-based organizations throughout the province. Support has been sought for the interim steering committee and for a follow-up symposium in 2000.

## Strategic Directions for the Future

In the *Values Added* project, the Community Services Council Newfoundland and Labrador set out to assemble a “big picture” of the voluntary community-based sector in this province: to describe it, to begin to more fully understand its contributions, its employment potential and developmental needs. The project findings confirm that the sector plays a tremendous role in fostering self reliance, providing training and leadership opportunities, delivering services, strengthening social cohesion, building community capacity, and supporting citizen engagement. Furthermore, the sector is pivotal for economic development. Even greater results are achievable with new strategic investments.

Voluntary community-based organizations, are being increasingly challenged by a turbulent environment and evolving demographics. At the *Values Added* provincial symposium, one participant eloquently framed the key issue as, “One future, many voices.” Through research, discussion and debate, we now have strategic directions for the voluntary community-based sector to pursue, a road map for growth and development. Through collaboration and partnership within and outside the sector, we can build our capacity and develop support and infrastructure for our sector.

## I INTRODUCTION

As part of the “global village,” communities in Newfoundland and Labrador are being buffeted by unprecedented social and economic forces. In this dynamic environment, the voluntary sector, consisting of nonprofit community-based organizations, plays a vital role. Never before has a clear understanding of the underlying issues been so critical for policy makers and the voluntary community-based sector. The voluntary or community-based sector has always been one of the pillars of our society. Ironically, it also has been one of the least understood, virtually ignored while detailed study was made of the public and private sectors.

With the shift in public sector fiscal priorities to deficit elimination and debt reduction, there has been an increasing focus on the potential of the voluntary sector both as an alternate service provider and as a voluntary community-based employer. While understanding of the importance of the voluntary community-based sector is growing, definitive studies of its contributions, human resource profile, employment potential and support for social and economic development have not been available.

**The Community Services Council of Newfoundland and Labrador (CSC)** has a long history of social policy research, and a particular interest in the voluntary or community-based sector. Preliminary research conducted by the CSC suggested that the voluntary sector produced significant “returns on investment” in economic terms in addition to the enormous contributions made to the social fabric of our communities.

During the summer of 1997, the CSC developed a proposal to explore more thoroughly and to analyze the contributions and potential of the voluntary community-based sector. After discussion with Human Resources Development Canada (HRDC), the project was supported and the study conducted from October 1997 to April 1998. This report summarizes the six-month study of the voluntary community-based sector in Newfoundland and Labrador, its human resources profile, human resource development needs, employment potential, conditions required for it to flourish and suggested strategies for follow-up. The *Values Added* Provincial Symposium held in March 1999, brought together leaders from the Voluntary Community-Based Sector with Provincial and Federal government officials. The action plans developed from a key part of this report. Project detail is reported in the companion document, *Values Added, The Voluntary Community-Based Sector in Newfoundland and Labrador, Statistical Summary of Survey Results from Phase I*.

In considering the future direction for the voluntary community-based sector, the current policy structure and environment in the province are important factors. The Social Policy Advisory Committee held extensive consultation meetings throughout the province and produced two key documents: *Volume I: What the People Said, Report of the Strategic Social Planning Public Dialogue Newfoundland and Labrador* and *Volume II: Investing in People and Communities, A Framework for Social Development*. After review of these key documents, the province developed and announced *People, Partners and Prosperity, A Strategic Social Plan for Newfoundland and Labrador*. The Strategic Social Plan is an unprecedented policy direction that articulates important roles for the voluntary community-based sector. *Community Matters, the New Regional Economic Development*, the blueprint for economic development, underscored the importance of voluntary community-based organizations in economic development. The



Social Union, endorsed by the federal and provincial government, emphasizes the necessity of citizen engagement. In this environment, the voluntary community-based sector has an enormous role to play. The results of this research and the strategies suggested should therefore be considered with increased urgency. Implementation of the action plans for the sector should be seen as a priority.

## II STUDY OBJECTIVES AND ACTIVITIES

The overall study was conceived as a two-phase process. Phase One was designed to delineate the voluntary community-based sector, its potential and the key issues - i.e., to serve as an impetus to put the sector on a solid foundation. Phase Two was envisioned to include appropriate follow-up action and policy initiatives. To date, Phase One has been supported and completed. The *Values Added* Provincial Symposium (March 1999) has been held to develop action plans for Phase Two.

Phase One objectives were established:

- to begin to define the sector in Newfoundland and Labrador;
- to build recognition for its value; and
- to determine, at least in a preliminary way, the conditions required for the sector to flourish.

Phase Two was envisioned to take into consideration:

- an appropriate mechanism to develop and initiate projects in the voluntary community-based sector;
- an Action Plan for human resource development and job creation in the voluntary community-based sector;
- coherent policy initiatives to strengthen the voluntary community-based sector; and,
- an Action Plan for linkage, communication and resource initiatives in the voluntary community-based sector.

During the study, suggested strategies arose and have been identified for consideration in Phase Two. These are described in Section VI, Implications for Phase Two of the Project.

### Study Goals

In developing the plan for Phase One of the project, the following goals were articulated to give direction to the research:

- identify the particular factors that influence the voluntary community-based sector's capacity to maintain and create employment;
- initiate province-wide discussion about the merits and role of the sector;

- examine key issues for the sector;
- identify specific needs that are unique to the sector in terms of job creation and maintenance;
- examine benefits that can accrue to individuals (particularly as volunteers) who are involved in the sector and how these benefits might enhance employability and job retention;
- determine organizational requirements in such areas as training, leadership development, development of volunteers and staff, and innovative approaches which might be used to enhance such opportunities; and
- ascertain what ongoing networks and linkages might be used to strengthen the continuing and expanding nature of the sector.

The approach adopted and the activities pursued in the project are described in the following Methodology section of the report.

### III METHODOLOGY

Any review of the voluntary community-based sector is challenged by the breadth and nature of the organizations involved. The organizations provide a myriad of services and programs. They vary in size from hundreds of employees to none and comprise few to hundreds of volunteers. The focus of their activities ranges from literacy to litter to lobbying. In Newfoundland and Labrador, voluntary community-based sector organizations exist around the province in both urban and rural environments. This diversity and diffusion make study of the sector daunting. In designing the project, care was taken to deal with these challenges by clearly defining the study population and by using a number of different approaches.

To achieve the Phase One objectives, a number of specific activities were incorporated in the project:

- C the compilation of a list of voluntary community-based sector groups, categorized by regional economic zone;
- C the identification of the groups that create employment, and the nature and sustainability of the employment created;
- C a broad survey of representative groups to draw out critical information such as the key issues affecting their performance and their ability to maintain operations;
- C dissemination of project information using Social Perspectives (CSC Newsletter);
- C the identification of groups and individuals around the country with interests in voluntary community-based sector issues;
- C a literature search on the subject;
- C an effort to seek out continuing linkages with other groups and initiatives across the country;
- C consultations and roundtable discussions around the province.

Each activity of the methodology is outlined.

## Compilation of Voluntary Community-based Sector Groups

Major sources of information for the inventory were: Revenue Canada - Charities Division Annual T3010 1994 returns for the province, the list of provincially registered nonprofit organizations, financial information summaries listed with the Lottery Licensing Board, the CSC directory database, the nonprofit organization database for the Student Work and Service Program - community services component, and a series of regional roundtables (eight sites throughout the province with one hundred and sixty-three [163] participants - see Appendix A).

A key task for this project segment was the operational definition of the voluntary community-based sector. The nomenclature and membership of the voluntary community-based sector are currently issues of considerable discussion by both researchers and policy makers. For the purposes of this study, the sector has been defined as:

*Voluntary community-based organizations, which operate on a not-for-profit basis, that do work that benefits the community, and have been established by volunteer governance. Excluded are large organizations that are heavily funded by government (e.g., hospitals, town councils, school boards and universities) because their size and balance of funding distort the description of the sector as a whole, and places of worship because of the focus on religious practice and observance.*

This definition is consistent with national research and related studies. It should be noted that the issue of the definition of the sector remains unresolved and is currently the subject of a national initiative. The definition chosen for the study means that this research used a subset of a somewhat larger group of organizations that might be considered part of the sector. The conclusions reached from the research could have even broader implications.

After synthesis of the different sources and excluding town councils<sup>2</sup>, a total database of 4,678 organizations was compiled - 1,068 charities registered with Revenue Canada (i.e., qualified to issue receipts for income tax purposes) and 3,610 other nonprofit organizations. Excluding hospitals, teaching institutions and places of worship from the aggregate list of organizations, the number of organizations was then reduced to 3,846. Further adjustments were made to the list to establish the sample frame for the survey. The existence of a listed telephone number for the organization was used as a selection criterion because of the telephone survey method to be used. A listed telephone also implied a degree of organization for the voluntary community-based group. Using this approach, the list decreased to 1824 organizations. The pretesting process identified wrong phone numbers, outdated contact names, organizational name changes, duplication of organizations, services and programs that were identified as government, and organizations no longer in existence. Volunteer fire departments and school boards were also removed at this point.

