

Feasibility study:

Creating an Association for Organizations in the Non-profit Sector of New Brunswick

September 7, 2023



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The Cohesia team warmly thanks the following people for their support in carrying out this study, whose letters of support you will find attached:

- ◆ **The honorable Brenda L. Murphy**, O.N.B., Lieutenant Governor of New Brunswick;
- ◆ **Jean-Charles Chiasson**, Executive Director, Fondation communautaire de la Péninsule Acadienne;
- ◆ **Michelle Nadeau**, Executive Director, YWCA de Moncton.

Message from the CEO and the Consultant

PAGE | 4

**Message from Nadine
Duguay-Lemay, CEO of
Cohesia, and Marc Allain,
Senior Consultant**



Nadine DUGUAY-LEMAY

CEO of Cohesia



Marc ALLAIN

Senior Consultant

« Now is the time for action! »

The idea of creating an entity bringing together all members of New Brunswick's non-profit sector who wish to join forces has been around for some time. The outlines of such an entity began to emerge in the summer of 2021, thanks to the efforts of some 30 non-profit organizations (NPOs) determined to "be stronger together", which gathered for two public dialogues at Government House. Following those two events, Cohesia (formerly Dialogue NB) was honoured to be mandated by the various representatives to gauge the non-profit sector's interest in creating a unified, province-wide association.

It took nearly two years for conditions to emerge that were favourable to the project. In this regard, we are deeply grateful to our partners who made this study possible: New Brunswick's Regional Development Corporation (RDC) and the Investment Readiness Program (IRP), funded by the Government of Canada's Social Innovation and Social Finance Strategy. We would also like to thank the Ontario Nonprofit Network, which graciously agreed to act as mentor. Finally, our special thanks go out to the Honourable Brenda Murphy, Lieutenant Governor of New Brunswick, for her unswerving support throughout the project.

Working without the benefit of an official list of the province's 4,418 NPOs, we focused on informing, educating and contacting their various representatives by mobilizing our networks, as well as their own networks, over a five-month period (April-August 2023). Although we would have like to have received more responses, we are proud today to present a study that is representative of New Brunswick's NPOs and their diversity.

In light of the consultations and survey findings, the sector members are definitely interested in seeing a province-wide association take shape in N.B. The testimonials and opinions gathered via the consultations and the survey are in agreement on this point.¹ They also provide a number of complementary leads to follow with respect to the project's feasibility.

Now that the groundwork has been laid, it is time for action! We are therefore passing along the baton to the Fondation communautaire de la Péninsule acadienne (FCPA), which will be publishing this study and taking the necessary steps to ensure that the incubation project is developed further (by identifying funding sources, hiring resources, etc.). We thank the FCPA members warmly for their efforts and wish them the best of luck with the project's continued success.

Nadine Duguay-Lemay



Marc Allain



¹ The majority of the survey respondents did not take part in the individual consultations.



Key Figures

1 multidisciplinary team made up of professionals with varied skills and experience:

- ✦ **Marc Allain**, who led the individual consultations and looked at the financial sustainability strategy;
- ✦ **Dr. Yves Pelletier (Yves Pelletier Consulting Inc.)** for survey design and analysis;
- ✦ **The Riddl team (Jenelle Sobey and Jess Peters)** for developing the framework to measure the impact of the sector;
- ✦ **Cohesia staff** who also conducted research, participated in meetings with other national, provincial, territorial, and regional associations, and carried out communication, awareness, and engagement efforts with NPOs and NB stakeholders.

143 Survey participants (76% in English, 24% in French).

35 Individual consultations.

229 people, who agreed to provide their contact details and to be informed of the results of the study and the next steps.

1 research to better understand the other national, provincial, territorial, and regional associations, including 5 individual interviews with the executive directors of these organizations.

1 proposed framework to measure the impact of the sector in the future.

2 years of participation in the monthly meetings of the Canadian Federation of Non-profit Networks, which made it possible to accumulate relevant information.



The purpose of the study

Examine the feasibility of creating an association made up of organizations from the not-for-profit sector who want to join.

New Brunswick is the only province in Canada that does not have a provincial body representing members of the not-for-profit sector. It is important to specify that this association would not speak on behalf of the community sector, but of its members. If this project generates a lot of enthusiasm among some, others do not hide their reluctance, or even categorically reject the idea. Throughout the study, we also observed expressions of interest punctuated by concerns about how this organization will meet the specificities of the New Brunswick community sector.

Economic weight of the NPO sector in New-Brunswick

With 4,418 organizations (including 2,592 registered charities), and over 55,000 jobs (15.3% of the province's total labour force), the sector contributed over \$3.7B (12.1% of the province's GDP) to NB's GDP in 2019, a figure up from 2017 (\$3.5B).

NPOs' substantial contribution to the economic activity of the province is often misunderstood, even ignored by the population, various levels of government, and other sectors.

Challenges faced by individual NPOs

Through the survey and during the individual interviews, the representatives of the NPOs interviewed explained that they currently face the following challenges:

◆ A) Financial Difficulties

Many NPOs are struggling to ensure their financial viability and are in a precarious situation.

The most important sources of funding for NPOs in New Brunswick are:

- ◆ *self-financing and fundraising activities (75.7% of survey participants);*
- ◆ *provincial government funding (70.4% of survey participants);*
- ◆ *individual donations (61.7% of survey participants).*

The government funding they receive is unstable, disconnected from the realities of the sector, and the amounts do not cover their actual needs.

Few NPOs (15.7% of survey participants) have the necessary means to submit funding requests to the various levels of government.

To access possible sources of funding, some NPOs are forced to move away from their main mandate to develop new services. This dynamic is all the more problematic in that it creates an atmosphere of competition that generates conflicts between NPOs.

To ensure their financial survival, it is not uncommon for these organizations to roll out new services (44.3% of survey respondents indicated that service sales were a significant part of their financial well-being). However, these services add to their workload, often to the detriment of their ability to carry out their primary mission.

◆ B) Difficulties Recruiting and Retaining Staff

Many NPOs are not able to offer employment conditions as advantageous as other sectors of activity.

◆ C) Difficulties in Recruiting, Training and Retaining Volunteers

◆ D) Difficulties in Being Truly Recognized for their Contribution and Expertise

Members of the sector deplore the fact that they are rarely consulted in the decision-making process by governments and donors.

◆ E) Difficulty Communicating with other Industry Members

Several effective communication networks already bring organizations together according to different themes, but there is still no body with sufficient membership and influence to have an impact on the entire sector.

Expressions of interest for the creation of an association

◆ Respondents want:

- ◆ *to participate in the creation and management of this association;*
- ◆ *a clear and tangible return on their investment.*

◆ They hear that this association:

- ◆ *represents a powerful collective voice, capable in particular of influencing the orientation of the government;*
- ◆ *contributes directly and concretely to addressing the needs of organizations and the sector;*
- ◆ *develops positive inter-organizational cooperation;*
- ◆ *is respectful of existing consultation networks and will not seek to replace them or hinder their work;*

- ✦ *does not limit members in their ability to speak up and claim what they feel they are entitled to;*
- ✦ *does not threaten their right to dissonance.*

✦ They fear, however:

- ✦ *that such an association adds a workload to the leaders of organizations that are already very busy;*
- ✦ *that the association finds itself in competition with its members at different levels;*
- ✦ *that divisive factors rebound from the past (unhealthy competition due in particular to financing structures, rural/urban tensions, linguistic differences, regional competitions, etc.);*
- ✦ *that the NB not-for-profit sector is too unique to be governed by a single entity;*
- ✦ *a lack of financial and human resources to support this provincial entity.*

Recommended roles for the association

According to the representatives interviewed individually and the participants in the survey, this association should:

- ✦ **act as a spokesperson for sector members** (including being their political voice);
- ✦ represent member NPOs at the municipal, provincial, national, and international levels;
- ✦ **develop a strategic plan for the community sector in NB;**
- ✦ **participate in the development of a favourable environment for NPOs in New Brunswick;**
- ✦ **provide a space for gathering and sharing, in order to increase cohesion between members of the sector;**
- ✦ **provide direct support to the non-profit sector:** services offered to members, submission of funding requests, economy of scale, access to goods and services that are too expensive for NPOs who request them individually, etc...

Recommended structural aspects for the association

The interviews conducted and the survey revealed the following aspects which are considered essential:

- ◆ respect for NB's linguistic duality: members must be free and comfortable to participate fully at all times in the language of their choice;
- ◆ reflective of the diversity of population groups in the province;
- ◆ real and participatory inclusion of organizations representing Indigenous communities;
- ◆ real and participatory inclusion of organizations representing the population with an immigrant background;
- ◆ balanced representation of the rural and urban reality of the province;
- ◆ attention paid in particular to small organizations, which must be able to benefit from real and participatory inclusion in the same way as the others;
- ◆ a board of directors supported by a small team dedicated to the activities and achievements of the association;
- ◆ advisory groups, made up of representatives of the target groups, for drafting the general regulations that will establish the foundations of the association's governance.

Recommended strategies to ensure the financial sustainability of the association

Participants suggested the following possible funding sources:

- ◆ membership fees for members;
- ◆ government funding;
- ◆ delivery of chargeable services;
- ◆ self-financing activities;
- ◆ development of a community fund for the sector (for example in partnership with existing community foundations or through the creation of a new foundation.)

Message from the CEO and the Consultant	4
Highlights of the Study	6
Table of contents	12
1. Introduction and Context of the Feasibility Study	13
2. Canada's Social Purpose Sector in Numbers	19
3. An Overview of Provincial, Territorial, and Regional Organizations in Canada	25
4. Results of Individual Consultations	47
5. Summary of Survey Results	61
6. Financial Sustainability Strategy	75
7. How to Measure the Impact of the Sector	79
8. Communications, Outreach and Engagement Strategies	96
9. Conclusions and recommendations	100
Appendix 1: References	105
Appendix 2: Survey	111
Appendix 3: List of Stakeholders who Participated in Individual Interviews	151
Appendix 4: List of Organizations who Participated in Individual Interviews	153
Appendix 5: Public dialogue report 2021	154
Appendix 6: Letters of Support collected	155

Introduction and Context of the Feasibility Study

The social and community contribution of non-profit organizations (NPOs) is known and recognized by all. From the food bank to the sports association or from the family centre to the chamber of commerce, community organizations are an integral part of the lives of most NB residents. However, the substantial contribution of non-profit organizations to the province's economic activity is often misunderstood, even ignored by the population, levels of government, and other sectors.

The community sector in New Brunswick is made up of 4,418 not-for-profit organizations (2,592 of which are registered charities) involved in services related to households, businesses, and government. The sector employed more than 55,000 people in 2019, representing approximately 15.3% of the province's total labour force. Added to this employment activity, the sector is also responsible for catalyzing \$979 million annually in economic value from volunteer activities. Combining employment, the economic value of volunteering, and the generation of goods and services, New Brunswick's non-profit sector contributed more than \$3.7 billion directly to GDP in 2019, up from 2017 (\$3.5 billion). This direct contribution was equivalent to 12.1% of New Brunswick's provincial GDP in 2019.²



² Source: *Economic Contribution of the Community Sector in New Brunswick: A Summary Report*, Taylor R. Gray, Ph.D., Director of Research, Tacit Elements, 19 mai 2021

Despite this essential contribution to the province's economy and social fabric, community organizations face serious challenges as the importance of their contribution is not always fully recognized. Due to the absence of a provincial grouping, several NPOs find themselves having to deal individually with problems that are, in reality, of a collective nature. In addition, since there is no provincial association, there is no common voice for the sector to interact collectively with the various levels of government and other sectors of economic activity. Finally, the lack of a common voice impedes the ability of the NB non-profit sector to promote the importance of its activities, its services, and its contribution to the development of our province.

However, New Brunswick has had in its history an entity representing the sector. Created in 2008 under the Liberal government of Premier Shawn Graham, the Community Non-Profit Organizations Secretariat was intended to be the voice of the sector at the highest levels of policy development, with resources to support community organizations in the development of intra and inter-sectoral partnerships.

The origin of its creation is marked by the establishment in 2006, by decision of the New Brunswick Premier, of a Community Non-Profit Task Force. The move echoed the Liberal platform, which in the 2006 election, publicly showed appreciation for the role of the non-profit sector, identifying it as the "third pillar" (along with business and government) in the economy, building a vibrant and sustainable New Brunswick.

This study group was chaired by the eminent Claudette Bradshaw, who at the time had been Minister responsible for the Francophonie, Minister of Labour, Federal Coordinator for the Homeless, and Member of Parliament for the federal riding of Moncton-Riverview-Dieppe for 10 years. But she, who had just retired from federal politics at the time, was also recognized within the sector for her many community struggles in New Brunswick: she founded Moncton Headstart, a childcare program and the first licensed childcare centre in NB, and was a strong advocate for literacy and affordable housing.³

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³ Source: [Claudette Bradshaw](https://www.thecanadianencyclopedia.ca/en/article/claurette-bradshaw) | [Thecanadianencyclopedia.ca](https://www.thecanadianencyclopedia.ca)

In September 2007, after an eight-month consultation with the community sector, the Group published its report "Blueprint for Action: Building a Foundation for Self-Sufficiency", articulated ⁴around four recommendations for building close and lasting relationships between the not-for-profit sector and government:

- ◆ stabilization of funding;
- ◆ respect for the value of the work done by non-profit organizations;
- ◆ supporting the culture of volunteering;
- ◆ the revitalization of the relationship between the government and community organizations

So that these do not remain theoretical, this report also recommended the creation of a regional agency, endowed with a mandate and the capacity to intervene in all the components of the community non-profit sector. This agency was to respond to the sector's needs for *"an independent voice in government decision making; stabilization funding for the non-profit sector; efficient, timely, and relevant services to the sector; and a means of linking the sector internally and with its government partners."* Thus was born in 2008 the Community Non-Profit Organization Secretariat.

This entity unfortunately disappeared a few months after the election of the Progressive Conservative government of Premier David Alward in September 2010. Following the measures taken by Blaine Higgs - then Minister of Finance - to put an end to the deficits of NB, the Secretariat was integrated into the Ministry of Social Development. ⁵

⁴ [*Plan Bradshaw.pdf \(macsnb.ca\)*](#)

⁵ [*Source: The government cut the deficit forecast by more than half in the 2011-2012 budget \(gnb.ca\)*](#).

Still today, New Brunswick is the only province in Canada that does not have a provincial body representing members of the not-for-profit sector. While everywhere else in Canada, synergies are flourishing between the various existing entities (including the most recent ones created in Nunavut, and the ones about to be created in the two other Canadian territories), there is still time for NB to join the movement!



It is important to note that there are many coalitions or forms of gathering of community organizations depending on geography (Volunteer Centre of Southeastern New Brunswick, the NPO Breakfast Club in the Fredericton area), according to linguistic and cultural aspects (coordination of Acadian and Francophone organizations of the Société de l'Acadie du Nouveau-Brunswick), according to the field of interest or the sub-sector (the chambers of commerce of the cities of Moncton, Fredericton, and Saint John which often unite their voices at the NB Economic Council Inc. and the NB Business Council, the New Brunswick Environmental Network, the New Brunswick Housing Network or the Réseau en immigration francophone du Nouveau-Brunswick) or even by the position they hold (gathering of executive directors called “Executive Directors Meet Up”).⁶ Other organizations offer important services to NPOs, such as the Association francophone des municipalités du Nouveau-Brunswick, which offers a damage insurance program (civil liability, directors' and executives' liability and property) to all NPOs in New Brunswick .⁷

⁶ An initiative launched in 2020 and organized by Frances Leblanc (who was then at the head of the New Brunswick Chiropractors Association), Nadine Fullarton (CANB-Moncton Northeast) and Shelly Johnson (Manufactured Housing Association of Atlantic Canada) who invited the general management of the sector to virtual gatherings on specific themes, e.g., human resources. The intention was to continue, but according to Shelly Johnson, the pandemic caused by the COVID-19 and the operational aspects have been obstacles to the continuity of the initiative.

⁷ Source: <https://www.afmnb.org/assurance-osbl>

This lack of provincial representation puts the sector at a serious disadvantage on the national scene, while provincial and national counterparts work together and mobilize regularly to exchange best practices, resolve specific challenges together that sometimes find an echo in another province, and promote the value of the sector to Canadians and the federal government. Cohesia, (formerly Dialogue NB) was approached by the Canadian Federation of Non-profit Networks in April 2021 to participate in its meetings and ensure representation for New Brunswick, whose voice was until then absent at this consultation table.

Since 2021, the first steps aimed at addressing the social cohesion of the sector have been taken by Cohesia. Two meetings were organized with the support of the Lieutenant Governor of New Brunswick in the context of a public engagement exercise led by Cohesia during the pandemic caused by COVID-19 in order to discuss the challenges encountered and measure participants' interest in increased collaboration between organizations. The first meeting took place on June 17, 2021 in virtual format and the second took place face-to-face at the Residence of the Lieutenant Governor on August 31, 2021. The reports of these meetings are included in the appendix to this report.

During both consultations, participants clearly expressed their desire to see increased collaboration within the sector and welcomed the idea of a provincial association with great enthusiasm. The representatives of the organizations present asked Cohesia to maintain its leadership in this file, to ensure the continuity of the process, and to find the necessary resources to carry out a feasibility study. The participants, being a representative sample of the NPO sector in New Brunswick, felt that their strong interest expressed in such a project could be generalized to a critical mass of organizations in the sector. This approach is therefore a continuation of the initiative started in 2021 and proposes a feasibility study for the creation of a provincial association bringing together New Brunswick NPOs.

This project is part of the Investment Readiness Program (IRP), funded by the Government of Canada's Social Innovation and Social Finance Strategy and by the Province of New Brunswick through the Regional development. Cohesia was helped in this process by the Ontario Non-profit Network, which graciously agreed to act as a mentor.

The organization also wishes to acknowledge the collaboration of the provincial entities of Atlantic Canada who participated in individual interviews and made it possible to gather valuable information on their modes of operation and governance.

Finally, it is important to acknowledge the exceptional contribution of the Honourable Brenda Murphy, Lieutenant Governor of New Brunswick for her invaluable advice and mobilization efforts to expand this study, as well as the organizations that have demonstrated their commitment through letters of support, such as the Fondation communautaire de la Péninsule Acadienne and the YWCA of Moncton. This study will provide essential information to NPOs wishing to break down silos to work more effectively together and will formulate the essential bases for the creation of an entity representative of organizations in the sector who wish to join.



Canada's Social Purpose Sector in Numbers

According to an infographic posted on the Imagine Canada⁸ website, Canada's social purpose sector has more than 170,000 non-profit organizations, 86,000 of which are registered charities. The sector accounts for 8.7% of Canada's GDP, or approximately \$189 billion. NPOs belong to three different spheres of the economy, namely households (housing assistance, food banks), businesses (chambers of commerce, business and professional associations) and public administrations (hospitals, universities, and colleges).

The sector employs around 2.5 million people, or 12% of the working population. Canadian volunteers, estimated to represent more than 13 million persons or 41% of the population, contribute nearly 1.7 billion hours of their time annually to organizations in the sector. By counting the average weekly hours of a volunteer (2.5 hours), it is estimated that these hours are equivalent to 860,000 full-time jobs.

Canadians donate more than \$14 billion annually to registered charities and more than three-quarters of donations are directed to four major causes: religion, health, social services, and international development.

The table below is a summary of the data found on each infographic on the Canadian charitable and non-profit sector (Imagine Canada, 2021):⁹

⁸ Source: Infographic sector *imagine canada* 2018

⁹ Source: <https://www.imaginecanada.ca/en/About-the-sector>

Province or Territory	Annual Volunteer Hours	Economic Contribution	# of Jobs Created	Average Salary			How the NPOs are Funded*		
				community NPO	Non-profit Sector	Total for All Sectors	Public Funding	Funding from Foundations and Companies	Self-generated Revenue**
British Columbia	43.9 % pop 269 M	8.4% of the GDP \$24.3 B	331,000 <i>76% are women</i>	\$39,551	\$49,927	\$52,006	50%	2%	47%
Alberta	45.7 % pop 227 M	6.6% of the GDP \$22.3 B	285,000 <i>78% are women</i>	\$40,489	\$51,544	\$61,045	54%	2%	44%
Saskatchewan	54.6% pop 71 M	8% of the GDP \$6.3 M	94,000 <i>80% are women</i>	\$33,697	\$48,590	\$53,254	59%	3%	39%
Manitoba	49.1 % pop 63 M	10.4% of the GDP \$7.1 M	114,000 <i>73% are women</i>	\$34,252	\$44,750	\$47,775	55%	3%	42%
Ontario	41.5 % pop 612 M	7.9% of the GDP \$65.4 B	844,000 <i>77% are women</i>	\$41,967	\$52,553	\$53,736	46%	3%	51%
Quebec	32.5 % 290 M	10.1 % of the GDP \$42.2 B	616,000 <i>79% are women</i>	\$35,229	\$47,144	\$49,018	58%	2%	39%
New-Brunswick	42% 31 M	10.8% of the GDP \$3.7 M	55,000 <i>76% are women</i>	\$28,530	\$45,990	\$48,373	51%	2%	46%
Nova-Scotia	44.6% 53 M	12.5 % of the GDP \$5.3 M	82,000 <i>69% are women</i>	\$32,704	\$45,274	\$45,492	54%	2%	43%
Prince Edward Island	47.9 % 8 M	11.5% of the GDP \$782 M	13,000 <i>79% are women</i>	\$29,925	\$43,637	\$43,887	62%	3%	35%

Newfoundland and Labrador	446 % 33 M	10% of the GDP \$3,3 B	41,000 75% are women	\$37,772	\$53,175	\$52,767	61%	1%	38%
Nunavut	n/a	3.9% of the GDP \$131 M	1000 68% are women	\$69,827	\$71,247	n/a	34%	3%	63%
Yukon	n/a	6.2% of the GDP \$181 M	2000 79% are women	\$38,508	\$54,165	n/a	57%	2%	40%
Northwest Territories	n/a	11.1% of the GDP \$487 M	5000 58% are women	\$36,571	\$62,969	n/a	53%	1%	46%

*The data presented in this table concerns all NPOs. To see the breakdown by community organizations and NPOs, please consult the infographics below.

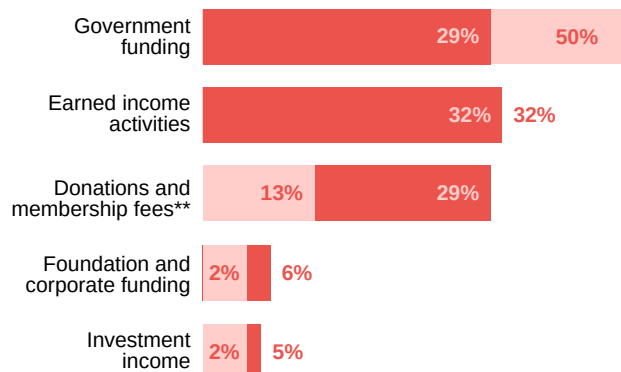
** Self-generated income includes revenue-generating activities, donations, membership fees, and investment income.

How are nonprofits funded in different provinces and territories ? *

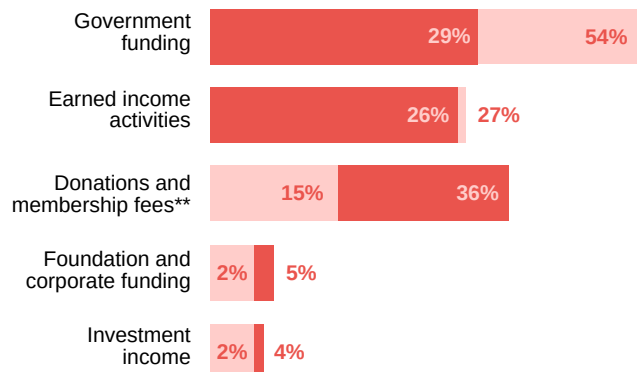
Community nonprofits

All nonprofits

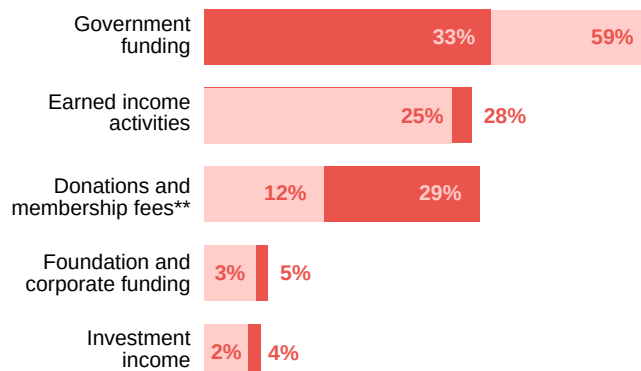
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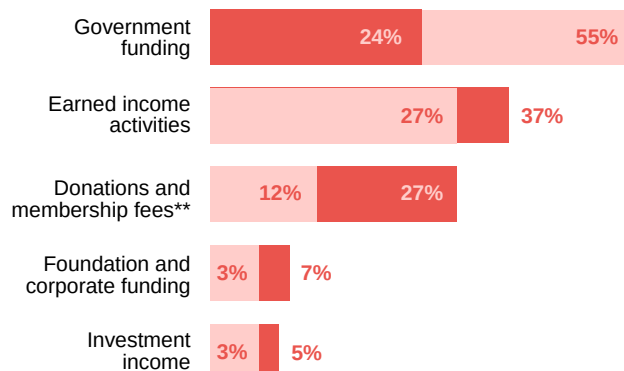
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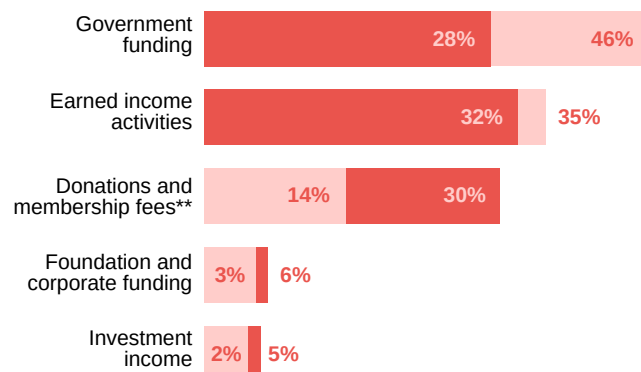
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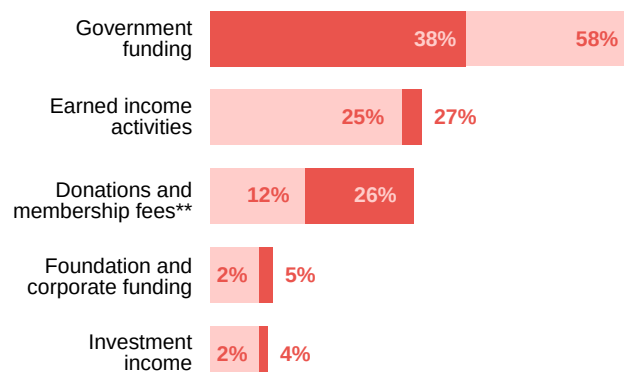
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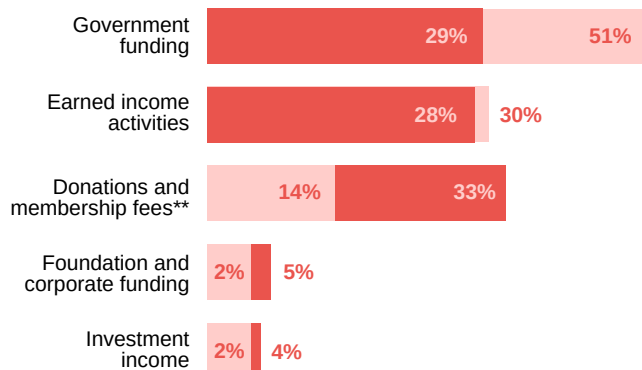
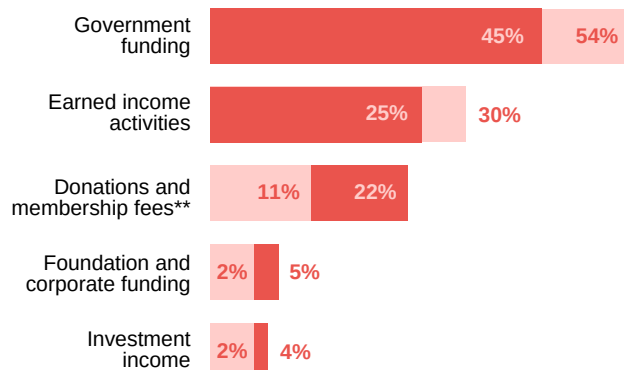
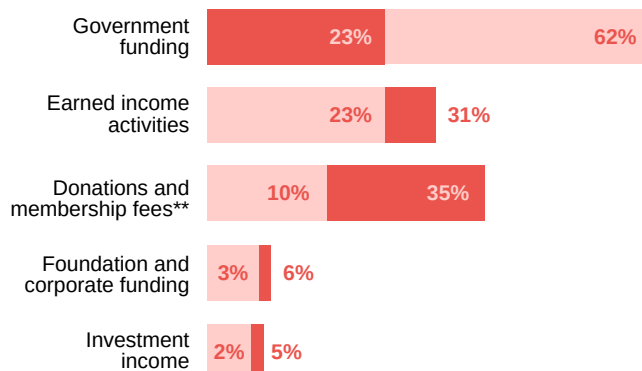
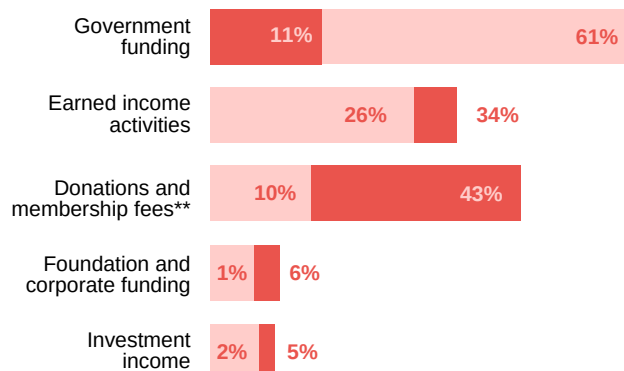
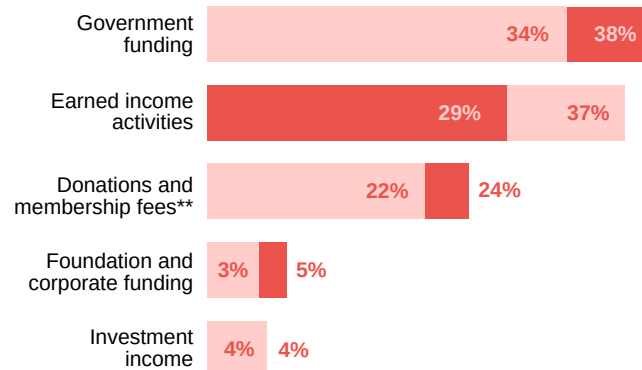
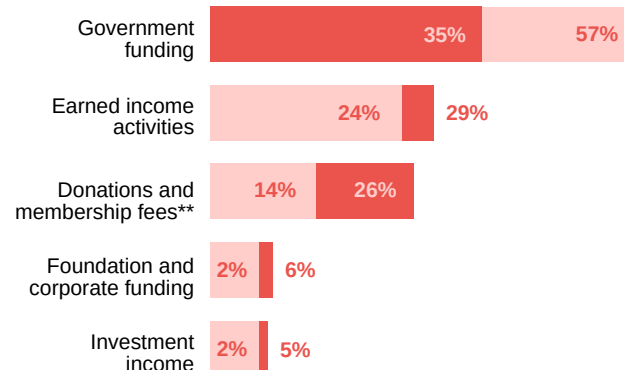