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<sup>2</sup> Town Councils are registered as non-profit corporations in the province

With the adjustments from the pretesting process, the remaining 1229 organizations define the sample frame for the survey.

In delineating the voluntary community-based sector, definition is the first hurdle, classification the second. Revenue Canada Charities Division and Statistics Canada have evolved different non-congruent classifications for organizations. In seeking to apply either of these classifications, researchers have experienced difficulties for a variety of confounding reasons. The most prominent of these was the broad range of activities routinely undertaken by voluntary community-based sector organizations. For example, an organization can be involved in service provision to very different target populations, advocacy, participation in fund raising, professional activities. Categorization of the organization as a service provider for a particular population, as a professional association or as an advocacy group would not capture the range of activities involved. Depending on the methods chosen for categorization, the results can be quite different. Because of these differences, attempts at comparative analysis are often uninformative.

However, a classification strategy was necessary to facilitate the utility of the constructed inventory. Based on the project requirements and an understanding of the sector, an approach to classification was developed using the primary service focus of the organization. This approach facilitates a more meaningful and targeted analysis of the employment potential. The voluntary community-based organizations in the survey were therefore grouped into one of the following classifications:

- C Alleviation of poverty
- C Community economic development
- C Education
- C Health
- C Preservation/Restoration/Heritage/Culture/Environment
- C Professional associations
- C Service clubs/Community groups
- C Social/recreation
- C Other services to the community
- C Family/Children/Youth
- C Persons with disabilities
- C Seniors
- C Women.

With this approach, a constructive, focused overview of the voluntary community-based sector was possible. In addition, zonal and regional distribution was assigned based on provincial information.

### **Survey of Key Groups**

To determine the nature and extent of the contributions of the voluntary community-based sector, a telephone survey was conducted. A purposive sample from the frame of 1229 organizations was drawn

with targeted levels of participation from each of the regional economic zones. This resulted in 329 completed interviews. A purposive sample is a type of non-probability sampling method in which judgment is used to select the sample. Based on other research about the voluntary community-based sector, knowledge of the provincial sector and the project objectives, a sample was selected that was both feasible and representative of a cross-section of the entire voluntary community-based sector in the province. The use of a purposive sample precludes direct extrapolation to the sector as a whole. However, the data obtained from the survey are strongly suggestive that the results for the entire voluntary community-based sector would be much larger in aggregate current and potential employment and comparable in the nature of developmental needs.

### **Roundtable Discussions**

The roundtable methodology incorporates key elements for community-based consultation: broad cross-sectional representation of organizations, information sharing, facilitated but open discussion, and the opportunity for consensus building. Successful roundtables can be catalysts for further cooperation and collaboration among the participants. For this study, roundtable discussions were held in eight locations throughout the province with a total of 163 participants.

These locations were:

- < Carbonear
- < Corner Brook
- < Gander
- < Grand Falls-Windsor
- < Labrador City
- < Marystown
- < St. John's
- < Stephenville.

Including the roundtable discussions and the surveys, 409 different voluntary community-based organizations participated in the project. These roundtable discussions, the survey results and literature review were integrated and synthesized. Collectively and individually, these data formed the basis of this report.

### **Identification of Groups that Generate Employment**

Key information was provided by the roundtable discussions, the Revenue Canada Charities Division data and the survey results. Caution should be exercised in extrapolating these data to the voluntary community-

based sector as whole for two reasons. First, a random sample was not used for the survey. Second, the Revenue Canada Charities Division reporting is often incomplete and inconsistent in the data fields of interest. Difficulties in using the Revenue Canada data are not new; indeed, similar concerns have been raised in the national research on the voluntary sector.<sup>3</sup>

### **Identification of and Linkage with Interested Groups and Individuals**

In conducting the research, a number of sources: The Project Resource Committee were instrumental in identifying key resources for the research. The results of these discussions have been incorporated in the findings and analysis.

### **Literature Review**

A literature review was undertaken in 1997 to guide the research. The results are included in a supplementary document. As noted in the Introduction, the available research about the voluntary community-based sector is not fully informative about the breadth and scope of the sector. Nor, does it provide a reasonably complete qualitative or quantitative measure of the contributions made by the sector. The majority of national research has been based on the Revenue Canada Charities Division data with all the associated difficulties of the classification system used and the inconsistencies in reporting financial data. The much larger non-profit component of the voluntary community-based sector is usually ignored or sometimes estimated. Comparative analysis among studies using similar information is often problematic since operational definitions of the sector vary considerably.

A follow-up review of available information in 1999 was more informative as considerable attention was being focused on the sector from a number of quarters. A bibliography is provided in Appendix B.

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<sup>3</sup> D. Sharpe, A Portrait of Canada's Charities, K.M. Day and R.A. Devlin, The Canadian Nonprofit Sector



## IV RESULTS AND DISCUSSION

The findings are presented using the general framework of the project goals previously described:

- < Voluntary community-based Sector Delineation and Description
- < Key Issues Which Affect the Sector
- < Specific Needs for Job Creation and Maintenance
- < Organizational Requirements for Training and Development
- < Benefits of Participation in The Sector

### Summary Tables

The classification results from the survey along with selected provincial data are summarized in:

- C Exhibit One - Summary of Survey Data by Classification for Non-Profit Voluntary Community-Based Organizations with 1997 Provincial Comparisons (Page 13);
- C Exhibit Two - Non-Profit Voluntary Community-Based Organization Distribution by Economic Zone (Page 14);
- Exhibit Three - Survey Respondents' Aggregate Human Resources Profile by Category (Page 19);
- C Exhibit Four - Volunteer Numbers and Hours, Organizational Distribution of Responses Survey (Page 20);
- C Exhibit Five - Respondents' Detailed Human Resources Profile by Position Type and Category (Page 21);
- C Exhibit Six - Survey Respondents' Training Requirements by Category (Page 29) ;
- C Exhibit Seven - Survey Respondents' Internet Use and Barriers to Access (Page 33);

### Voluntary Community Based Sector Delineation and Description

As described in the Methodology, the voluntary community-based sector has been defined in this study as:

*Voluntary community-based organizations, which operate on a not-for-profit basis, that do work that benefits the community, and have been established by volunteer governance. Excluded are large organizations that are heavily funded by government (e.g., hospitals, town councils, school boards and universities) because their size and balance of funding distort the description of the sector as a whole, and places of worship because of the focus on religious practice and observance.*

By excluding hospitals, nursing homes, school boards, municipal councils, universities and places of worship, the report does not imply that community benefits do not arise from the efforts of these organizations. Indeed, these institutions and organizations are integral to the quality of life and the well-being of society. Rather, the issue is one of classification for the purposes of establishing an appropriate study population for the analysis undertaken.

### **Demographics and Categorization**

The major findings from the survey are:

- the organization surveyed spanned the available categories with more than half from four groups: Community Economic Development, Preservation/Restoration/ Heritage/Culture Environment, Social/Recreation and Family/Children and Youth;
- 35% of the organizations surveyed were registered charities; by comparison, registered charities are a much lower proportion in the total provincial inventory of voluntary community-based organizations. This is likely explained by the fact that the sample selection criteria - most significantly, a telephone contact number - were more likely to include registered charities and exclude smaller, less formally organized voluntary community-based organizations;
- in the sample alone, 1825 employees were reported, about one percent of the provincial workforce currently employed. Because of the sampling method and sample size, it is not possible to extrapolate from the sample results to the sector province-wide; even so, a significantly larger employment estimate should be anticipated for the whole sector;
- for the surveyed organizations, the volunteer contribution in hours was greater than that of paid staff;

- for the surveyed organizations, the volunteer contribution in hours had an estimated economic value of \$43 million;<sup>4</sup>
- the volunteer activity identified in the sample survey represents a substantial portion of the total provincial activity - i.e., 15.4% of the number of volunteers and 19.5% of the total volunteer hours identified for Newfoundland and Labrador;<sup>5</sup>
- the distribution of the voluntary community-based organizations by economic zone (see Exhibit Two) indicates a province-wide network, but with substantial concentration in Zone 19, the Northeast Avalon area. This result reflects the tendency for organizations with provincial mandates to locate in the capital region, not an overabundance of services or resources to serve Zone 19 alone (total database result).