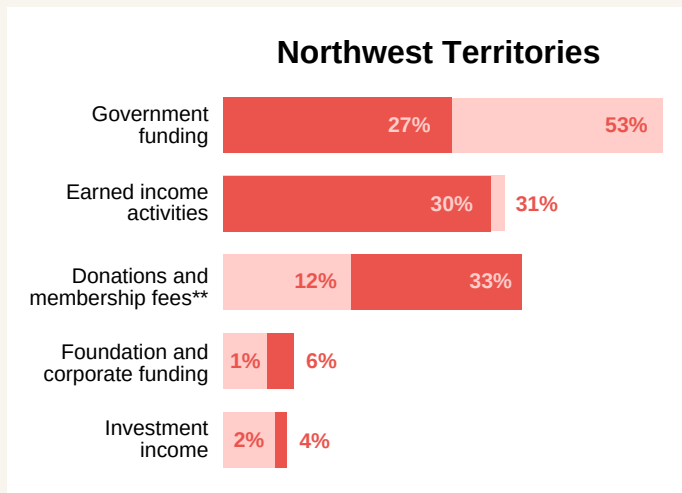
Ontario



Quebec



New-Brunswick**Nova Scotia****Prince Edward Island****Newfoundland and Labrador****Nunavut****Yukon**



* CANSIM table 36-10-0613-01 (2019)

**Statistics Canada data groups donations and membership fees together, but for many organizations, membership fees are a source of earned income.

An Overview of Provincial, Territorial, and Regional Organizations in Canada

In Canada, many organizations represent the interests of the non-profit sector: national, provincial, territorial, and even regional associations. This section aims to provide a brief overview of these entities and their roles within the ecosystem, without however being an exhaustive list. The following paragraphs present in particular the organizations united within the Canadian Federation of Non-profit Networks, as well as the entities that have most often been cited by the other associations.

The information relayed here comes from data publicly shared by each of them, whether on their own websites and social media, or collected during individual interviews conducted with their management. For the sake of accuracy, the descriptions presented in this report have most often been reproduced as published on the original sources.



Canadian Associations

◆ The Canadian Federation of Non-Profit Networks*

The provincial and Nunavut associations participate on a voluntary basis in the **Canadian Federation of Non-profit Networks (“CFNPN”)**, an unincorporated network of networks that currently has 17 participating organizations. It is both a space for consultation, collaboration, exchange of information, and good practices. The CFNPN is guided by terms of reference (included below) and its members meet monthly. Cohesia was invited to join the Federation in April 2021 to ensure some representation for the New Brunswick community sector.

These hour-long monthly meetings provide a space to hear initiatives led by national entities representing the sector (such as *Imagine Canada*, *Community Foundations of Canada*, and *Volunteer Canada*), and requiring the commitment or contribution from the sector. They are also a valuable opportunity to share the challenges, opportunities, or initiatives specific to each province and territory. Since the spring of 2023, the *Ontario Non-profit Network* has initiated the grouping of start-up or incubating entities by allocating them an additional 30 minutes after the Federation's monthly meeting. Entities participating in this dedicated space include Cohesia, *the Nunavut Association of Non-Profit Organizations*, *the PEI Community Sector Network*, *Impact Organizations of Nova Scotia*, and *Pillar Non-profit Network*, and all of them find many advantages since they share similar realities.

* The Canadian Federation of Non-Profit Networks members are listed in appendix

Terms of Reference of the CFNPN¹⁰ :

Section	Description
Context	<p>"The Canadian Federation of Voluntary and Non-profit Sector Networks was established in July 2002 and includes local, regional, provincial, and territorial voluntary and non-profit sector partners across Canada." ¹⁰</p> <p>Although a mandate was established at the time, it has not been updated and is no longer relevant. Changing circumstances, including the changing landscape of the non-profit and charitable sector, the arrival of new members, and the changing public policy environment, have created an opportunity to refocus and reimagine the role of the Federation.</p>
Mandate	<p>The Federation is an unincorporated "network of networks" of organizations that seek to support the role of non-profits and charities in Canada by advancing and improving research and public policy that supports charities and non-profits in Canada at the local, regional, provincial/territorial, and national levels.</p> <p>The Federation relies on a collective approach focused on the interests of non-profit organizations and charities. The Federation encourages mutual learning and problem solving, the sharing of information and data, the development of action-oriented strategies and collective advocacy, as well as the building of a climate of trust between members in the spirit of "we are stronger together".</p> <p>Although not explicitly mandated to contribute to individual member capacity building, it is expected that collective capacities will be built/enhanced through participation in the Federation, e.g., by sharing resources, lessons learned, best practices operational, etc.</p>
Membership	<p>♦ Non-profit or charitable networks (councils, associations, federations) located in Canada:</p> <ul style="list-style-type: none"> • whose main objective is to serve the non-profit and charitable sector; • that have an open membership where the majority is made up of non-profits and charities; • whose membership includes a diversity of sub-sectors of the not-for-profit sector, e.g., sports, social services, arts (not specific to one sub-sector); and

¹⁰ As shared by Cathy Taylor, Executive Director of the ONN

	<ul style="list-style-type: none"> • whose main objective, mandate, or strategic priority is to promote the role of not-for-profit and charitable organizations through research and public policy at the local, provincial/territorial, or national level. <ul style="list-style-type: none"> ♦ All member organizations are treated equally, regardless of size, scope, and location. ♦ Guests with sector or issue expertise are invited to meetings, as appropriate. ♦ Each member organization may nominate up to two staff and/or volunteer leaders to participate in the mailing list and meetings. Members of the organization must know and approve of their representatives.
Role and Commitment of Members	<ul style="list-style-type: none"> ♦ Members are encouraged to attend regular monthly meetings whenever possible, as well as respond to emails when appropriate. ♦ In the event of prolonged absence or intermittent presence, the Presidency will follow up to determine if there is a problem (e.g., non-receipt of notices, leadership rotation, organizational reorganization, funding, or time restrictions/limits), collaborating with team members and working with member(s) involved to resolve the issue or recommend next steps. ♦ Members have agreed to have their organization's name and profile shared publicly (e.g., on the website or in appropriate communications) as a member of the Federation.
Representation and Voice	<ul style="list-style-type: none"> ♦ The Federation is an unincorporated collective of various individual incorporated organizations with their own missions, mandates, and priorities. ♦ The Federation itself does not take public positions on issues, nor does it support initiatives or campaigns. ♦ The Federation does not have a "single voice" and does not speak on behalf of its members. ♦ Federation members may be invited to participate in collective advocacy actions, but they will do so voluntarily and as individual members of the Federation. ♦ Members may however identify themselves as members of the Canadian Federation of Non-Profit Networks.
Meetings	<ul style="list-style-type: none"> ♦ The agenda for the meeting is drawn up by the chair and communicated before the meeting; it is reviewed by members at the start of each meeting and members are encouraged to suggest topics, content, and speakers.

	<ul style="list-style-type: none"> ◆ The meeting agenda includes roundtable updates from members, as well as strategic discussion topics such as determined by members. ◆ Meetings are held monthly by teleconference or other virtual meeting mechanism. ◆ Topic or content specific meetings may be held between meetings, as appropriate, depending on the interest of Federation members. ◆ Any member can organize/take the lead of these meetings. ◆ An e-mail distribution list is available to all members for emerging issues and information sharing between meetings.
Secretariat	<ul style="list-style-type: none"> ◆ A secretariat is established by the members and has the following roles: <ul style="list-style-type: none"> • The organization acting as the secretariat commits for a minimum of three years to ensure continuity. • Information management role: maintain the list of members and contacts of the Federation, manage the list, take minutes of meetings, ensure that minutes and other documents are stored correctly and accessible to all members; maintain the history of the Federation accessible to all members; maintain historical record(s). • Communication role: hosting a web page or microsite on the Federation and drawing up the list of members; direct inquiries, through the Chair, to members, as appropriate. ◆ It is not necessary for the chair to be held by a representative of the secretariat, so that all members have the opportunity to chair, regardless of the size of the organization or the nature of its activities. ◆ The secretariat role must be held by a member of the Federation which is a regional, local, provincial, or territorial network/organization.
Leadership	<ul style="list-style-type: none"> ◆ A president is chosen by consensus by the members of the Federation. ◆ The President's term is two years, with a maximum of two terms (beginning at the beginning of a calendar year). ◆ The responsibilities of the President are: <ul style="list-style-type: none"> • In consultation, establish the agenda for the meeting and share it in advance. • Ensure that the minutes reflect the content of the meeting. • Chair/moderate meetings of the Federation. • Act as a point of contact/liaison with the public for and about the Federation.

	<ul style="list-style-type: none"> • Lead the development, with members, of a strategic program for the Federation, e.g., strategic discussions, tactics, relationships. • Review processes and communications and commit to continuous improvement. • A designated president (at the request of the president and of a member of the Federation) can replace the president in the event of the latter's absence. <p>♦ The President does not speak "on behalf" of the Federation or any of the members of the Federation.</p> <p>♦ The presidency is ensured by a member of the Federation which is a regional, local, provincial, or territorial network/organization.</p>
Governments Counterparts	<p>♦ The Federation is used to being a "connector" with its counterparts in provincial and territorial governments (civil service).</p> <p>♦ The Federation will encourage and actively participate in joint meetings and information-sharing opportunities with its government counterparts to advance its mandate and, as time and opportunities permit.</p> <p>♦ The Federation presidency will be the main point of contact for the Peer Group Chair.</p>
Ressources	<p>♦ The Interim Federation Secretariat will institute an annual membership fee, with support from Federation members to cover appropriate direct costs, e.g., convocations, communications (e-meetings, website), etc.</p> <p>♦ In exceptional circumstances where a member cannot contribute, they should approach the Chair to discuss.</p> <p>♦ All members will contribute their time, expertise, and in-kind support as needed and circumstances dictate.</p> <p>♦ From time to time, members of the Federation may voluntarily contribute additional resources (cash or in kind) to advance specific work.</p> <p>♦ Additional external resources (e.g., grants) may be sought for specific shared projects or initiatives, upon approval by Federation members based on clearly defined roles, responsibilities, results, and financial transparency.</p>
Responsibility, Decision making & Confidentiality	<p>♦ Decisions/recommendations are made by consensus; when consensus is not possible, diversity of viewpoints will be recorded.</p> <p>♦ Consensus being "a collaborative process in which a decision has been developed in a way that meets the needs and the interests of all members of the group". In other words, the point where everyone can live with the final agreement without compromising issues of fundamental importance.</p>

	♦ All members agree that all content exchanged electronically, face-to-face or over the phone is considered confidential unless it is specified that the information is public.
Approval Date	April 7, 2021
Review Date	The terms of reference must be reviewed by the members once a year, each year in January.



Imagine Canada is a national bilingual charity whose cause is all Canadian charities. Through its advocacy initiatives, research projects, and social enterprises, the organization helps strengthen charities, non-profits, and social entrepreneurs so they can better fulfill their mission. Their vision is of a strong Canada, where charities work together, alongside businesses and governments, to build vibrant and resilient communities. Its services include its standards program, the grant connection tool which supports organizations in fundraising, the Caring Companies certification which allows community investment programs to be recognized. Imagine Canada is also recognized for the research and various reports that it regularly publishes, as well as for its advocacy efforts in the area of public policy favourable to charities. <https://www.imaginecanada.ca/en>



Community Foundations of Canada (CFC) is the national organization that leads the network of 191 Canadian local community foundations. It helps spark local solutions to produce national change on the issues that matter most to people here.

Their programs target pressing social issues in Canada, including youth engagement, gender equality, support for entrepreneurship and social innovation, relationships between local communities and the Sustainable Development Goals (SDGs) of the United Nations, as well as many other topics. In addition to their thematic programming, the organization organizes a national conference for community and private foundations every two years and deploys the largest local data program in Canada. He also established a training institute: a resource centre whose programming provides local foundations with guides, webinars, and other activities.

<https://communityfoundations.ca>



Volunteer Canada is a registered charity that provides national leadership and expertise in volunteerism to increase volunteer participation and improve the quality and diversity of volunteer experiences. Since 1977, the organization has worked closely with volunteer centres, businesses, non-profit organizations, government, and educational institutions to promote and grow the voluntary sector. Their programs, research, training courses, tools, resources, and national initiatives fuel leadership that reflects the trends and issues of the Canadian volunteer landscape.

<https://volunteer.ca/index.php?lang=en>



The Circle on Philanthropy (The Circle) and Indigenous Peoples in Canada is an open network that promotes giving, sharing and philanthropy in Indigenous communities across the country. One of the main purposes of the circle is to build relationships and foster collaboration. To this end, the Circle develops programs that promote more and better conversations, connections, and relationships between Indigenous peoples and philanthropic organizations; that allow them to deepen their understanding of key issues of Indigenous communities, such as Indigenous education, land and people, Indigenous health; and that allow them to establish key partnerships and memberships that increase

the capacity and reach of the Circle.

Most of their activities take place within their collaboration circles. These bring together members of the Circle and others: government officials, as well as businesses and for-profit organizations who are also working to connect with the Indigenous peoples of Canada and help them take charge. <https://www.the-circle.ca/>

Western canada



Volunteer BC is the voice of volunteerism in British Columbia. This organization aims to promote the value of volunteerism and build healthy communities in the province. Volunteer BC works with a variety of partners and serves all members of the public who wish to volunteer and engage in their community through meaningful and productive volunteer opportunities. <https://volunteerbc.bc.ca/>



Vantage Point (formerly Central Volunteer Bureau of Vancouver) is an impact-driven, collaborative organization established in 1943. Its mission is to transform non-profits by uniting, connecting and equipping leaders to strengthen organizational capacities. The organization offers workshops on governance, leadership, capacity building, customized training, consultation, strategic and operational planning, board and staff retreats, and evaluations organizational.

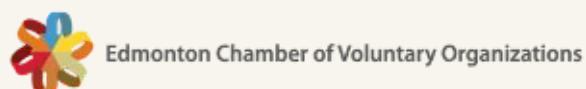
<https://thevantagepoint.ca/>



Volunteer Alberta (The Association of Volunteer Centres and Volunteer Engaging Organizations) is a diverse and inclusive membership organization that has been strengthening and creating pathways for volunteerism and civic engagement in Alberta since 1990. The organization is called upon to provide expert advice, guidance, programs, services, and resources to improve the work of the sector. <https://volunteeralberta.ab.ca/>



CCVO (Calgary Chamber of Voluntary Organizations) is a charitable organization established in 2004 to strengthen Calgary's vibrant non-profit and voluntary sector, and to address public policy issues related to the sector in Alberta. The organization offers research, resources, and conferences enabling connections, capacity building, policy work and advocacy. <https://www.calgarycvo.org/>



The Edmonton Chamber of Voluntary Organizations (ECVO) is a non-profit organization and registered charity whose mission is to strengthen, serve, and support the non-profit/voluntary sector in the Edmonton area. It acts as an advocacy organization and a preferred source of information for non-profit organizations. <http://ecvo.ca>



FuseSocial is committed to building the capacity of all for-profit social organizations in the Fort McMurray Wood Buffalo community through professional development, volunteerism, innovation, research, and collaboration. <http://www.fusesocial.ca>



The Manitoba Federation of Non-Profit Organizations is one of Manitoba's 18 human resources councils. As the provincial sector council for Manitoba's non-profit sector, MFNPO is committed to developing the workforce in Manitoba's community non-profit sector through a variety of community development initiatives, including skills development, labour market information, shared services, human resource hubs and other collective learning events.

[Linkedin](#) [facebook](#)



The Saskatchewan Non-profit Partnership (SNP) is an unincorporated partnership that began with a small group of Saskatchewan-based non-profit professionals with the goal of raising awareness of the impact of sector in Saskatchewan, to strengthen its efforts and reduce the challenges it faces.

The people who sit at SNP's strategy table strive to create space for big ideas and innovative approaches to the issues facing the sector. Additionally, they always strive to ensure a provincial focus that is inclusive and relevant to all non-profits, regardless of size, scope, and location. SNP is a vehicle for sharing knowledge within the sector – by interpreting and analyzing research and providing timely and meaningful data on perceptions and trends within the sector. SNP's goal is to be representative of the sector - a credible resource and knowledge centre providing opportunities and support for those who work and volunteer in non-profit organizations.

Its mission is to assist the not-for-profit sector through research, networking, public awareness, sector strategy development, and thought leadership. With its collaborative approach, SNP supports organizations by providing information and learning for new leaders, mentorship opportunities and research on industry trends. <http://www.sasknonprofit.ca/>

Ontario



The **Ontario Non-profit Network** is the independent network of Ontario's 58,000 non-profits. It focuses on policy, advocacy, and services to strengthen Ontario's not-for-profit sector as a vital pillar of our society and economy. The organization strives to create a public policy environment that allows non-profit organizations to thrive. It engages its network of diverse not-for-profit organizations across Ontario to work together on issues that affect the sector and channel the voices of the network to governments, funders, and other stakeholders.

The network began in 2007 as a mobilization of industry leaders concerned about proposed changes to Ontario's Not-for-Profit Corporations Act (Bill 65).¹¹ Incorporated as a not-for-profit in 2014, ONN was developed as an incubated project of the award-winning Centre for Social Innovation.

Among the many accomplishments of the ONN for Ontario's not-for-profit sector, whether in its collaborative or leadership role, it is important to note the creation of a pension plan for the sector, the proclamation of Ontario's Not-for-Profit Corporations Act (which was developed over 10 years ago and is where the ONN was founded), bringing organizations together and creating resources for the sector to respond to the pandemic caused by COVID-19, the resource centre which includes tools, studies, and opportunities for the sector (funding opportunities for example),



¹¹ Source: Ontario Not-for-Profit Corporations Act (ONCA) - Ontario Nonprofit Network (theonnn.ca).

and the collective advocacy to obtain 2.8 billion dollars for the expansion of broadband internet in rural and northern Ontario in the 2021 provincial budget. The organization plays a leading role in advocating for the sector and actively supports regional networks of non-profit organizations to support local organizations and inclusive economies, such as the Chatham-Kent Non-profit Network, the Pillar Non-profit Network and the Toronto Non-profit Network.

Funding for the ONN (annual budget approximately \$1.5M) comes from the industry and industry supporters in the form of memberships and partnerships (sponsorships) and grants for their projects from private and public charitable foundations, businesses, and provincial and federal governments. More than half of the organization's income is self-generated, ensuring the organization's independence and financial viability. <https://theonnn.ca/>



Pillar Non-profit Network was founded in 2001 and is headquartered in London, Ontario. The organization empowers individuals, organizations and businesses that invest in positive community impact. It supports non-profits, social enterprises, and social innovators by sharing resources, exchanging knowledge, and creating meaningful connections between the three pillars of non-profits, business, and government. Its philosophy is that a connected network drives collaboration and the willingness to lean on each other to help build an engaged, inclusive, and vibrant community. The organization offers various programs and services to support the impact of individuals, organizations, and businesses: services and training focused on board governance, consulting, events (networking, information sessions, workshops), loans, and support for social enterprises, shared spaces, and recognition awards. <https://pillarnonprofit.ca/>

Quebec



The Chantier de l'économie sociale is an independent, non-partisan organization that was created in 1999 and whose main mandate is consultation for the promotion and development of collective entrepreneurship in Quebec. A non-profit organization, the Chantier brings together promoters of social economy enterprises (cooperatives and non-profit organizations) working in multiple sectors of activity (communications, leisure, technologies, housing, personal services, natural resources, training, funding, local services, culture, etc.), representatives of major social movements, and local development actors in urban and rural areas.

Its mandates include: the consultation of various actors and partners of the social economy at the regional and national level; the promotion of the social economy as a vector of social and economic change;

the creation of conditions and tools favourable to the consolidation, experimentation and development of new niches and projects; and the participation in the construction of alliances with other socio-economic actors and social movements in favour of this development model, including internationally. <https://chantier.qc.ca/>





Established in 1972, the **Fédération des centres d'action bénévole du Québec (FCABQ)** is a non-profit organization, which brings together 114 volunteer action centres present throughout Quebec, and whose head office is in Montreal. The FCABQ is a collective and mobilizing force with a clear identity in harmony with its members, through which it is a recognized and essential leader in volunteer action in Quebec. Its mission is to mobilize, support, and represent volunteer action centres in order to stimulate the promotion, recognition, and development of the various volunteer action practices within the community. Among the achievements of the FCABQ, let us mention in particular its long efforts to obtain from the Quebec State the establishment of official recognition for volunteers, which led to the creation of the Prix Hommage bénévolat-Québec in 1997.

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



The **Réseau de l'action bénévole du Québec (RABQ)**, whose head office is in Montreal, brings together 35 provincial groups representing 1.6 million volunteers in different sectors in Quebec. The organization was created on January 27, 2003 following the report of the Committee for the International Year of Volunteers 2001 in Quebec, which had made the recommendation “the establishment of a multisectoral national structure for volunteer action.” The RABQ is both the privileged interlocutor of the government in matters of voluntary action, the spokesperson for its members on voluntary action, the place for the promotion and development of a global vision of voluntary action, and a place of reference and support for volunteer action in Quebec. <https://www.rabq.ca/>



The **Institut Mallet's** mission is to contribute to the advancement of the culture of philanthropy by placing the gift of self at the heart of society's priorities.

To achieve this, the Institut Mallet supports the development and sharing of knowledge and encourages dialogue around individual and collective actions. Philanthropic culture is a set of values, attitudes, behaviours, and actions that lead to the giving of time, goods, and money. <http://institutmallet.org/>



The Coalition des Tables Régionales d'Organismes Communautaires (CTROC) is a group whose scope of action covers Quebec. Made up of 15 regional groups, which themselves bring together hundreds of community organizations in their territory, the CTROC represents nearly 3,000 community organizations working mainly in the field of health and social services. These organizations work tirelessly to improve the living conditions of the citizens of their region. This is what the CTROC and its 15 member groups seek to have recognized. The CTROC wants above all to recognize the two main pillars of community action: autonomy and funding for the mission. It defends the idea that autonomy is what allows community organizations to implement actions that are chosen for and by the people who frequent them. For the organization, funding for the mission provides the leeway needed to continue supporting their world.

<https://ctroc.org/>

Atlantic Canada

The information presented on each entity has been compiled through individual interviews conducted with the general management of these organizations and the collection of information found on the website of each organization and reports shared with Cohesia. Their collaboration and transparency are to be underlined and to be thanked since it made it possible to collect very important data for this report.

The Cohesia team warmly thanks:

- ◆ **Annika Voltan**, Executive Director, Impact Organizations of Nova Scotia
- ◆ **Alexia Riche**, Executive Director, Community Sector Network of Prince Edward Island
- ◆ The team of the Community Sector Council of Newfoundland, including **Colin Corcoran**, Chief Executive Officer, **Kip Bonnell**, Manager of Communications and Engagement, and **Christine Snow**, Manager of Research and Policy.

Nova Scotia



Nova Scotia is the fourth Canadian province for the share of non-profit organizations and the latter is the third largest contributor in Canada. It represents 4.5% of the province's labour force and contributes \$1.7 billion to the province's GDP in direct and indirect impact, with an additional economic value of \$1.5 billion through annual volunteer hours. The province has over 6,400 non-profit organizations and employs over 20,000 people. It is estimated that 20% of these organizations are more than 50 years old. (IONS, 2023)¹²

The community sector is represented by **Impact Organizations of Nova Scotia “IONS” (formerly known as the Community Sector Council of Nova Scotia)**. Originally incorporated as one of 14 industry sector councils supported by the Government of Nova Scotia's Department of Labour, Skills and Immigration, the organization is incorporated as a non-profit registered for three years. The board of directors which is the supreme authority of the organization can comprise a minimum of five and up to a maximum of 11 administrators. The organization is moving away from the membership model, which is a growing trend in the industry nationwide.



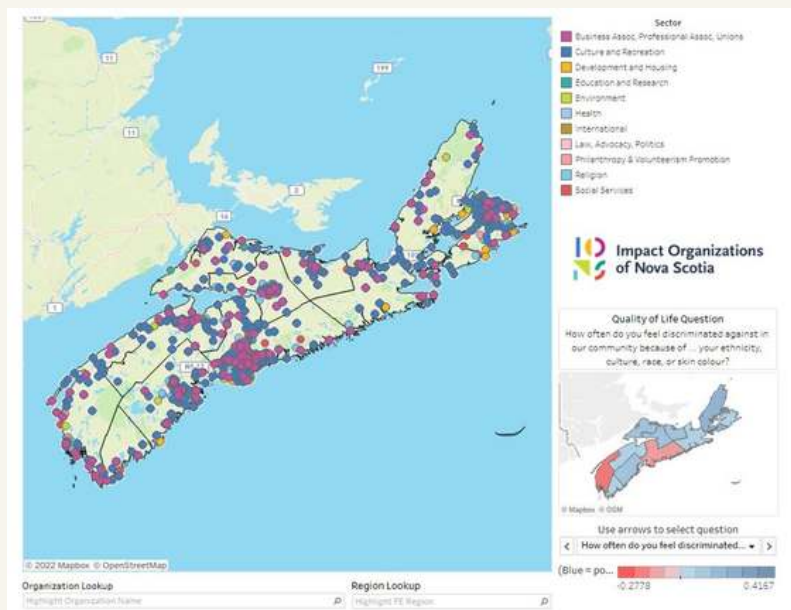
¹² Source: Ontario Not-for-Profit Corporations Act (ONCA) - Ontario Nonprofit Network (theonnc.ca).

Its mission is to advocate and build the capacity of impact organizations in Nova Scotia. The organization does not offer programs as such but is very focused on education, research, and data collection as well as capacity building, as evidenced by their offering of workshops, the development of online courses for the sector through the Thinkific platform, and building a community of practice, i.e., learning from people in the sector. IONS senior management also facilitates a support group for sector general managers on a monthly basis. An email is sent to more than 700 people, and depending on the theme offered, there are between 30 to 50 participants who register and half of that who show up for the session itself. It is also worth noting that IONS has created a **sector network map (image below)**, an innovative and unique tool that provides a visual register of all impact organizations (charities and non-profits registered) within the Nova Scotia Community Impact Sector. This tool allows you to know who is working where and what problems each organization is tackling.

The organization receives funding from the Province of Nova Scotia through the Department of Communities, Culture, Tourism and Heritage. Its annual budget is \$1.4M of which 70% of its income comes from public grants and 30% is self-generated income. Interestingly, IONS has entered into service agreements with several departments of the Province of Nova Scotia to conduct consultation, research, or engagement initiatives with

the community sector. This type of service is an excellent example of paid services that is completely aligned with the organization's mandate and which allows IONS to mobilize its network, collect data, and influence policies that target the sector.

<https://ions.ca/discover-the-sector/>



Map of the Nova Scotia community sector network, from the IONS website

Prince Edward Island



PEI's community sector is also very active, with more than 1,700 non-profit organizations employing 3,350 people, accounting for 4.3% of jobs in the province. In terms of economic contribution, the sector represents more than 136 million in direct contributions to the provincial GDP, or 1.8% and generates seven million volunteer hours (APEC, 2021).