### **Summary Human Resources Profile**

Because of the sample size and nature, statistical significance cannot be reliably attributed to the results at the category level. The major summary findings from the survey are (See Exhibit Three, Four and Five):

- approximately three-quarters of the organizations in the survey had at least one paid employee;
- employment is predominantly full-time or contractual<sup>6</sup>;
- the types of positions in the voluntary community-based sector are diverse, with a large number of multi-skilled and multi-tasked workers reported in the “other” category (See Exhibit Five). Respondents explained that specialization was not practical with the limited staff and the broad nature of their responsibilities;

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<sup>4</sup> Estimate is generated conservatively by applying the average Atlantic Canada Wage (\$10.73) from the report, Statistics Canada Employment Earnings and Hours, May, 1987

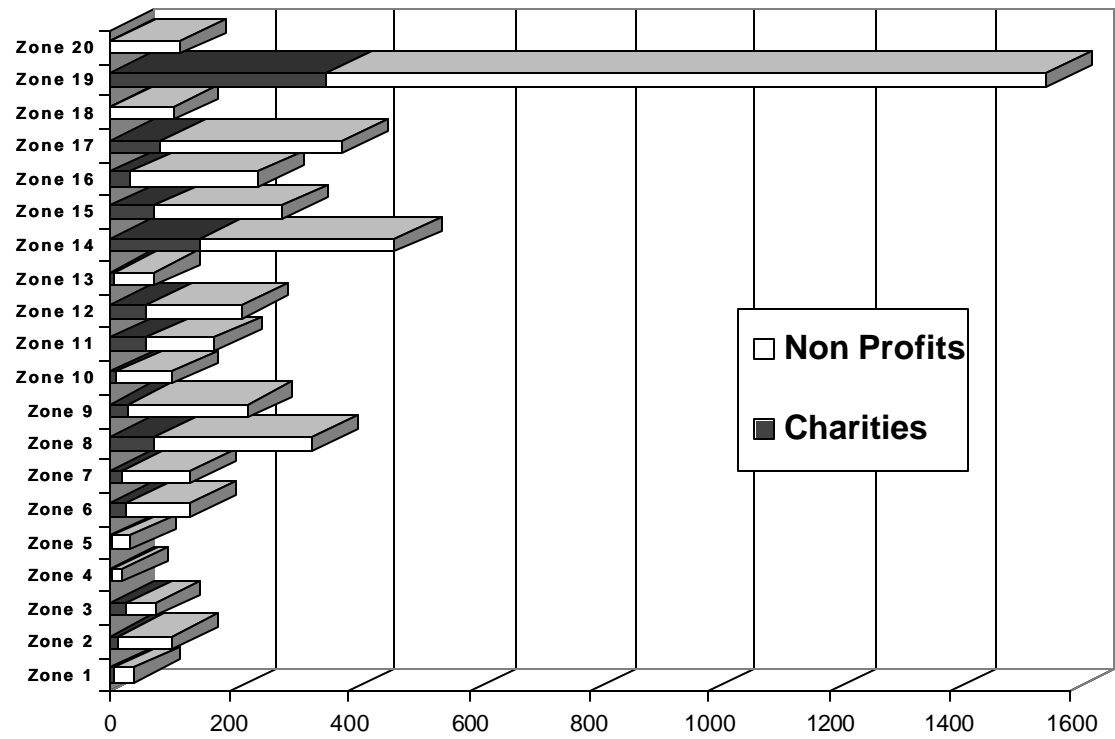
<sup>5</sup> 1997 National Survey on Giving, Volunteering and Participating

<sup>6</sup> Contractual employment for a specific task(s) for a specified period of time (e.g. a six month research project)

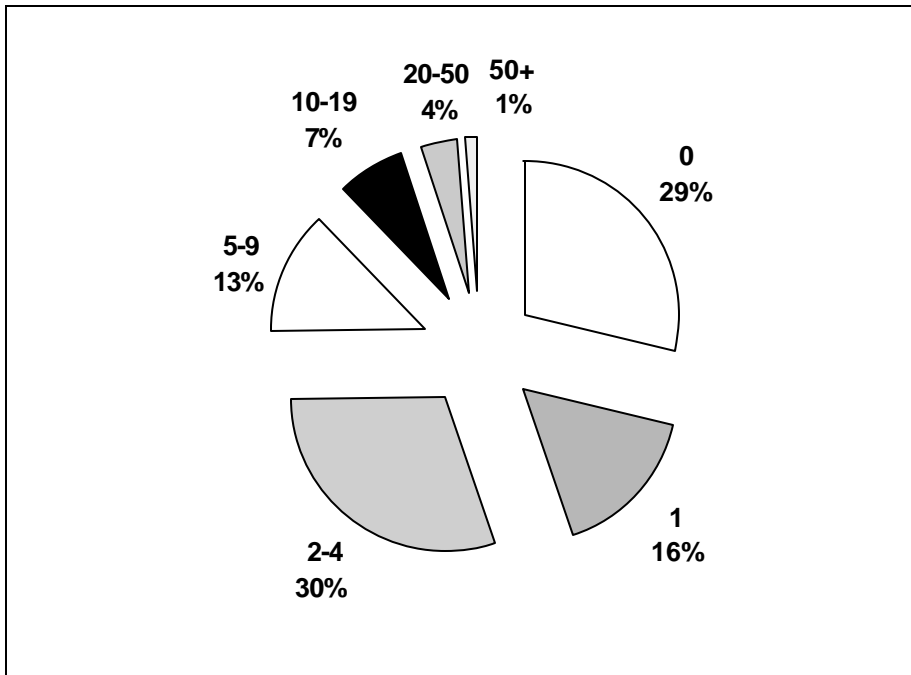
**Exhibit One**  
**Summary of Survey Data by Classification for Voluntary Community-based Organizations**

Category (Note 1)	Total	% of Total	Number of Registered Charities	Organizations with Employees (%)	Number of Employees	Number of Volunteers (%)	Number of Volunteer Hours (000,s)	Full-time Equivalents (note 2)	Economic Value of Volunteer Hours (Note 3)
Alleviation of Poverty	12	3.6	7	10 (83%)	28	989 (4%)	364.5	182.3	\$3,911,235
Community Economic Development	57	17.3	5	49 (86%)	264	1703 (7%)	216.9	108.4	\$2,236,994
Education	30	9.1	11	26 (87%)	101	3073 (13%)	632.3	316.1	\$6,784,107
Health	21	6.4	14	10 (48%)	190	3311 (14%)	524.4	262.2	\$5,626,919
Preservation/Restoration/Heritage/ Culture/Environment	35	10.6	17	21 (60%)	101	1623 (7%)	297.2	148.6	\$3,189,417
Professional Associations	11	3.3		7 (64%)	23	610 (3%)	75.6	37.8	\$811,671
Service Clubs / Community Groups	10	3	3	6 (60%)	15	818 (4%)	103.9	51.9	\$1,114,525
Social / Recreation	35	10.6	7	21 (60%)	63	2925 (13%)	479.1	239.6	\$5,141,226
Other Services to the Community	23	7.2	8	17 (74%)	107	1284 (5%)	186.7	93.3	\$2,002,776
Family / Children / Youth	39	11.9	20	29 (74%)	206	2556 (11%)	450.8	225.4	\$4,837,191
Persons with Disabilities	33	10	18	23 (70%)	496	3138 (14%)	525.7	262.9	\$5,641,029
Seniors	8	2.4	2	6 (75%)	190	405 (2%)	31.1	15.6	\$334,132
Women	15	4.6	3	11 (73%)	41	731 (3%)	114..2	57.1	\$1,225,817
TOTALS	329	100%	115	236 (72%)	1825	23166	4002.3	2001.1	\$42,994,143
Nfld. & Lab. Provincial Results from 1997 National Survey on Giving Volunteering and Participating						150006	20494	10247	\$219,900,620
Note 1- Organizations have been assigned to the categories on the basis of their target population and / or the nature of their organization									
Note 2 - Full-time equivalents have been calculated based on 2000 hours per annum									
Note 3 - The economic contribution of volunteer hours has been calculated on the basis of \$10.73 per hour, the mean for Atlantic Canada (1987 Statistics Canada)									

**Exhibit  
Two  
Non-Profit  
Voluntary  
Community-based  
Organization  
Distribution  
by  
Economic  
Zone**



C the majority of the organizations we represent



all -75% had less than five employees, 88% less than ten employees. (See figure 1) This size factor has substantial implications for strategies to be adopted to achieve growth and development for the sector;

**Figure 1**  
**Distribution of Voluntary Community-based Organizations by Number of Employees**

- C in the survey sample, employment had a net decline of 110 positions over the past two years (6% decrease). The explanation offered for this decline was reduced financial resources;
- C significant potential for employment growth exists in that about two-thirds of organizations reporting requirements for additional staff. Most organizations indicated needs for one or two more full-time employees. However, even greater needs were cited by some groups;
- C overall, the survey results indicate a 6% decline in staff over the last two years and a need for 26% increase in human resources;
- C aggregate volunteer numbers and hours provided have increased over the past two years though the results are mixed among the different categories (See Exhibit Four).