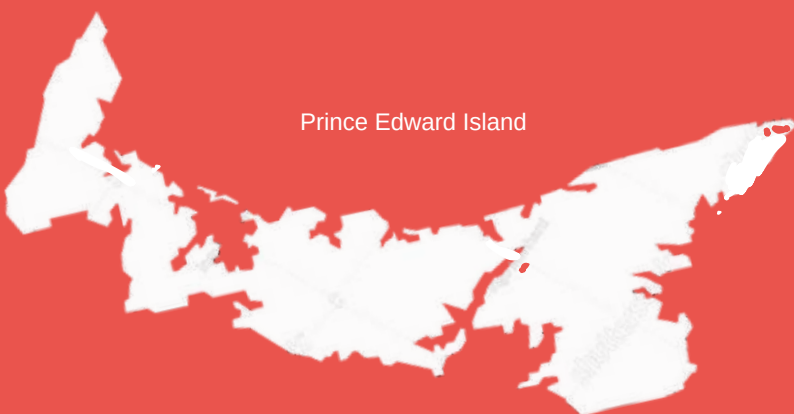
The sector has been represented by the **Community Sector Network of PEI (“CSNPEI”)** since 2018 after decades of advocacy and collaboration among multiple individuals and non-profits. The catalyst for bringing the sector together under one umbrella came at a fall 2017 conference organized by United Way PEI in partnership with Community Foundations of Canada and Canada 150. Its mission is to “develop an empowered community sector to use their collective voice for change”.

CSNPEI's annual budget is \$201,000. The organization is funded largely by the Province of Prince Edward Island and receives other one-time grants to carry out projects such as the recent Anti-racism grant. Approximately 1% of its income comes from the dues of its 50 current members. CSNPEI now has two employees: an executive director since August 2022 and a membership coordinator since July 2023. The current membership model is intended for the community sector (nonprofits, charities, social enterprises, community development organizations, advocacy groups, and volunteer organizations) and the annual cost has just increased to \$50 per organization (previously \$20 per year). Membership is approved by the board of directors, made up of 7 to 12 members who are all senior executives in other non-profits.

The board meets monthly except for summer months (July and August)

<https://csnpei.com/>

Prince Edward Island



Newfoundland and Labrador



The **Community Sector Council of Newfoundland and Labrador (CSCNL)** has been in existence since 1977, making it one of the oldest organizations in Canada. The organization is recognized as the de facto leader for the non-profit and charitable sector in the province and there is a Minister responsible for the Community sector.

The CSCNL recently listed the economic impact of its sector based on data from the Newfoundland Statistics Agency dating from 2019 which paints the following portrait: The province includes 6,448 non-profit organizations (3448 formal organizations and estimated 3,000 informal), of which nearly 20% have the charitable status. More than 1,100 of these organizations are religious organizations, such as churches. More than 16,000 people are employed in this sector, which constitutes the fifth in terms of employment after health, trade, construction, and public administration. It is comparable to the education, accommodation ,and food services sector, and its employment rate is higher than that recorded within natural resource-based industries.

According to Statistics Canada, community non-profit organizations (excluding business and government non-profit organizations) contributed \$296,000,000 to provincial GDP (0.9% of the total). This contribution is comparable to that of the agriculture, forestry, and wildlife sector, and significantly higher than that of the arts, entertainment, and recreation sector. Even more interestingly, a 2015 pilot study of 45 non-profits in the St. John's area by the CSCNL, in conjunction with Memorial University of Newfoundland (MUN), showed that these organizations generated \$61 million in revenue and expenses.



In terms of job creation, 804 direct jobs were generated by these organizations and for every two direct full-time jobs (FTEs), 1.2 additional jobs can be counted in the economy at large, i.e., generating 481 additional jobs. It was also noted in this study that expenses related to salaries, programs, and operations generate additional expenses (indirect and induced) on sales, goods and services for an amount of more than \$161,000,000, of which estimates that approximately \$18,000,000 goes to provincial, federal, and municipal governments.

The CSCNL comprises a team of 19 people and has offices in the capital (St. John's) and in Gander. The annual budget is \$3.05M with 10% coming from the Department of Children, Seniors, and Social Development for core funding. Other sources of revenue come from grants for projects or service agreements similar to what IONS does for the Province of Nova Scotia. The entity relies heavily on the administrative fees it charges on its projects to ensure its financial viability. The CSCNL has a strong interest in social enterprise and is actively working with the various departments of the Province of Newfoundland and Labrador to further develop the funding and structure to support and develop social entrepreneurship within the community sector.

There are examples of collaborations and pilot projects which are extremely interesting for the context of this study and which deserve to be mentioned. In particular, the **Exploits Valley Community Coalition (EVCC)**¹³ based in Grand Falls, which is made up of six NPOs and which share their resources, their spaces and even go so far as to file requests for funding collectively. The building in which this coalition is located is focused on affordable housing and the coalition can rely on rental income as a source of self-generated income. The CSCNL is also interested in addressing the existing barriers to recurring operational costs such as insurance, accounting, and auditing by exploring the possibility of offering shared services, allowing economies of scale as well as the development of accounting expertise within the sector. The advantage for accounting firms is to put forward their audit services rather than daily accounting. <https://csnpei.com/>

¹³ [Exploits Valley Community Coalition | Facebook](#)

Summary Table – Atlantic Canada

	Nova Scotia	Prince Edward Island	Newfoundland and Labrador	New Brunswick
Information on the sector:				
Sector size (number of NPOs)	+ 6,400	+ 1,700	6,448	+ 4,400
Number of jobs generated by the sector	+ 20,000	+ 3,350	+ 16,000	55,000
GDP contribution	\$1.7B	\$136M 1,8%	\$296M 0,9%	\$3.7B
About the provincial entity:				
Represented by	IONS	CSNPEI	CSCNL	No entity for the sector
Social mission	“advocate and build capacity for impact organizations in Nova Scotia”	“develop a community sector empowered to use its collective voice for change”	“to cultivate a prosperous and inclusive province that empowers individuals, families and communities alike”	N/A
Size of the board	Min 5 Max 11	Min 7 Max 12	Min 3 Max 21	N/A
Frequency of board meetings	Every two months	Monthly, Summer break in July and Aug	Every 3 months (quarterly)	S/O
Size of the team	7	2	19	N/A
Annual budget	\$1.4M	\$201K	\$3.05M	N/A
Earnings distribution	70% public subsidies 30% self-generated revenue	99% public subsidies 1% membership revenue	81.4% public subsidies 16.8% private (received from other charitable organizations) 1.8% Earned Revenue (donations, training)	N/A
Linguistic context	English only	Web site in both official languages	English only	N/A

Results of Individual Consultations

Introduction

One of the strategies of this study was to collect testimonials and opinions from a representative sample of the sector. Initially, between forty (40) and fifty (50) individual interviews with NPOs and relevant stakeholders were planned. To this end, certain organizations representative of the sector and the realities of our province were specifically targeted, while the other participants were recruited via a general invitation sent to the sector.

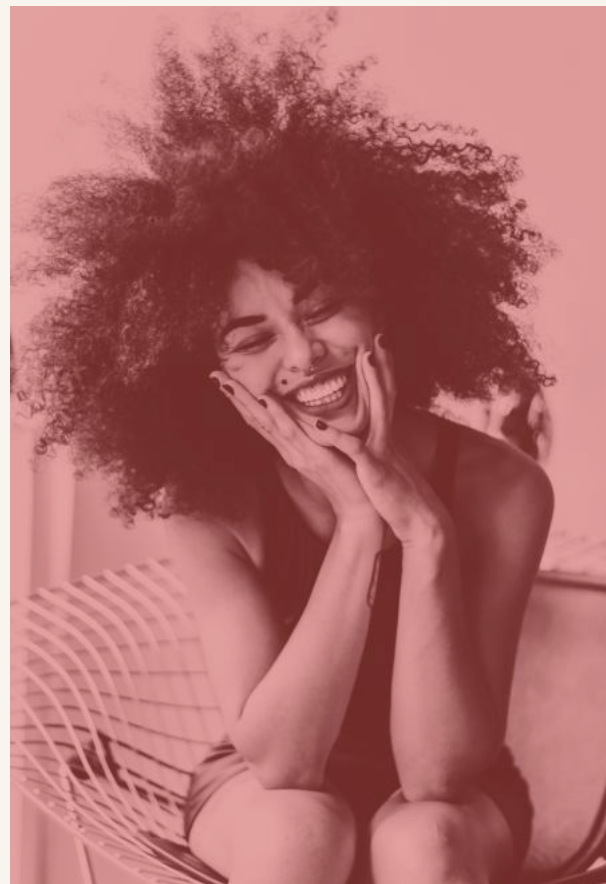
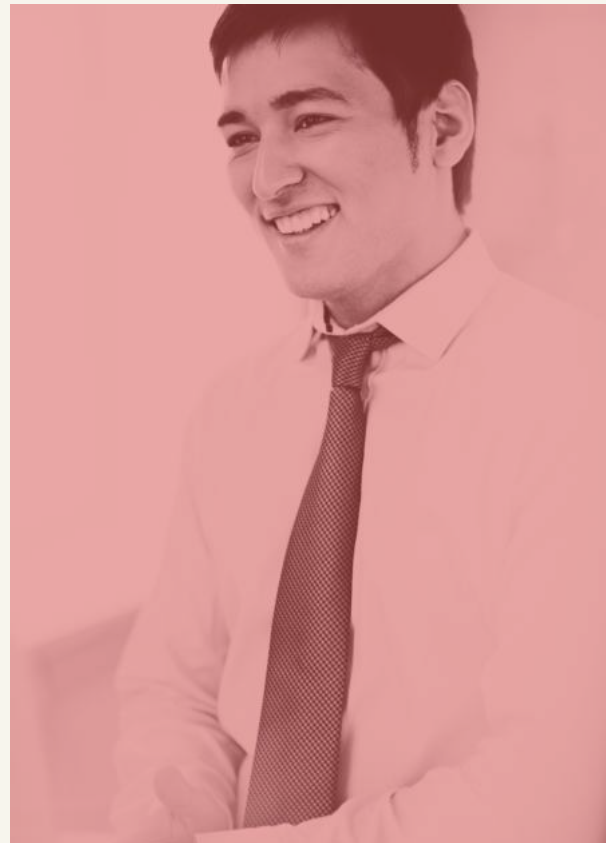
The actual participation rate was lower than anticipated: in the end, thirty-five **(35) organizations and stakeholders agreed to be interviewed as part of the study.** The data presented in this report reveal in particular that the participation of organizations run by groups deserving equity is lower than that deemed optimal, despite the many efforts made to encourage their participation.

The shortfall between the number of interviews originally planned and the number finally carried out is partly attributable to a lower than anticipated response to the general invitation. About ten (10) targeted organizations also declined the offer to participate or simply did not respond to Cohesia's invitation. Among them, three (3) mentioned a lack of time and availability, two (2) explained that they questioned the relevance of such an association, and seven (7) simply did not respond to invitations and communications.



Opt-outs have had the marked impact of limiting the feedback that can be gathered from organizations related to the not-for-profit sector such as, for example, chambers of commerce. These related organizations were targeted because of their unique perspective on the sector, and for the issues they often share with non-profits. From the initially identified list of related organizations that could be consulted, the Greater Moncton Chamber of Commerce, the New Brunswick Business Council (NBBC) and the New Brunswick Economic Inclusion Corporation have agreed to participate. Their contribution was very helpful and greatly appreciated. Unfortunately, the other organizations on this list refused to participate in the study or did not respond to our requests for meetings.

This lower participation rate than expected is disappointing, and not without impact on the process that was undertaken. Behind these lines, the objective is in no way to blame the organizations that have chosen not to participate: their decision is respected, whatever the reasons (right to dissent, work overload, or other undisclosed reasons). Even more, it is important to interpret as judiciously as possible the figures surrounding their participation in order to feed the present approach. Thus, these data can certainly be seen as one of the symptoms of the need to improve coordination, communication, and cohesion within the non-profit sector in New Brunswick.



But above all, this situation should not overshadow the enthusiasm, creativity and experience of the organizations that took part in the process. The Cohesia team wishes to thank them specifically for the time they generously devoted to this study, and for the quality of their contribution. Their passion and wisdom were greatly appreciated.

The complete list of organizations consulted is presented in Appendix 3, and is representative of a very interesting sampling of the diversity of the sector and the many realities and specificities of the province.

Content of Individual Interviews

The information from the individual interviews is grouped into five broad categories that also served to frame the discussions: the needs of the organization and the sector; the interest of the organization for a sector association; the role that an association should play; the suggested form; and suggestions for avenues for financial viability.

Organisation and Sector Needs

Among the elements regularly raised during individual interviews, a large number fall under the category of financing. According to the majority of stakeholders met, there is a great need to address the instability of funding granted to the sector and to address the resulting precariousness. There is a strong consensus that the current government funding methods for organizations must be reviewed and better adapted to the realities on the ground. The current methods, due to their structure, their management and their parameters cause chronic instability for many NPOs. In broad outline, the problem manifests itself mainly as follows:

✦ A) Lack of Core Funding

The lack of core funding associated with the main mandate of an NPO forces many organizations to develop peripheral activities and services eligible for funding. Although being a way for the organization to ensure its financial survival, the new services add to the workload of the NPO often to the detriment of its ability to ensure its primary mission. This reality contributes to growing instability in the sector. Resources and energies that should be devoted to pursuing the organization's core mission must be redirected to its financial sustainability.

✦ B) Project-based Funding

This point is a corollary to the one mentioned above but deserves to be elaborated in more detail because of its importance. The trend in government funding for organizations over the past few decades is increasingly on a per-project basis. Furthermore, the expectation of funders is that these projects must be innovative and therefore, by definition, generally cannot be resubmitted after their deadline. The dynamic of prioritizing innovation over efficiency puts organizations in the difficult position of having to constantly reinvent new ways to respond to constant realities and needs. In this context, it also becomes very difficult for organizations to develop operational efficiencies.

✦ C) Inadequate Financing

Another recurring observation for the funding needs identified is the evaluation of the actual costs associated with the services/activities offered. According to several interlocutors, there is a strong perception on the part of funders that NPOs are able to deliver services/activities at a lower cost than that at which the government or for-profit sectors can do so. Although generally true, for structural reasons the difference is often overstated by funders. The funding granted is therefore sometimes lower than the actual funding required. The discrepancy between funding objectives and operational realities therefore adds to the operational burden on the organization. It must constantly find a way to make up for the shortfall.

✦ D) Unhealthy competition caused by the funding structure

The three realities of funding granted to NPOs that are explained above contribute to creating a fourth that is emerging according to several stakeholders met. To access available funding sources, some organizations are expanding their services or developing new ones. This dynamic forces some organizations to step out of their traditional areas of expertise and gradually move away from their core mandate. Moreover, this widening of the spheres of action often places these new activities in collision course with those of the organization traditionally occupying these fields of action. According to several people we met, this reality is growing and generating more and more conflicts between NPOs. It goes without saying that the consequences on cohesion and collaboration within the sector are negatively impacted.