The results demonstrate that the voluntary community-based sector, as defined in the study, **is a major employer** with diffuse geographic distribution throughout the rural and urban regions in the province. Of major importance is the result that **the economic value of volunteer contributions in the voluntary community-based sector is approximately equal to that of paid staff.**

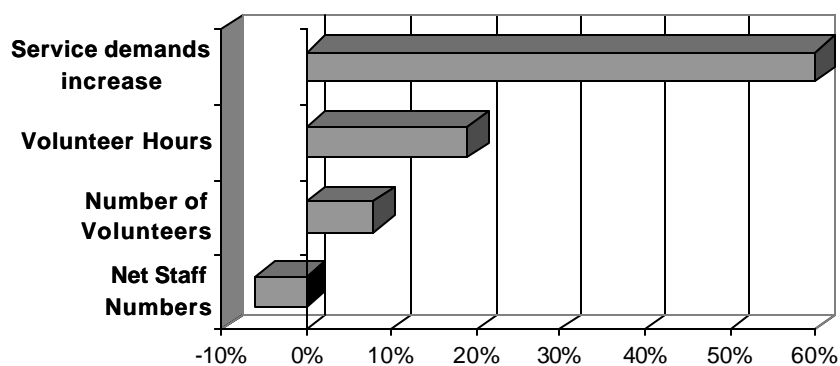
The findings indicate that the voluntary community-based sector has experienced a decline in employment over the past two years at the same time as demands for service are increasing. (See Figure Two) To address current demands, additional resources are

*This organization has a great ability to employ a lot of people. We need start up support at first .....there should be programs in place to help achieve this.*

required; significant employment growth within the sector is possible with identified needs for 25% more employees. This employment potential is especially relevant in the context of the concepts of “investing

in people” and “voluntary community-based sector employment” articulated in the Strategic Social Plan. Rather than the traditional model of crisis intervention, investment in the voluntary community-based

**Figure 2 - Net Reported Change in Service Demands and Available Resources 1996-1998**



sector has the potential to build community capacity and address many issues before they become crises. Given the resource constraints in the province, strategic investment in the

voluntary community-based sector represents one of the best options currently available.

### Resources and Disbursements

The substantial volunteer contributions have already been noted. These volunteers provided services, advocated, served on boards of directors, and performed numerous miscellaneous tasks. Without the volunteers, the sector would not exist. The estimated economic value of the volunteer hours in the organizations surveyed is \$43 million and, in the province as a whole, \$220 million.<sup>7</sup>

Other forms of support were explored in the study. **Non-monetary contributions** were reported during the survey; such gifts included consulting fees, office supplies and equipment, rent subsidies and reductions or exemptions from property taxes. Of the respondents, 78% of those receiving donations had non-monetary contributions. The total value of non-monetary gifts reported in the survey exceeded \$1.55 million.

7

1997 National Survey on Giving, Volunteering and Participating



While a limited response (82 of 329 respondents) was achieved in the request for financial data, the data are sufficient to construct a sketch of the sector. **Revenue** was derived from government sources (provincial 50%, federal 26%), business income (8%) and all other sources (16%). **Disbursements** for salaries and benefits dominate the expenditures (52%), followed by overhead (25%) and projects/programs (17%). The disbursements for salaries and benefits are generally directed to programs and services.

By comparison, when the study definition of the voluntary community-based sector was applied to the Revenue Canada Charities Division 1994 database for registered charities in Newfoundland and Labrador, a different disbursement profile was found. Of the total disbursements of \$61 million, remuneration of staff accounted for \$26.5 million (44%). However, caution must be used in interpreting the Revenue Canada data since the reporting practices of organizations vary with some staffing costs reported in other categories, e.g., projects and programs. In this research project, interviewers prompted respondents to include all their staff in the salaries/benefits costs.

Regardless of the variance in the results, the conclusion is unequivocal that a substantial portion of the expenditures of the voluntary community-based sector flow to the people who work in the system. Through the tax systems of different jurisdictions, much of this money returns to government coffers.

### **Key Issues Which Affect the Sector**

Before describing the future opportunities and potential in the voluntary community-based sector, it is helpful to review the responses from study participants about their current situation. Their comments paint a picture of substantial capacity and remarkable creativity which are constrained by resource shortfalls in

finances, personnel, facilities and linkages . In some cases, the issues identified are clear barriers to growth and development. The discussions have been summarized in the nine following themes:

- ! Increased demand for services
- ! The nature of employment and the level of remuneration
- ! Support for volunteers
- ! Volunteer liability
- ! The need for a larger network of volunteers
- ! Accountability
- ! Recognition for the value and contributions of the sector
- ! Communication
- ! Support for the sector

**Increased demand for services** - Respondents noted that social problems are increasing, e.g., alcohol and drug abuse. This has resulted in an increased demand for services from voluntary community-based organizations. As well, additional pressure is arising from the need to provide services for seniors and disenfranchised youth. Specifically, two-thirds of the organizations identified increased demand for their services, one-quarter reported no change, while the remainder observed lower demand. The voluntary community-based sector is already constrained and is facing further pressures to provide additional services and programs.

**The nature of employment and the level of remuneration** - The work of the voluntary community-based sector is demanding and complex, broader in scope than many private sector organizations.

*Because our area has such few organizations and resources, we are being asked to solve problems we do not usually handle.*

*Survey respondent, Zone 8*

**Exhibit Three**

**Survey Respondents' Aggregate Human Resources Profile by Organization Category**

Category	# of organizations	No. of Employees	%f/t employment	% needing staff	% with no staff	% with 1 staff	% with 2-4 staff	% with 5-9 staff	% with 10-19 staff	% with 20-50 staff	% with 50+ staff
Community Economic	49	264	37%	67%	14%	18%	37%	16%	12%	4%	0%
Family / Children / Youth	29	206	65%	72%	26%	21%	23%	18%	5%	8%	0%
Preservation/Restoration/	21	101	49%	77%	40%	14%	29%	11%	3%	3%	0%
Social / Recreation	21	63	59%	63%	40%	17%	26%	17%	0%	0%	0%
Persons with Disabilities	23	496	62%	64%	30%	6%	9%	27%	9%	15%	3%
Education	26	101	73%	60%	13%	20%	47%	7%	13%	0%	0%
Other Services to the	17	107	78%	48%	26%	9%	35%	9%	22%	0%	0%
Health	10	190	30%	62%	52%	14%	10%	5%	10%	5%	5%
Women	11	41	41%	60%	27%	13%	47%	7%	7%	0%	0%
Alleviation of Poverty	10	28	46%	42%	17%	42%	33%	0%	8%	0%	0%
Professional Associations	7	23	91%	54%	36%	0%	55%	9%	0%	0%	0%
Service Clubs / Community	6	15	60%	20%	40%	20%	30%	10%	0%	0%	0%
Seniors	6	190	38%	38%	25%	13%	38%	0%	0%	0%	25%
<b>TOTALS</b>	236	1825	57%	62%	28%	16%	30%	13%	8%	4%	1%



**Exhibit Four**  
**Volunteer Numbers and Hours, Organizational Distribution of Responses Survey**

Category	Number of Volunteers	Decreased	Increased	Other	Stayed the Same	Total Volunteer Hours	Decreased	Increased	Other	Stayed the Same
Community Economic	1703	7%	21%	4%	68%	216,868	7%	26%	9%	58%
Other Services to Community	1284	13%	9%	4%	74%	186,652	9%	22%	17%	52%
Educational Services	3073	17%	27%	13%	43%	632,256	17%	23%	23%	37%
Family / Youth / Children	2556	21%	28%	8%	44%	450,810	26%	33%	10%	31%
Health Services	3311	14%	38%	0%	48%	524,410	10%	33%	14%	43%
Persons with Disabilities	3138	12%	21%	6%	61%	525,725	9%	18%	21%	52%
Poverty Alleviation	989	17%	33%	0%	50%	364,514	0%	33%	0%	67%
Preservation / Restoration /	1623	14%	23%	11%	51%	297,243	6%	34%	20%	40%
Professional Associations	610	18%	36%	0%	45%	75,645	0%	45%	18%	36%
Seniors	405	25%	0%	25%	50%	31,140	13%	0%	88%	0%
Service Clubs / Community	818	50%	10%	0%	40%	103,870	10%	10%	10%	70%
Social / Recreation Services	2925	9%	34%	6%	51%	479,145	0%	34%	6%	60%
Woman	731	7%	47%	0%	47%	114,242	7%	33%	13%	47%
<b>TOTALS</b>	23166	14%	26%	6%	54%	4,002,520	9%	28%	16%	47%

**Exhibit Five**  
**Respondents' Detailed Human Resources Profile by Position Type and Category**

Current and required position profile in numbers (note 1)