Human Resources

Like the question of funding presented above, the needs affecting human resources emerged as being practically universal among the organizations met. In fact, almost all the organizations indicated that they had significant needs at this level in one form or another. Mainly, the need is at the level of difficulties in recruiting, developing, and retaining the human resources necessary to ensure the regular operations of the organization.

The reasons generally cited to explain this reality are that the conditions of employment offered in non-profit organizations are not competitive with other sectors of activity in our economy. Lower wages, the scarcity of group insurance or pension funds, the precariousness of jobs are all part of the reasons that would explain the situation. Several stakeholders met mentioned the recurring frustration of losing competent and committed employees to jobs in other sectors for these purely economic reasons.

Volunteers

Although this aspect is technically also part of the human resources of community organizations, it is discussed separately here due to the realities expressed by the organizations during the individual interviews. The roles and responsibilities of volunteers in the organization vary greatly from one organization to another. For some organizations, the delivery of services/activities depends entirely on the work of its volunteers. For other organizations, the role of volunteers is more at the level of the central responsibility of ensuring the sound governance of the organization.

Between these two ends of the spectrum, a multitude of variations were encountered during the individual interviews, but a constant emerges clearly. The presence of volunteers and the dependence of the NPO on their contribution is intrinsic to the sector and essential to the pursuit of their operations and their objectives.

In this context of dependence on the presence of volunteers, the organizations met named several support needs. The recruitment, retention, and training of volunteers is becoming increasingly difficult for several organizations we met. The difficulty has become such for some that a more collective and sectoral approach would be desirable to address the magnitude of the task.

Recognition of the Contribution of the Sector

Another need that clearly emerged from the individual interviews as being widespread is for better recognition and understanding of the contribution and expertise of the non-profit sector. According to the stakeholders we met, this phenomenon manifests itself in various ways and is harmful not only to non-profit organizations, but also to other sectors of economic activity in our province. For example, there is a lack of sector consultation in the decision-making process by governments and donors. This reality of course causes challenges for the organizations themselves by amplifying the dichotomy between the objectives of the funding programs and the realities on the ground of the organizations. This dynamic would also have a negative impact on collaborations between the various economic sectors (governments, for-profit organizations, etc.) by limiting intersectoral collaboration. An example often cited to illustrate this point is the phenomenon of urban homelessness. It is recognized from the outset that one of the reasons which contributes to this lack is the absence of a body representing the non-profit sector.

Improved Communication and Overall Collaboration in the Sector

Individual interviews also revealed that there is a perception that communications within the non-profit sector also need to be developed and/or improved. There are several effective communication networks that bring together a number of organizations by community, region, sphere of activity, language, or other factor. These networks allow excellent consultation within their membership and are perceived as being extremely beneficial. Several remarkable initiatives emerge at the local level from such focus groups. However, there is no body with sufficient membership and influence to have an impact on the entire sector.

Interest in a Sector Association

The individual interview questions were also intended to reveal the level of interest of the stakeholders interviewed for the creation of an association representing the non-profit sector of New Brunswick. Not surprisingly, interest from interviewees was very high. Logic dictates that organizations interested in the principle of association were more likely to agree to participate in the process. Consequently, we can also extrapolate that lack of interest is a significant factor that motivated some other organizations to refuse to participate in individual interviews.

Beyond this participation bias, the responses of participants in terms of their interest in a sectoral association remain nonetheless instructive and interesting. In their nuances, the answers proved to be very useful to this study. The national elements are essentially summarized in the following broad outlines:

- ◆ The interest of participants in such an association is great insofar as it contributes directly and concretely to addressing the needs of organizations and the sector.
- ◆ The stakeholders met generally want to participate in the creation and management of this association, but in a context where the return on their investment must be clear and tangible.

- ◆ The potential benefits of the combination are clear, but so are the risks. There are concerns about adding an additional burden to the already heavy work of agency heads.
- ◆ The association should be respectful of existing consultation networks and not seek to replace them or hinder their work.
- ◆ The association would represent a powerful and very interesting collective voice. This, on the other hand, must not limit the members in their capacity to express themselves, claim or threaten their right to dissonance.
- ◆ There are risks that the association finds itself in competition with its members at different levels. One can think of funding, advocacy, or public positions as examples. The association will have to design and respect clear policies to avoid these risks or, at least, to limit them. The Ontario Non-profit Network in particular has established clear policies for taking positions on issues that could serve as a baseline. For example, the ONN has as a guiding principle to pronounce itself only on issues that affect the whole or the entire sector (law on NPOs, financing) and lets the sub-sectors pronounce on more specific issues belonging to their fields of expertise (immigration, etc.).
- ◆ The challenges of bringing members of such a large and diverse sector together in an association are considerable. Several factors, which have traditionally been divisive in the past, will need to be addressed to ensure full inclusion for all. Among these divisive factors we find, as mentioned above, the unhealthy competition often due to financing structures. We can also add as an example rural/urban tensions, linguistic differences, regional competitions, etc.
- ◆ Despite the considerable risks and challenges that exist, all the interviews revealed a consensus that the benefits of such an organization would be more than worth it.

Role of the association

The purpose of the individual interviews was to collect the perceptions of the participants regarding the mandate, roles, and main spheres of activity of a possible association. In their essence, the comments of the stakeholders met can be summed up mainly in the three major roles that are summarized below.

1. Spokesperson for the Sector

For many, the main role of an association would be to be a voice for non-profit organizations in New Brunswick. It would help raise awareness of the realities, needs and contribution of the sector. This role would certainly have an aspect of advocacy aimed at improving the basic conditions in which the organizations operate. It would thus make it possible to collectively address the needs and challenges discussed above. This role of spokesperson would also, according to several of the stakeholders met, greatly improve communication and exchanges with the various levels of government and other sectors of activity. It is clear to many that this improvement in intersectoral communication would have beneficial effects far beyond the not-for-profit sector. It would allow for better mutual understanding, making interactions and collaborations between sectors more effective, which would benefit New Brunswick society as a whole.

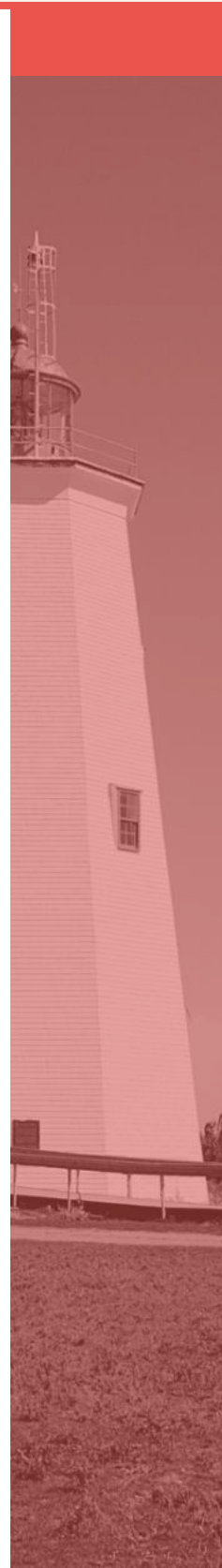
It should be noted that in this role as spokesperson for the sector, it clearly emerged from the discussions that the association must respect the autonomy of organizations and their right to dissonance. In this context, it is preferable to speak on behalf of the members of the organization and not on behalf of the sector.



2. Space for Consultation

Another preponderant role that a possible association should play according to the organizations met is that of a space for gathering and sharing. The desire identified is to increase cohesion within the sector by allowing better communication and collaboration between organizations. The association could also facilitate the sharing of knowledge, the exchange of best practices, and the dissemination of innovative approaches.

Better communication and consultation would allow not only better cohesion within the sector, but also the mutual strengthening of capacities between organizations. Recognition of the need for improvement at this level is widespread. Success stories of consultation at the local, regional level or by sphere of activity are often cited as examples of what sectoral consultation could and should be.



3. Support for the sector

Finally, the other emerging consensus among the people interviewed regarding the role that the association should play is that of providing direct support to the non-profit sector. When described, this support often takes the form of member services that may be offered by the association. Another form that this support could take is to reduce certain costs inherent in the sector through the principle of economies of scale resulting from collective bargaining. Finally, potential support is also seen as the possibility of collectively developing benefits that are not accessible to individual members because of the cost. Some examples that have been offered frequently are:

- ◆ access to collective health insurance negotiated by the association for its members;
- ◆ possibility of developing a retirement plan for members' employees;
- ◆ potential economies of scale for member organizations (e.g., for year-end audit accounting services);
- ◆ communication and marketing services; and
- ◆ services to members in capacity development (governance courses, training, strategic planning etc.).



Form and structure

The questions asked at this level during the individual interviews were designed to probe the stakeholders on the possible models of organizational structure of an association. They were also intended to highlight the specificities of our province that such an association should respect and ensure to include within its organizational structure.

In terms of the realities of New Brunswick that the organizations met deemed essential to include in the vision of a sectoral association, a consensus seems to exist. Although not universally, the following five aspects clearly emerged as the essentials.

◆ A) Linguistic Duality

Respect for New Brunswick's linguistic duality must be ensured within the organizational structure. Members must be free and comfortable to participate fully at all times in the language of their choice.

◆ B) Indigenous Communities and Organizations

The full inclusion of organizations representing Indigenous communities must be ensured. The organizational structure must not only allow but promote real and participatory inclusion.

◆ C) Immigrant Population

The organizational structure of the association must also allow the full participation of organizations representing the population with an immigrant background. This inclusion and participation must be at all levels of operations and governance of the association.

◆ D) Rural/Urban Reality

This reality is, according to several of the stakeholders we met, one of the essential characteristics of our province. The structure of the association must respect this dynamic in all its nuances and ensure the balanced representation of the rural and urban reality of the province.

◆ E) Diversity in the Size of Organizations

Smaller organizations play an essential role in their communities but often have fewer resources available for association and consultation options. A provincial association must be aware of this fact and its structure must ensure the participatory inclusion of smaller organizations.

It became clear during the discussions that it will not be enough for these realities to be considered when developing the organizational structure of the association. It would be important that people and organizations representing the groups and realities mentioned be an integral part of the creation and implementation of this structure. In particular, it will be essential to include them in the drafting of the general regulations which will establish the foundations of the governance of the association. With this in mind, it was suggested by some stakeholders to form advisory groups, made up of representatives of the target groups, for this drafting.

A few other important points in terms of the form and structure of the association were highlighted during the interviews. A few of them should be highlighted here, even if they are not as generalized as those mentioned above.

- ◆ The structure of the association should be flexible enough to allow for selective participation. That is to say, organizations can choose to participate according to their needs, interests, and available resources in the activities of the association that suit them.
- ◆ The concept of federation was raised several times by various stakeholders as being a model to be studied in order to bring together the target groups.
- ◆ The principle of electoral colleges has also been put forward to ensure representative inclusion of target groups.
- ◆ The possibility of incorporating the association under the cooperative model was raised by a few of the stakeholders met. The interest in this model seemed to be centred on the inescapable principle of one member/one vote of cooperatives.
- ◆ The structure, activities or governance of the association should not be a drain on the limited resources of member organizations.

- ◆ The operations and activities of the association must be accessible to smaller organizations that often have fewer resources devoted to consultation. They must also be extended to organizations working in rural communities (not concentrated exclusively in urban centres).
- ◆ After naming the inherent difficulties of mobilizing a critical mass within the sector and those of finding a general consensus between organizations, some have proposed an “early adopters” formula. The suggestion is to take advantage of the momentum, take action with interested organizations and form an association likely to gradually attract unreached or recalcitrant organizations. The vast majority of other organizations that were cited in Section 3 of this report actually came into existence advocating the approach of working with early adopters.

Summary of Survey Results

On May 22, 2023, the Cohesia team launched the Feasibility Study - Incubating the New Brunswick Community Sector survey using social media, targeted email communications as well as invitations to various sector-related networks on the scene provincially and nationally to encourage members of the non-profit sector to complete this survey. The survey remained open on SurveyMonkey™ for a period of five weeks, ending June 30, 2023.

As with the individual interviews, the actual turnout was lower than anticipated. During this period, 143 people responded to the survey, including 109 in English and 34 in French.

The survey presented 34 questions, using a mix of yes/no questions, rating questions, and open-ended questions. At the end, a series of optional questions regarding respondent contact information were also asked.

Feasibility Study – New Brunswick Community Sector Incubation

<https://cohesia.ca/feasibility-study/>



✦ About you

The first section aimed to get to know the respondents better. It consisted of a total of seven questions.

Question 1

Respondents worked in many different sectors, with the largest number working in health and social services (42.9%), culture and recreation (29.9%), and youth (27.9%)

Question 2

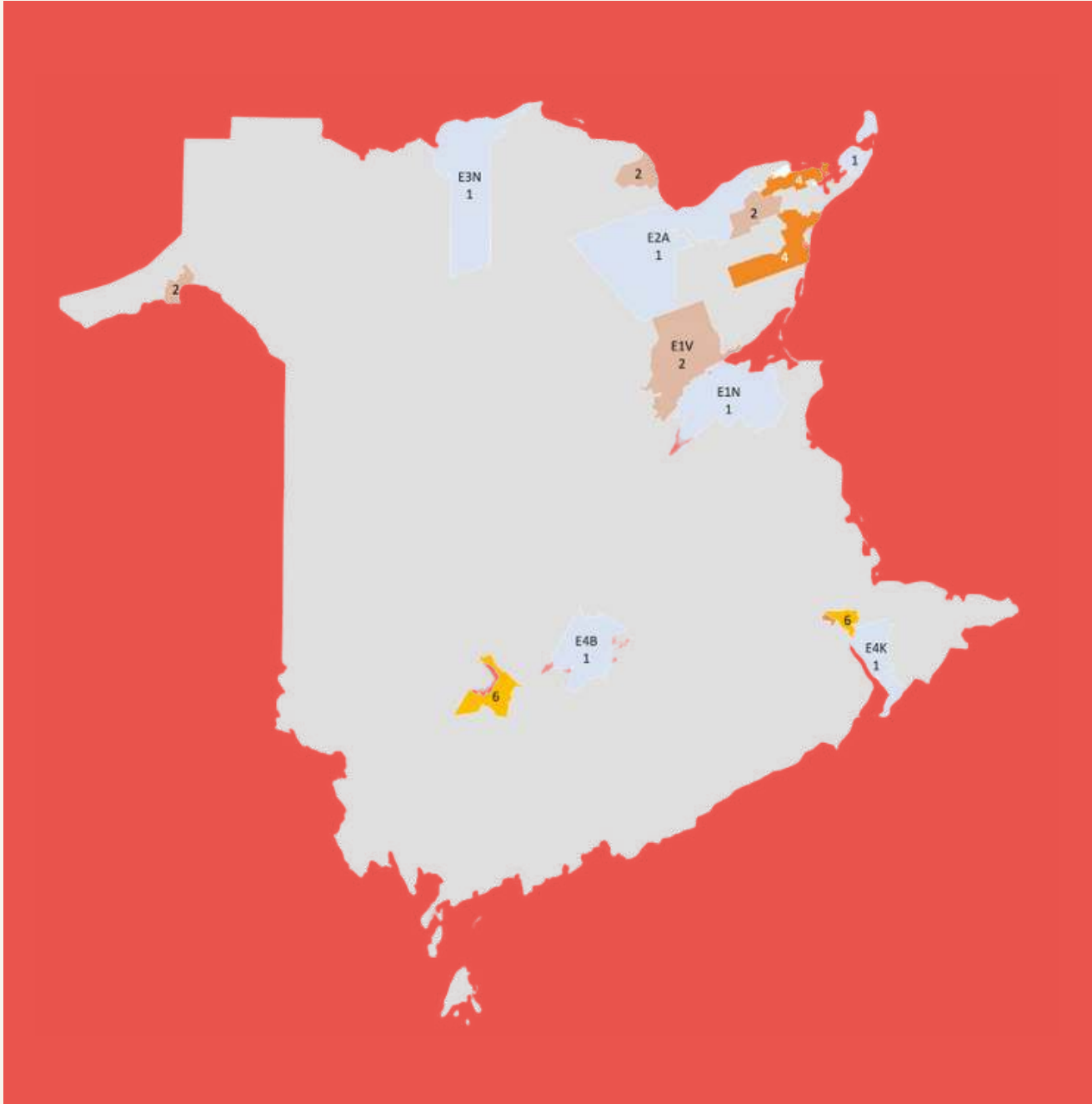
Respondents were located primarily in the southern half of New Brunswick, with a high concentration in the provincial capital. There were also 18 respondents in the northern half of the province

We invite you to consult the graphs published on the following pages.