Category	Fundraiser		Administrator		Educator		Office Worker		Counsellor		Care Provider		Research		Coordinator		Other		Unidentified		Total	%	
Community Economic	1	0	36	4	8	10	32	20	3	1	0	0	11	6	35	17	137	15	1	n/a	264	73	28%
Other Services to the Community	0	0	10	1	1	1	11	4	30	3	1	0	0	0	6	2	46	11	2	n/a	107	22	21%
Education	0	1	11	4	39	8	15	10	9	2	0	0	1	1	18	2	6	13	2	n/a	101	41	41%
Family / Children / Youth	1	5	26	2	47	12	13	7	27	8	16	4	0	3	23	6	51	25	2	n/a	206	72	35%
Health Services	3	3	9	1	1	1	14	4	4	5	90	10	1	1	7	5	13	2	48	n/a	190	32	17%
Persons with Disabilities	2	1	14	1	9	0	23	12	43	20	0	0	0	2	23	11	125	12	257	n/a	496	59	12%
Poverty Alleviation	0	2	5	0	0	0	6	3	0	0	0	0	0	0	4	0	13	2	0	n/a	28	7	25%
Preservation/Restoration/Heritage Culture/Environment	1	2	15	5	5	0	14	18	2	0	0	0	4	6	8	10	52	31	0	n/a	101	72	71%
Professional Associations	0	0	6	1	0	0	8	4	0	0	0	0	0	1	1	2	8	2	0	n/a	23	10	43%
Seniors	0	0	3	0	0	0	1	0	0	0	77	3	0	0	1	0	2	2	106	n/a	190	5	3%
Service Clubs / Community Groups	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	14	3	0	n/a	15	3	20%
Social / Recreation	1	1	14	5	2	1	11	12	0	1	0	0	0	1	6	9	29	14	0	n/a	63	44	70%
Women	1	0	6	1	0	1	6	5	10	4	0	0	3	0	5	0	9	4	1	n/a	41	15	37%
<b>TOTALS</b>	<b>10</b>	<b>15</b>	<b>155</b>	<b>25</b>	<b>112</b>	<b>34</b>	<b>154</b>	<b>99</b>	<b>128</b>	<b>44</b>	<b>184</b>	<b>17</b>	<b>20</b>	<b>21</b>	<b>137</b>	<b>64</b>	<b>505</b>	<b>136</b>	<b>419</b>	<b>n/a</b>	<b>1825</b>	<b>455</b>	<b>26%</b>

Note 1 - "Other" and "Unidentified" categories were reported by many respondents due to the broad multi-skilled scope of activities and frequently small staffs or organizations in the sector.

Yet, levels of remuneration are very low and discontinuity of employment is often the norm. The inability to offer competitive wages is perhaps most acute in small voluntary community-based organizations where the greatest range of demands is placed on the limited staff available. The discontinuity of employment arises because the major sources of financial resources for many organizations are project funders and granting agencies that function in a submission/review/granting cycle that may not be consistent with continuous employment for project/grantee staff. Recruitment and retention of appropriately trained and experienced staff in this environment are particularly difficult. Reliance on programs and grants for funding translates into further inefficiencies, since an orientation and training process is routinely required for new personnel/volunteers involved in a project/grant. This non-productive cycle of discontinuous employment at low levels of remuneration exacerbates the recruitment/retention of qualified staff.

**Support for volunteers** - While personal motivation and altruism remain strong in the province, there are fears that volunteer contribution to the voluntary community-based organizations may be reduced in the longer term. These concerns are based on volunteer age demographics, the limited ability to provide organizational support, and the inability for the tangible - often significant - costs of volunteering to be compensated through the tax system or by other means. A number of organizations surveyed were worried about the next generation of volunteers. Who would take the place of the current volunteers when they left or were unable to continue? With limited staff and the pressing requirements to secure funding, the organizational support provided to volunteers is often restricted; consequently, volunteer retention can be compromised. Volunteers often incur out-of-pocket expenses that are neither reimbursed nor can they be deducted against taxable income. A number of participants indicated that individuals with limited financial means can be precluded from volunteering because they cannot afford the associated transportation and/or child care costs. If volunteers are to remain an integral part of the voluntary community-based sector, then appropriate support and remuneration of related legitimate expenses should be addressed.

*If we could get enough to pay travel costs for the organization's volunteers and a couple of paid staff, there's no limit to what we can achieve.*

*Survey respondent, Zone 15*

**Volunteer liability** - For members of volunteer boards of directors and for volunteers providing service, there is a growing recognition of potential exposure to legal liability. For some populations, the services volunteers are providing are little different from those in the public sector. In our increasingly litigious society, volunteer liability is a complex issue that requires in-depth consideration and resolution.

**The need for a larger network of volunteers** - Voluntary community-based organizations require additional volunteers; youth and seniors have been identified as possible sources. As a group, youth volunteers have been clearly identified as vital to the survival and growth of the voluntary community-based sector. However, in this study, a common concern expressed by participants was the lack of youth volunteers and the inability to engage them in voluntary community-based organizations. A number of reasons were suggested, including outmigration. Current provincial data are not available on the rate of youth volunteering.<sup>8</sup> The problem of volunteer succession is considered critical. Even the organizations that are currently well positioned with their volunteer resources are worried about the future sources and number of volunteers. At the opposite end of the age scale are seniors, who in addition to having been cited as a group requiring service, are frequently individuals who may have time that could be used in volunteer activities. With the maturation of the baby-boom generation, the numbers of seniors will increase significantly; this group is therefore a second key potential source of additional volunteers. If volunteers are to remain at the heart of the voluntary community-based sector, then it is vital as a society that we work to further engage youth and seniors while retaining the existing group of volunteers.

*Very difficult, especially in the rural areas. The greater dependence on the voluntary sector for services is stretching the volunteers; this will have an impact on the types of organizations that will exist.*

*Survey respondent, Zone 11*

*Volunteers do not have any training and are now getting tired of always contributing with no end in sight. This organization is doing okay for now because the members have the necessary skills and backgrounds. What happens when we retire?*

*Survey respondent, Zone 19*

**Accountability** - Accountability is an issue for two reasons - the intrinsic nature of the voluntary community-based sector's work and the need to solicit donations. The work of the voluntary community-based sector is, for the most part, in public view, e.g., door-to-door campaigning, sports team coaching, supporting persons in their homes, lobbying in the media for a cleaner environment. As a consequence, the voluntary community-based sector is subject to mounting public scrutiny concerning its services, programs and activities. However, with increased demand for donations from a larger number of organizations, the public at large and the private sector are confronted with difficult decisions. Complaints about donor fatigue are common. Respondents identified the need for improved, consistent accountability for the voluntary community-based sector throughout the province.

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Demographic data for youth in the 1997 National Survey on Giving, Volunteering and Participating were not available at the provincial level for Newfoundland and Labrador



**Recognition for the value and contributions of the**

**sector** - Considering the value of volunteer contributions, the voluntary community-based sector contributes economically to the province at a level comparable to the mining and fishing industries. Moreover, the sector, as the provider of a broad range of key services, is of vital importance for the social well-being of the province. In many ways, the

*We lost our fire department, town council, school and library. If we lose this centre, our community will only be a geographical one. The kids are leaving and all that remains is a church and a community centre trying to keep this place alive!*

voluntary community-based sector is the glue that holds society together. Despite this, respondents from the sector felt isolated from the policy development process. While policy makers from governments have made efforts to begin dialogue with the voluntary community-based sector, respondents felt there was a need for increased understanding of the sector and its potential. The process for shaping public policy related to community and social well-being should more fully incorporate the sector in dialogue. Substantial discussion is still required between the voluntary community-based organizations and funders to raise an awareness of the unique human yet fiercely entrepreneurial culture that permeates the voluntary community-based sector.

**Communication** - The organizations and individuals that interact with and use the services of the voluntary community-based sector have adapted to the dynamic social changes, globalization of the economy and public sector restructuring. At the same time, governments and public sector organizations are seeking increased dialogue with and action from voluntary community-based organizations. Diverse and diffuse in nature, the voluntary community-based sector is experiencing difficulties in developing coherent responses to these challenges. Unlike the public and private sectors, collective and/or intermediary voices or channels through which to direct communications, are less well developed. In an era when the need for interaction and dialogue is paramount, these gaps are serious obstacles to growth and development. The Social Strategic Plan stresses the importance of a shared sense of responsibility and strategies to involve people. The responses from the study reinforce the value of such involvement. However, the absence of an effective collective means of communication - within the sector and with the public and private sectors- has been flagged as a barrier to that involvement.

**Support for the sector** - Respondents reported a common experience of limited financial and non-financial support. As noted, the nature of employment is routinely structured around annual granting cycles for projects and programs. As a consequence, substantial effort is expended in proposal preparation and grant application - often seeking to satisfy the “issue of the month,” rather than the primary mission of the organizations. Organizations serving the same or similar target populations find themselves in competition for the limited funding available. Collaboration and information sharing in this environment is not common. Many organizations report spending an inordinate amount of time on proposal preparation and fundraising to the detriment of their primary objectives. Furthermore, a lack of core funding and a reliance on project/grant funding do not facilitate effective long range planning to address community needs. A strong message was communicated by study participants that stable core funding should be provided to the voluntary community-based sector.

*There is still a lot more to be done.*

*Fundraising takes up all our time.*

*Survey respondent, Zone 9*

*We need more core funding from the province. It's difficult when you go contract to contract. We see the needs because we are right here in the community. We just need the ability to address them.*

Participants in the study identified a trend characterized as governments “downloading” or “devolving” responsibilities for a range of services to the voluntary community-based sector. While there has been a willingness from voluntary community-based organizations to assume these tasks, there are clear indications that sufficient supports and resources have not been provided. Some infrastructure changes in the public sector will evolve from the articulation of the Strategic Social Plan. As yet, these have not facilitated effective and efficient linkages to the voluntary community-based sector.