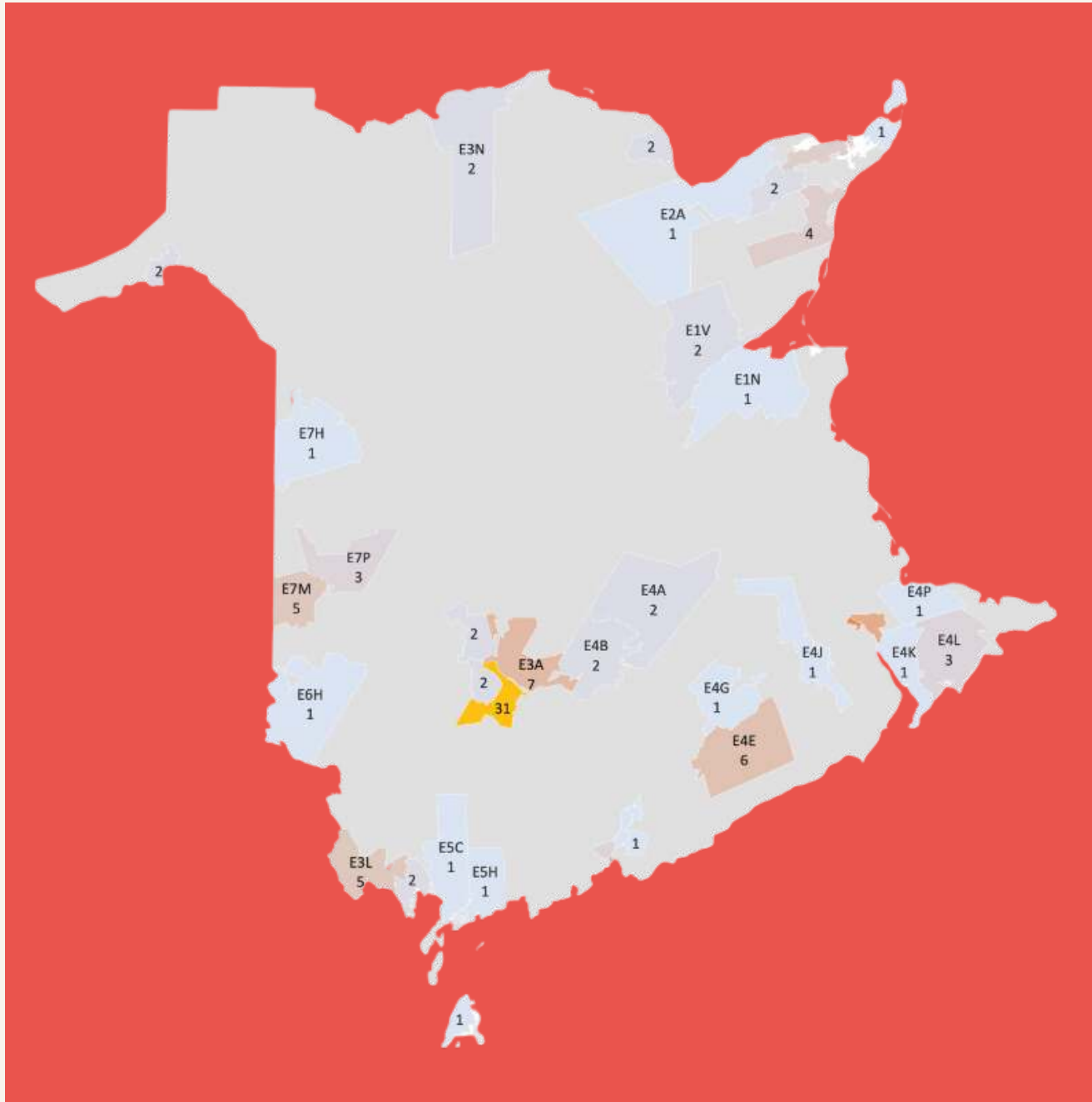
Answers in English:



Answers in French:



Total:



Question 3

Respondents' organizations were also more likely to work at the local (41.5%) or regional level (26.5%), and less than a quarter (23.1%) had a provincial scope.

Question 4

Almost 75% of respondents indicated that their organization had fewer than 10 employees, and almost 50% indicated that they had fewer than five full-time (or equivalent) employees.

Question 5

Asked about the number of active volunteers, 23.1% said they had 6 to 10 active volunteers, then 11 to 20 active volunteers (21.8%), and finally fewer than five active volunteers (17.7%).

Question 6

When asked about their total annual budget for the last fiscal year, the top response is an annual budget of less than \$50,000 (19.0%), followed by 15.6% for an annual budget between \$100,000 and \$249,999. Almost a third of respondents indicated that their organization had an annual budget of \$1 million or more, with six respondents having a budget of more than \$5 million.

Question 7

Finally, most respondents offer their services in English only (52.4%), then in both official languages (29.3%), and in French only (15.0%). The offer of services in an Indigenous language was only mentioned by five respondents.

✦ Support for the Implementation of Your Mandate

The second section aimed to better understand the supports offered to existing non-profit organizations.

Question 8

The most important sources of funding for respondents are self-financing and fundraising activities (75.7%), provincial government funding (70.4%), and individual donations (61.7%). Over forty-four percent (44.3%) of respondents indicated that service sales were an important part of their financial well-being. Finally, less than a third of respondents have access to funding from a national or provincial NPO.

Question 9

Indeed, only 26.1% of respondents noted that they are supported by other associations in New Brunswick.

Question 10

This percentage (on question 9) drops to 22.6% at the national level.

Question 11

Finally, the majority of respondents (40.0%) indicated that they only sometimes have the means (employees, time devoted to these efforts, funding to hire consultants, etc.) to prepare and submit applications funding from different levels of government. Only 15.7% of respondents said they could afford it.

♦ The Need for a Provincial Entity

The third section aimed to better understand the perceived benefits of a provincial entity to support the non-profit sector in New Brunswick. These questions asked respondents to rate their answers on a scale ranging from least important [1] to most important [5]. The closer the score is to 5, the more important the perceived benefits are in the eyes of the respondents.

Question 12

When asked what benefits could be obtained through a provincial entity, the top five responses were:

- [3,90]** Representation of member NPOs on municipal, provincial, national, and international stages;
- [3,89]** Development of a favourable environment for NPOs in New Brunswick;
- [3,82]** Create a community sector with more synergy among its members;
- [3,79]** Political voice of members; and
- [3,75]** Development of a strategic plan for the community sector in New Brunswick.

The less favoured benefits are:

- [3,35]** The organization of conferences;
- [3,38]** Increased or active participation of the sector with the private, public, and union sectors; and
- [3,40]** Exclusive online resources for New Brunswick NPOs.

Question 13

When asked about the top five desired impacts of working together as a community sector, the most common responses were:

- ✦ Better coordination would reduce duplication, strengthen collaboration and partnerships, and secure funding with a greater impact on our communities.
- ✦ We need to break down our silos. The issues facing our communities are multifactorial. A problem can affect several parts of a community; by being stronger together, we can work more deeply.
- ✦ Capacity building, including training, is very important. Operational funding is often an issue for many community sector organizations.

Question 14

Question 14 asked about the possible disadvantages of creating a provincial entity representing the community sector within the New Brunswick ecosystem. Most respondents [43.6%] were unsure, 28.7% answered "no" and 27.7% answered "yes".

Question 15

Respondents were able to flesh out their thinking on Question 15, with many noting the benefits of a provincial voice at the provincial level, more positive inter-organizational cooperation, and the ability to influence government direction. At the same time, there were concerns that the NPO sector in New Brunswick was too unique to be governed by a single entity, that there was more internal competition within the sector and that there was loss of autonomy. The number of unfavourable comments was higher than positive comments.

✦ The Ability to Support the Creation and Support of a Provincial Entity

This fourth section aimed to know the capacity of each NPO to support the proposed provincial entity.

Question 16

Asked about their ability to volunteer by serving on the board or participating in its activities, 42.9% answered "yes", 40.7% answered "not sure" and 16.5% answered "no".

Question 17

Asked about their organizational capacity to support this entity by participating in its activities, 59.3% answered "no", while 35.2% answered "not sure" and 5.5% answered "no".

Question 18

Finally, when asked about their organizational ability to pay a fee commensurate with the size of their organization to support this provincial entity, 49.5% answered "not sure", 26.4% answered "yes" and 24.2% answered "no".

Question 19

The last question in this section was about the need for this new entity to raise funds to support its activities. These questions asked respondents to rate their answers on a scale ranging from least important [1] to most important [5]. The closer the score is to 5, the greater the perceived benefits in the eyes of respondents. Among the means identified, the three main suggestions were:

- [3,80]** Negotiate a bulk purchase agreement for goods and services with suppliers, which would be more expensive for members to obtain individually;
- [3,76]** Submit funding requests to private foundations and the private sector; and
- [3,65]** Submit funding requests to different levels of government.

At the same time, the three least preferred options are:

- [3,45]** Require an annual fee to be represented by this provincial entity [in proportion to the size of your NPO];
- [3,49]** Organize conferences for its members [with registration fees]; and
- [3,50]** Sale of services [training, courses on governance, development of strategic plans, etc.].

Question 20

Respondents were able to develop their thoughts on Question 19, with comments focusing on the lack of financial and human resources to support this provincial entity, the difficulty for a single provincial entity to achieve the right balance within its board of administration between regional and linguistic representation, diversity in the size of organizations, and the inclusion of Indigenous organizations. Some enthusiastic comments were made about the possibility of moving forward, while others were uncertain.

✦ The Mandate and Governance Models of a Provincial Organization Representing the Community Sector

The following section sought to understand the different mandates and governance models of the proposed entity. These questions asked respondents to rate their answers on a scale ranging from least important [1] to most important [5]. The closer the score is to 5, the more important the perceived benefits are in the eyes of the respondents.

Question 21

The three proposed mandates that received the highest ratings from respondents are:

- [3,89]** Have a better understanding of the community sector in New Brunswick, including its socio-economic impact;
- [3,86]** Promote the community sector; and
- [3,65]** To be the New Brunswick community sector's key advocate with governments.

At the same time, the three least popular mandates are:

- [3,43]** Exploit economies of scale in the purchase of products and services that would be more expensive for members to obtain individually;
- [3,58]** Determine the services [communications, accounting and bookkeeping, consulting, determining social impact, event and project management, digital marketing, legal services, research, etc.] that it can provide to its members by exchange for appropriate compensation ; and
- [3,69]** Be a means by which member organizations can effectively meet their own resource needs and pursue common goals.

Question 22

Question 22 asked how the board of directors of the proposed new provincial entity should be constituted. Background diversity [3.81] is ranked higher than sector representation [3.80], regional representation [3.74], and skill-based composition [3.72]. In this question, language responses showed a difference, with French-speaking respondents ranking regional representation higher [3.85] than English-speaking respondents [3.70].

Questions 23, 24, et 25

The following three questions aimed to obtain a relative ranking of three statements. Once again, French respondents ranked all three statements higher than English respondents. Francophone respondents gave a higher rating to the statement “The governance and operations of this new entity should reflect New Brunswick’s official bilingualism” [4.45] than the statement “Governance and operations should reflect the diversity of population groups in the province” [4.35], and the statement “The governance and operations of this new entity should actively include our Indigenous languages [the Mi’kmaq language and Wolastoqey]” [3.87]. For Anglophones, “Governance and operations should reflect the diversity of population groups in the province” [4.2] received a higher ranking than “The governance and operations of this new entity should reflect New Brunswick’s official bilingualism” [3.86], and “The governance and operations of this new entity should actively include our Indigenous languages [the Mi’kmaq language and Wolastoqey]” [3.84].

Question 26

The last two questions focused on the ability of a board of directors to fulfill a provincial mandate to support the community sector in New Brunswick. The first question asked whether a board alone [without a small team dedicated to full-time entity operations] is sufficient to advance the association’s priorities. Respondents answered 56% in the negative, 34.5% with uncertainty, and only 9.5% in the affirmative .

Question 27

At the same time, when asked if a board of directors supported by a small team dedicated to the activities and achievements of the association is essential, 69% of respondents answered "yes", while 25% answered "not sure", and 6% answered "no".

Question 28

The last two questions allowed respondents to share any additional thoughts. In Question 28, respondents shared their thoughts on the difficulty of equal representation (differences between large and small organizations, French-language organizations, Aboriginal organizations) and the limited financial and human resources. In this question, there was only one negative comment regarding the addition of a new layer and a new sector cost.

Question 29

In Question 29, respondents expressed concerns about representation within the provincial entity and allocation of resources, involvement of civil servants, and lack of trust in the provincial government. There were almost as many voices to say that a provincial entity was "long overdue" as to say that they "did not see the need for it".