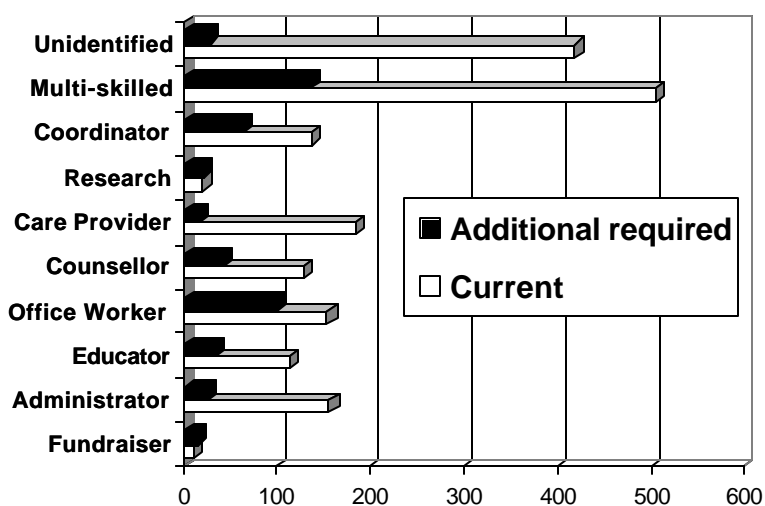
Non-financial support is also a problem. A significant proportion (37%) of respondents report insufficient office equipment. Needs include fax machines, computers, photocopiers and other equipment. Less than half (46%) of the organizations surveyed had access to the internet, either lacking the computer and/or financial resources (See Exhibit Six). A national internet readiness survey, conducted by Industry Canada’s VolNet (Voluntary Sector Network Support Programs), found that only 35% of voluntary community-based organizations nationally had Internet access; of these, 31% limit their use to E-mail.

Overhead expenses were considerable as a proportion of the reported disbursements in the survey (25%), despite significant non-monetary gifts. Organizations indicated that their access to facilities has been negatively affected by the education and health reform in the province; in some cases, the reorganization process reduced key informal support, e.g., meeting space - available to the voluntary community-based sector.

The study process has brought forward a range of issues that must be addressed for the voluntary community-based sector to grow and flourish. In the same consultation process, a measure of the potential employment growth was formulated and some of the human resources development precursors were identified for growth and development. These key findings are discussed in the following sections.

Figure 3

Profile of  
Current and  
Additional  
Required  
Employees by  
Type



### Percent Potential Employment Growth by Organization Type

- C the major concentration of staff reported are in the multiskilled “Other” and “Unidentified” categories. When probed about the “unidentified”, respondents clarified that staff perform many different roles; classification in a single category is inappropriate. These “unidentified” responses can be considered congruent with the multi-skilled category;

- C within the organizations surveyed, an additional 455 positions are required, most either full-time (64%) or contractual (22%);
- C the additional positions required are distributed throughout the province consistent with the distribution of voluntary community-based sector organizations in the economic zones;
- C needs for all categories of staff were reported. The new staff required by organizations are predominantly the multiskilled “other” generalists, office workers, coordinators and counselors;
- C the categories of the voluntary community-based sector with the greatest reported percentage potential employment growth are Preservation/Restoration/Heritage/Culture /Environment (71%), Social/Recreational Services (70%), Professional Organizations (43%) and Education Services (41%);(See Figure 4)
- C the additional positions are required by organizations that, over the last two years, have decreased their staff (28%), increased their staff (28%) and stayed the same (44%); these staff requirements reflect a significant untapped capacity of the sector, not just the replacement of staff lost over the two years.

The Strategic Social Plan articulates that:

*Government recognizes that investing in employment opportunities in the voluntary community-based sector has great value. ... The combined effort of {staff and volunteers} contributes enormously to individual and community well-being. Strong participation in the voluntary community-based sector is an extremely effective means of creating the foundation, confidence and climate needed for the development of new economic opportunities and the growth of entrepreneurship.*<sup>9</sup>

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People, Partners and Prosperity: A Strategic Social Plan for Newfoundland and Labrador 1998, Government of Newfoundland and Labrador

For the survey respondents, the potential for employment growth was substantial with immediate needs compounded by growing demands for service. This suggests that sound investments, as described by the Strategic Social Plan, will return dividends to communities, individuals and economic development throughout rural and urban regions in the province.

### **Organizational Requirements for Training and Development**

In addition to human resource requirements, the study examined human resource development needs of the voluntary community-based sector (see Exhibit Seven). Substantial training requirements were reported in all the development areas discussed. These human resource development needs were:

- C computer training (74% overall), identified by a majority in all sectors;
- C fundraising training (65% overall) needs were more focused needs in certain categories of voluntary community-based organizations - Service Clubs/Community Groups (90%), Education Services (83%) and Health Services (81%) - with less stress from others - Professional Organizations (36%), Poverty Alleviation (42%) and Other Services to Communities (43%);
- C information technology training (64% overall) was identified by a majority of organizations in nine of thirteen categories;
- C overall a majority of organizations identified training needs in: oral communications (60%), management training (60%), written communications (59%) and coordination (50%); bookkeeping training requirements were also identified (40%);
- C a number of other important human resource development needs were also named by respondents (42%); among these were training: in recruiting and training volunteers, in volunteer management, in volunteer governance (for board members), in strategic planning, in proposal writing and in network access/internet use.

A summary view, commonly expressed by participants, was that the sector was restrained by its limited financial resources and the inability to develop its greatest assets - staff and volunteers.

**Exhibit Six**  
**Survey Respondents' Internet Use and Barriers to Access**

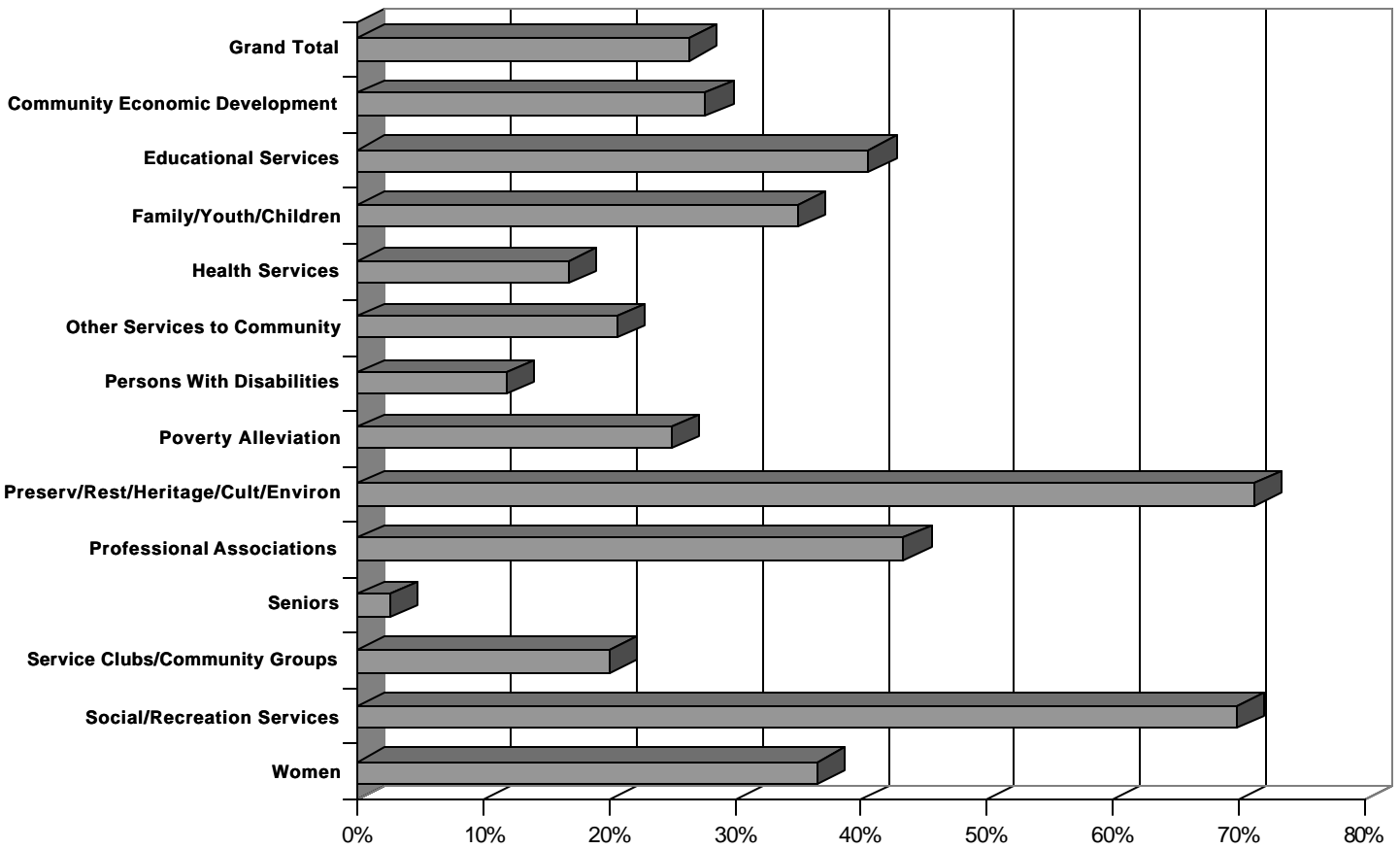
Category	Current Access to Internet		Reasons for No Access (% of No Responses)				
	n/a (no office)	No	Computer Inadequate	Financial	Lack of Knowledge About Use	No Computer	Other
Community Economic Development	0 %	33 %	16 %	42 %	0 %	16 %	26%
Other Services to Community	9 %	57 %	15 %	31 %	23%	8 %	23%
Educational Services	10 %	33 %	30 %	30 %	10%	0 %	30%
Family/Youth/Children	3 %	77 %	23 %	37 %	7 %	13 %	20%
Health Services	5 %	43 %	0 %	44 %	11 %	11 %	33%
Persons With Disabilities	3 %	36 %	8 %	50 %	0 %	17 %	25%
Poverty Alleviation	0 %	75 %	0 %	67 %	0%	11 %	22%
Preservation/Restoration/Heritage / Culture/Environment	3 %	51 %	17 %	33 %	6 %	22 %	22%
Professional Associations	0 %	36 %	0 %	50 %	0 %	50 %	0%
Seniors	13 %	75 %	33 %	33 %	17 %	0 %	17%
Service Clubs/Community Groups	30 %	50 %	20 %	20 %	0 %	60 %	0%
Social/Recreation Services	11 %	60 %	19 %	29 %	0 %	14 %	38%
Women	7%	27 %	0 %	25 %	25 %	25 %	25%

Grand Total	5 %	49 %	16 %	38 %	6 %	16 %	24%
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**Figure 4 Percentage of Potential Employment Increase  
Survey Respondents**

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

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## Contributions Made by the Voluntary Community-based Sector

Newfoundlanders and Labradorians have a long tradition of community service linked to a profound sense of collective responsibility for our society. The Strategic Social Plan reflects this proud heritage and makes a strong linkage between this community service and the realization of sustainable regions in the province. Four Action Plan Goals are described in the Strategic Social Plan:

- Goal One - Vibrant communities and regions in which people actively participate in their collective well-being.*
- Goal Two - Sustainable regions based on strategic investments in individuals, families and communities*
- Goal Three - Self-reliant, healthy, educated individuals and families living in safe, nurturing communities.*
- Goal Four - Integrated and evidence-based policy development and monitoring as the foundation for the design, delivery and evaluation of social development programs and services.<sup>10</sup>*

Given this action framework, how does the voluntary community-based sector contribute to achieving these goal and what effects and results does the sector produce - with donors, volunteers, staff, the public sector, the private sector, the economy?

**Donors** are obviously motivated by altruism and generosity when they provide direct and indirect assistance to voluntary community-based organizations. Direct financial and non-financial contributions flow to voluntary community-based organizations supporting their mandate. If a voluntary community-based organization is a registered charity, the donor can derive income tax advantages from receiptable gifts. Unreceipted financial support is provided by donors through participation in casinos, ticket draws, lottery tickets and the purchase of chocolate bars, cookies, etc.- with no income tax advantages. With strong voluntary community-based organizations, donors are beneficiaries of vibrant communities. At a more personal level, donors frequently are or have been recipients of services from the voluntary community-based organization they have chosen to support. For example, parents with school-age

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Chapter Four, Strategic Social Plan

children are primary donors for their children's school(s); disease-specific charities are often supported by individuals/families dealing with the disease or its aftermath.

**Volunteers**, according to the 1997 National Survey on Giving, Volunteering and Participating, essentially provide their time for a variety of reasons. A common motivation is the personal belief in the cause they are assisting. Two-thirds of volunteers have been personally affected or know someone who has been affected by the cause the organization supports. However, aside from altruistic rewards, volunteers can benefit from their volunteer experience. Three-quarters of volunteers reported improved interpersonal skills and two-thirds, improved communication skills and knowledge of social issues. For young persons volunteering, the voluntary community-based sector provided invaluable opportunities to gain and practice work skills (82%) and to explore their own abilities (68%), as well as a springboard to future employment (54%).

**Staff** of voluntary community-based organizations are obvious beneficiaries of the sector as recipients of salaries and benefits. However, many participants in the study noted the low level of remuneration of staff and identified the concerns about the nature of employment previously discussed. In this uncertain milieu, staff are often laid off for extended periods; some continue to work in an unpaid capacity for the sake of their organization's mission and services. Clearly, financial motivations are not the sole, overarching reasons for staff participation in the voluntary community-based sector. Altruism and belief in the mandate of their employer voluntary community-based organization are significant motivations for staff. Like donors and volunteers, staff are beneficiaries of more vibrant communities as a consequence of their work.

The **public sector** derives substantial benefits from the voluntary community-based sector as a service provider and as a cornerstone of communities and regions. Historically, governments have used the voluntary community-based sector as an intermediary to deliver public sector services and programs in a manner appropriate for and often located in the target communities. Unfortunately, a belief, sometimes substantiated by voluntary community-based organizations' diligence and entrepreneurial skills, has grown among policy and decision makers in governments that the voluntary community-based sector can absorb much more responsibility without any or significant associated resource flows. That the public sector can obtain excellent value in service delivery through the voluntary community-based sector is irrefutable. However, there are costs in all service delivery that must be borne and ultimately paid. Within the voluntary community-based sector at present, there are minimal discretionary resources that can be applied to new services and programs.

**Exhibit Seven**  
**Survey Respondents' Training Requirements by Category**

Category	Computer	Oral Communication	Written Communication	Fundraising	Management	Information Technology	Coordination	Book-keeping	Other
Community Economic Development	75 %	67 %	63 %	54 %	61 %	75 %	60%	39%	46%
Other Services to Community	65 %	61 %	65 %	43 %	52 %	48 %	57%	43%	22%
Educational Services	67 %	50 %	50 %	83 %	57 %	73 %	47%	47%	27%
Family/Youth/Children	87 %	62 %	64 %	77 %	74 %	69 %	51%	59%	46%
Health Services	67 %	62 %	57 %	81 %	52 %	38 %	43%	29%	38%
Persons With Disabilities	82 %	64 %	73 %	55 %	52 %	70 %	36%	30%	39%
Poverty Alleviation	67 %	50 %	42 %	42 %	67 %	58 %	25%	25%	42%
Preservation/Restoration/Heritage/Culture/Environment	71 %	51 %	49 %	66 %	54 %	60 %	46%	37%	60%
Professional Associations	82 %	64 %	73 %	36 %	64 %	55 %	64%	45%	36%
Seniors	50 %	38 %	25 %	63 %	50 %	38 %	38%	13%	25%
Service Clubs/Community Groups	60 %	60 %	50 %	90 %	50 %	40 %	70%	40%	0%
Social/Recreation Services	74 %	60 %	54 %	74 %	63 %	69 %	57%	40%	57%
Women	93 %	80 %	67 %	73 %	67 %	73 %	47%	53%	60%
Grand Total	74 %	60 %	59 %	65 %	60 %	64 %	50%	40%	42%



At this time, the voluntary community-based sector should be a vital partner with governments in policy development and a key stakeholder in economic development issues. In the establishment of the Regional Economic Zone Boards, the federal and provincial governments have encouraged the inclusion of the voluntary community-based sector. While this process is necessary for voluntary community-based organizational and public involvement, the size, diversity and diffusion of the voluntary community-based sector and the broad range of sector activities are limiting factors at the zone level. The links envisioned in the Social Policy Advisory Committee consultations and the processes outlined in the Strategic Social Plan have the potential to catalyze integrated social and economic change. The voluntary community-based sector will be able to assume the larger role described in the Strategic Social Plan and engage in partnership with governments and regional organizations - if communication tools are available and a viable infrastructure are in place.

In the current climate of resource constraints, devolution of responsibility to the voluntary community-based sector also distances governments from difficult allocation and inclusion/exclusion decisions for programs. While these decisions can be an integral aspect of service/program provision and rightly belong at the point of delivery, the arrangement offers a convenient arms-length buffer for governments when public outcry and complaints occur.

Lastly, the voluntary community-based sector contributes significant tax revenue to governments through income, payroll and sales taxes.

The **private sector** is a major beneficiary of the voluntary community-based sector. The consumption of goods and services generates substantial revenue for private sector organizations. Voluntary community-based organizations are distributed throughout the province in all economic zones. Some survey respondents indicated that the voluntary community-based organizations were the only glue holding highly stressed rural communities together. Others have reported that the community capacity created by voluntary community-based organizations has been integral in attracting much required economic private investment to different regions. Indeed, the Strategic Social Plan for the province has emphasized the interdependence between social and economic development and the profound contributions that voluntary community-based organizations make to community capacity, new economic opportunities and the growth of entrepreneurship.

Investment decisions predicated on economic and social precursors have already benefitted the private sector. Strategic investments in the voluntary community-based sector will produce further results.

The **economy** has been a major beneficiary with national estimates of 12-13% of Canadian GDP arising from registered charities<sup>11</sup>. Some sense of the economic contribution to Newfoundland and Labrador by the voluntary community-based sector can be gauged from the following provincial results:

- C based on all registered charities in the province, expenditures are approximately \$900 million;
- C based on the more restrictive study definition, the 1994 expenditures for registered charities alone were \$61 million;
- C from the study survey (82 of 329 responses) of the voluntary community-based sector, the total expenditures were \$21 million;
- C the volunteer hours identified for the province in the 1997 National Survey on Giving, Volunteering and Participating can be conservatively valued at \$220 million.

Unreceipted support for the voluntary community-based sector, described previously, takes a variety of forms with many involving the purchase of goods and services. Nationally, in 1997, indirect support for the voluntary community-based sector was approximately \$1.3 billion<sup>12</sup>. The exact division of such support between the sector and the inherent purchase of goods/services is unknown at present. Regardless, there is an enormous explicit economic contribution made to the private sector nationally and within the province.

**Summary** - The voluntary community-based sector is a major contributor to the well-being of donors, volunteers, staff in voluntary community-based organizations, the public and private sectors, and the economy. The combination of these benefits and those derived from the services/programs provided to targeted communities and individuals make the voluntary community-based sector one of the best investment options at present. What then are the necessary conditions for the sector to flourish and how should investment be guided? These issues are discussed in the next section.

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<sup>11</sup> Sharpe, A Portrait of Canada's Charities, 1994; this calculation excludes the nonprofit component of the sector with a larger number of organizations.

<sup>12</sup> National Survey on Giving, Volunteering and Participating

## V CONDITIONS NECESSARY FOR THE SECTOR TO FLOURISH AND ACTION PLANS

What actions must now be undertaken to unleash the creativity, entrepreneurship and energy of this sector?

Six major conditions for the sector to grow and flourish have been drawn from the study:

- ! **greater and broader understanding of the voluntary community-based sector**
- ! **sector infrastructure development, support and relationship building**
- ! **employment growth**
- ! **human resource development**
- ! **linkages to the public and private sectors**
- ! **consistent and sufficient flow of resources over the long term.**

### **Greater and Broader Understanding of the Voluntary Community-based Sector**

There is now tenable evidence of the substantial contributions made by the sector to the social and economic well-being and development in the province. As employers throughout the province, voluntary community-based organizations are key contributors to the provincial economy, especially in rural regions of the province. With the large cadre of volunteers mobilized in the province, the sector is central to community life and social cohesion.

A major confirmation of the study results is the number of “small” organizations that have very different dynamics and some differential needs compared to their larger cousins.

**Communication of the roles played and the enormous contributions made by the voluntary community-based sector is a key imperative. Understanding of these roles and contributions is a critical precursor for all the Phase Two Action Plans.**

### **Infrastructure Development, Support and Intra-sectoral Relationships**

From the survey results, it was apparent that the challenges and issues cited by respondents were remarkably similar. The roundtable provincial consultation process reinforced the finding that the

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

**Problems of the Government of Newfoundland and Labrador**



**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

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**Accountability/Integrity/Respect/Dignity/Innovation/Community/Environment/Quality of Life/Support/Partnership/Cooperation**

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

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Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

~~an appropriate factor within the jurisdiction of the project to be taken into consideration in the study~~

## IMPLICATIONS OF PHASE ONE RESULTS FOR PHASE TWO OF THE PROJECT

~~As indicated in the Introduction, Phase Two of the Study will be conducted in the following manner:~~

VI

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador  
~~Consideration of the~~ ~~based~~ ~~equity~~ ~~to~~ ~~develop~~ ~~and~~ ~~initiate~~ ~~programs~~ ~~in~~ ~~the~~ ~~sector~~ ~~of~~ ~~an~~ ~~action~~

1. ~~Suggested~~ ~~self~~ ~~help~~ ~~initiatives~~ ~~to~~ ~~be~~ ~~considered~~ ~~in~~ ~~the~~ ~~development~~ ~~of~~ ~~the~~ ~~sector~~ ~~of~~ ~~an~~ ~~action~~

**fundings from**

• ~~organizational funding from the provincial government~~

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador  
Action Plan for Human Resource Development

3. ~~Suggested by various committees and working groups on human resource development~~

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Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador  
Coherent Policy Initiatives to Strengthen the Voluntary Community-ba

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Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

*Suggestant: Kathleen Radhakrishnan, Director, Strategic Planning, Community Development, full time*



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engaging and relevant to the needs of the community

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador



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## THE PROVINCIAL SYMPOSIUM MARCH 1999

With the Xhosa people of the Eastern Cape in the 1990s

VII



**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

**The Newfoundland and Labrador Voluntary Community Based Sector**

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

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**somecharities.org** | **Office of the Registrar of Charities** | **2013-14** | **Page 16 of 30**

Values Added, the Voluntary Community Based Sector in Nigeria and the Impact of the COVID-19 Pandemic on the Sector.

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*Human Resource Development*

human resource development and

The highest priority strategies were: Pre-visit outreach strategies were modif

Values Added, the Voluntary Contribution to the Health Insurance System

Abstract

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

**INFORMATIONAL REPORT**



**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

**~~Attitudes, Perceptions and Attitudes of the Voluntary Community Based Sector in Newfoundland and Labrador~~**

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

T T

~~The existence of the voluntary community based sector in Newfoundland and Labrador is a result of the historical and cultural context of the province. The sector has been shaped by the values and traditions of the people of Newfoundland and Labrador, and it continues to play a vital role in the lives of the people of the province.~~

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

employment opportunities  
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~~These are the values added by the voluntary community based sector in Newfoundland and Labrador~~

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

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**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

~~The Department of Health, Social Services and the Arts, St. John's, NL~~

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Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

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- Prepared for the Newfoundland and Labrador Voluntary Community Based Sector by the Newfoundland and Labrador Community Foundation*
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  - 10.
  - 11.

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

The Government of Newfoundland and Labrador is pleased to announce the results of the 2018-2019 Survey of the Voluntary Community Based Sector in Newfoundland and Labrador.

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

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**NEXT STEPS**

**What the Report Means for the Future of the Voluntary Community Based Sector in Newfoundland and Labrador**  
**VIII**



**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

~~Volunteering in the Community Based Sector in Newfoundland and Labrador~~

Transparency International (TI) is a global not-for-profit organization that works to combat corruption and promote transparency in government, business, and society.

## Appendix A

### Participants of the Roundtables

Tina Karaschuk, Business Development Manager, Family Violence Prevention Canada

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

Community Development Council of Newfoundland and Labrador







The Labrador Inuit Association, Inc. is a non-profit organization that provides social, cultural, and educational services to the Inuit community in Labrador.

Linda Reo is a member of the Labrador Inuit Association, Inc. and is a dedicated volunteer who has contributed significantly to the organization's activities.

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

Labrador Inuit Association, Inc. is a non-profit organization that provides social, cultural, and educational services to the Inuit community in Labrador.







Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

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~~Appendix B: A Study of the Voluntary Community Based Sector in Newfoundland and Labrador~~

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

~~Co-Producing with Community Based Organizations~~

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

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**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

*National Citizenship Magazine, 2009, 10(1), 10-11*

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

~~Private Community Based Sector in Newfoundland and Labrador~~

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

**Statistics Canada, Department of Industry, Innovation and Science, 2014**

~~Human Resources Management~~

## Appendix C

### March 99 - Symposium Participant List

~~Christie Wilson, Director of the Department of Health Services~~

~~Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador~~

~~Conference Organizers: Mary Ann and John~~

Dependence on the Government for the provision of services is a major concern of the community. The Government should take steps to reduce this dependence and to encourage the development of a self-reliant community.

Honorable Members of the House of Assembly, I have the honor to acknowledge the receipt of your letter of the 14th day of June, 1974, regarding the proposed development of the St. John's area.

Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador

St. John's is a city of many faces. It is a city of diversity, of different cultures, of different backgrounds, of different beliefs and values. It is a city of opportunity, of growth, of progress. It is a city of hope, of dreams, of aspirations. It is a city of love, of compassion, of kindness. It is a city of strength, of courage, of determination. It is a city of pride, of honor, of respect. It is a city of beauty, of grace, of elegance. It is a city of joy, of happiness, of contentment. It is a city of peace, of harmony, of unity. It is a city of faith, of trust, of confidence. It is a city of love, of compassion, of kindness. It is a city of strength, of courage, of determination. It is a city of pride, of honor, of respect. It is a city of beauty, of grace, of elegance. It is a city of joy, of happiness, of contentment. It is a city of peace, of harmony, of unity. It is a city of faith, of trust, of confidence.







# Community Services Council

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Newfoundland and Labrador

## Mission Statement

The Community Services Council of Newfoundland and Labrador is a not-for-profit organization that provides a wide range of social services and programs to the community.

## Founding Principles

**Values Added, the Voluntary Community Based Sector in Newfoundland and Labrador**

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