Financial Sustainability Strategy

Inevitably, the question of financial viability occupied an important part of the discussions with the various stakeholders met. All are, through professional experience, very aware of the challenges inherent in fundraising in the not-for-profit sector. The suggestions and comments on this subject that were collected during the discussions, and which are summarized below, do not constitute a complete financial sustainability strategy. They are, however, the essential pillars on which to base such a strategy and a solid base on which to begin the work.



Participant contributions are grouped into five categories as follows:

1. Membership Fees

Of all the suggestions submitted by stakeholders as to potential sources of income for the association, the idea of membership fees for members was by far the most recurrent. There does indeed seem to be a fairly generalized consensus that members, whenever possible, should contribute to the financial support of the association. However, this opinion is accompanied by the note that members should be able to see a tangible return on their investment. Whether through economy of scale, through support that concretely meets their needs, through capacity building, or in any other way, this return must be tangible and at least equivalent to the members' investment. This model will need to take into consideration growing global, Canadian, and even regional trends, as many organizations have moved away from the membership model altogether or redesigned it entirely to focus on equity principles.

2. Government Funding

As for the role that should be played by the various levels of government in financial support for a possible sectoral association, the opinions of the stakeholders interviewed are very divided. For some, government support should be one of the cornerstones of the financial viability of the association. This position is explained by the perception of the benefits to New Brunswick society generated by such a grouping and by the “return on investment” for government subsidies. The perception is that strengthening the sector will contribute to improving services to the population as well as greater efficiency in the amounts required to provide these services.

For many organizations, a completely opposite approach is advocated. According to this school of thought, it is essential that the financial viability of the association is not based on government grants. This position is clearly presented with the aim of consolidating the autonomy of the sector and preserving its right to self-determination and claim.

3. Service Delivery

Another possibility in the association's financial sustainability strategy that emerged clearly from the discussions is that of the potential revenue that can be generated through the delivery of services. In fact, for some stakeholders met, an important pillar of the financial strategy is the revenue potentially generated by the services that could be offered in response to the needs of the organizations (presented earlier in this report). According to them, this approach would have the double advantage of generating significant income while helping to strengthen the capacities and cohesion of the sector. Several speakers referred to the social enterprise tradition inherent in the sector as the clear way to develop this pillar. Among the potential services that could be offered by the association, the following examples emerged:

- ◆ Training and development of human resources
- ◆ Communications and marketing
- ◆ Strategic planning
- ◆ Negotiation of economies of scale for certain member services
- ◆ Writing funding requests for member organizations

4. Self-Financing Activities

The concept of self-funding activities has also been put forward by some organizations as a potential source of income for the sector association. According to them, the association would have certain marked advantages in this approach such as its size, its geographical scope, the size of its membership and its visibility. Suggestions for potential self-funding activities vary widely without being detailed.

It is important to note that, on this potential pillar of the association's financial sustainability strategy, the suggestions were often accompanied by warnings. The most important and recurrent is the fact that such an approach is, by nature, time-consuming, and energy intensive. Another recurring warning is that there is a marked risk that such an approach could enter into competition with the self-financing efforts of members.

5. Foundation/Community Fund

Another possible aspect of a financial sustainability strategy for the association is the possibility of setting up and developing a community fund for the sector. This possibility was discussed as being able to be done in partnership with existing community foundations or creating a new foundation. It is conceded from the outset that this approach would not be able to meet all the financial needs of the association. Such an approach could, however, represent sharing of resources which would represent significant savings for the association, more specifically in terms of management and shared resources. The creation of such a fund or such a foundation would, on the other hand, have the advantage of potentially contributing significantly to the development and strengthening of the sector. It should also be noted that this last suggested solution for the viability of the association was much less generalized than the four others explained above. It nevertheless stood out clearly enough to be named and its innovative aspect makes it worthy of consideration.

How to Measure the Impact of the Sector: Process & Methodology of the Proposed Impact Framework

Background

Cohesia engaged Riddl as a partner to support the development of an impact framework for the organization and the non-profit sector, as well as to support the data collection, tracking, and reporting needed to measure impact. A network or association representing the sector can be instrumental in measuring the collective impact and reporting on the sector. Measurement can be used to support the need for a social sector-led network, as well as where there are gaps for measurement and reporting of impact in the future. The establishment of a measurement framework now supports the creation of the entity.



R I D D L

Riddl provides consultative solution-based support and software to organizations who are making the decision to track, benchmark, and report on their impact performance. Together moving the world toward a more resilient and sustainable future for the community and the organization.

Project Objective

To build a framework for impact measurement for the organization and the sector and to support Cohesia in future data collection and impact measurement.



Project Deliverables

- ✦ **An impact framework that serves as the guide for what to measure (outcomes), and what data to collect (indicators)** from members once the organization is established to show the impact of the network and working together as a block. Impact framework is primarily used to evidence and show the impact of the organization to be formed, social sector-led network's impact on the sector and other beneficiaries.
- ✦ **Apply a “collective impact” measurement model to the not-profit-network of New Brunswick.** The collective impact of the members and the sector will be assessed using a few primary indicators and outcomes for each sector, to show the collective results of organizations working within sub-sectoral areas (i.e., homelessness, poverty, food security).
- ✦ **Software for ongoing impact measurement and data collection.** The Riddl software is customized to match the impact framework for collecting, reporting, and measuring custom impact strategies, whether that is for Cohesia for the non-profit network. The software has a social return on investment calculator which will allow Cohesia to produce SROI reports internally for funders, for impact reports, or other key stakeholders. The software serves as the place where all data is managed to support the reporting needs of the organization and network.

Process

An initiative review of all documentation that includes information and data collected since the 2021 public dialogue sessions, as well as interviews with the social sector and survey results from the social sector.

These documents include:

-
- ◆ Public dialogue, June 17, 2021, report produced, ***“Dialogue with the community sector in New Brunswick, LET’S BE STRONGER...TOGETHER”!***
-
- ◆ Public dialogue, August 31, 2021, report produced, ***“Dialogue with the community sector in New Brunswick part 2, BE STRONGER...TOGETHER”!***
-
- ◆ One-on-one meetings – Feasibility Study for the Community Sector of NB spreadsheet
-
- ◆ Interview raw data - in the form of a Google document and spreadsheet
-
- ◆ Feasibility Study Survey Results – Incubation of the New Brunswick Community Sector
-

The intent of reviewing the data is to identify themes and outliers as they relate to the impact outcomes the sector wants to achieve together (collective impact) and the impact outcomes the sector wants the network to achieve on their behalf with their support.

The identified themes are then analyzed for prospective outcomes; outcomes are pulled from the themes.

To prove the outcome was achieved, a list of indicators are created that together support the evidencing that the outcome was achieved. Some indicators or sets of indicators will serve this purpose better than others. There are also some indicators that were not recorded because data collection of those indicators was not feasible.

The majority of outcomes and indicators are custom and are not pulled from a set standard or framework. Some frameworks Cohesia and the network may want to consider aligning with in the future may be:

- ◆ The United Nations Social Development Goals and
- ◆ Environmental, social and governance (ESG) factors such as the Global Reporting Initiative (GRI) (mainly focused on the environment, but also on the impact on people and good governance).

The outcomes and indicators draft were reviewed and received feedback from the network co-leads, Nadine Duguay-Lemay and Marc Allain. The framework was revised with the feedback incorporated.

Other meetings that occurred in the preparation of the outcomes and indicators included:

- ◆ Meeting with the interviewer to discuss interview highlights, themes, and findings through the interviewer's perspective and
- ◆ Meeting to discuss the data and the reporting, and to ask questions.

The Framework Structure

Theory of Change, including a narrative statement for each end-benefactor, and a narrative statement for the organization. The theory of change also includes elements that are present in the framework structure such as outcomes, long-term outcomes, and associated indicators.

Impact Management Project (IMP), in its structure of the five dimensions of impact (What, Who, How Much, Contribution, and Risk) ensures that the framework incorporates elements of these dimensions. The dimensions accounted for within the impact framework are:

- ✦ What - via outcomes
- ✦ Who - via stakeholders
- ✦ How Much - via indicators (measurement of data collected)
- ✦ Contribution - via indicators (data to be collected)
- ✦ Risk - was not yet determined, this can be evaluated when a strategic plan and activities are developed for how the outcomes will be achieved.

1. Collective Impact

The idea is to leverage the strengths of each partner and create a coordinated approach that surpasses what any single entity could accomplish alone.

Impact measurement can be applied to a set of organizations (a collective), who are interested in moving the dial on similar outcomes, assuming they are different in mandates and service delivery there would be outcomes they are working toward together as a network to create impact in the province. Each outcome would have a set of indicators that each organization independently reported on to total into aggregates. Collectively progressing toward specific impact outcomes.

The sectoral impact indicators on sub-sector areas are the starting point of a collective impact model. We would recommend that this be further built and refined with the contribution of each sub-sector.

2. Data Collection Plan

The framework includes an outline for the data collection plan. It outlines the need to set a target, report, collect a baseline (starting point), and report against the target from the baseline. Showing the difference from the baseline and the progress will show the measured impact or difference the network or sector has created since the inception of the activities or the network itself.

3. Definition of Outcomes

Each outcome has a definition assigned to it. The definitions can and should be altered as the network refines its outcomes via the type of activities that will be undertaken but also as feedback and more voices are heard from the sector and members.

Proposed Impact Measurement Framework

Theory of Change Impact Statement

We believe that by providing a unified space for the social sector, we can improve representation, collaboration, and promote strategic alignment within the sector. These changes will lead to stronger, more resilient organizations that can better serve our communities and have a greater impact in the issues they address. We also believe A unified voice for the sector will allow for more effective engagement with the government, leading to policy development and funding decisions that are more responsive to the sector's needs and societal objectives. By ensuring end-beneficiaries are at the center of our work, we believe we can drive improved outcomes and increased satisfaction with services.



◆ Stakeholder: Non-Profit Organization (NPO)

By actively participating in the association, social purpose organizations gain increased representation, better access to resources, opportunities for capacity-building, and a platform for collaboration and shared learning, ultimately strengthening their service delivery and impact in the communities they serve.

Outcome	Indicators	Outcome (long-term)	Indicators
Enhanced Representation and Advocacy <i>Improved representation of member NPOs at various levels and development of an enabling environment for NPOs in New Brunswick.</i>	<ul style="list-style-type: none"> ◆ # of advocacy campaigns undertaken ◆ # of policy consultations the association is invited to ◆ # of policies influenced by the association's efforts ◆ # of policy consultations members are invited to ◆ # of policies influenced by the members ◆ Self-reported members' satisfaction with representation and advocacy efforts of the association 	Organizational excellence	<ul style="list-style-type: none"> ◆ Self-reported employee satisfaction rate ◆ Retention rate of active volunteers ◆ Financial sustainability (the organization has diversified revenue, has increased revenue, lowered dependence on government support)
Increased Coordination <i>Increased alignment among its members, better coordination to reduce duplication, strengthen collaboration and partnerships, and secure funding that has a greater impact on our communities.</i>	<ul style="list-style-type: none"> ◆ # of partnerships/ collaborations between members ◆ # of shared resources (staff, volunteers, equipment, supplies, technology, capital, office space etc.) ◆ \$ amount of cost savings associated with shared resources ◆ # of organizations that share resources (staff, volunteers, equipment, supplies, technology, capital, office space etc.) ◆ # of duplicated services or initiatives ◆ # of joint member funding applications 	Sectoral leadership	<ul style="list-style-type: none"> ◆ # of awards and recognitions received by the members ◆ # of executive directors within the membership that has taken professional development within the past 12 months
		Social sector evolution	<ul style="list-style-type: none"> ◆ # of organizations that amalgamated ◆ # of organizations that formed long term partnerships with members that enables streamlining of services ◆ # of organizations that aligned with the sectorial strategic plan
		Resource optimization	<ul style="list-style-type: none"> ◆ # of services removed from member organizations that were duplicates ◆ # of joint delivery partnerships between members

	<ul style="list-style-type: none"> ♦ # of new grant opportunities or funding sources identified ♦ Self-reported members' satisfaction with association's support and coordination of services / collaboration 		<ul style="list-style-type: none"> ♦ # of funds / grants secured between members ♦ # of shared resources occurring between members ♦ # of members accessing more cost effective materials bulk purchased through the association
Effective Strategic Planning <i>Development and implementation of strategic plans for the community sector in New Brunswick</i>	<ul style="list-style-type: none"> ♦ Strategic plan developed and implemented by the association ♦ Achievement of strategic goals or milestones as a percentage of the total ♦ # of members that develop and implement strategic plans ♦ # of members that develop and implement strategic plans in coordination with similar organizations from across the province ♦ Self-reported members' satisfaction with association's strategic direction 		
Strengthened Capacity Building <i>Enhanced capacity building, including training, and their impacts on operational efficiency and funding</i>	<ul style="list-style-type: none"> ♦ # of capacity-building initiatives, professional development, training sessions etc. ♦ Increase in skills or knowledge among members (measured through pre- and post-training evaluations) ♦ Self-reported members improve operational efficiency as a result of capacity-building training 		
Greater Community Impact <i>It involves addressing community-specific issues more effectively, resulting in noticeable improvements within the community, further explored in the "Sectoral Impact" outcomes and indicators.</i>	<ul style="list-style-type: none"> ♦ # of individuals or communities served ♦ avg of end-benefactor satisfaction scores 		

◆ Stakeholder: Government

The association offers the government a strategic partner that provides valuable insights into the social sector, aiding more informed policy-making and resource allocation, fostering greater accountability, and maximizing the return on investment in community services and supports.

Outcome	Indicators	Outcome (long-term)	Indicators
Enhanced Policy Development and Implementation <i>With a representative body for the non-profit sector, the government could have a more effective and efficient channel for policy consultations. This could lead to policies that are more responsive to the sector's needs and better contribute to societal objectives.</i>	<ul style="list-style-type: none"> ◆ # of policy decisions informed by data/ inputs from the association. ◆ # of funding decisions informed by data/ inputs from the association ◆ # of legislation changes made due to the non-profit sector as a result of association influence 	Optimized public spending	<ul style="list-style-type: none"> ◆ # of services removed from member organizations that were duplicates ◆ # of joint delivery partnerships between members ◆ Improved social return on investment ratio on projects delivered for the province
Funding Efficiency - Greater Return on Investment <i>The association could coordinate funding applications from its members, reducing duplication and enhancing the impact of government funding. This could lead to more efficient use of public funds and greater societal impact per dollar spent.</i>	<ul style="list-style-type: none"> ◆ # of organizations that have streamlined their services with others and removed duplicate efforts. ◆ # of duplicate efforts / initiatives / services removed ◆ # of organizations that put in joint collaborative funding applications, thus reducing duplication of similar services being applied for ◆ # of organizations that put in joint collaborative funding applications and are successful in receiving funds ◆ # of government grants directed to more effective programs 	Responsive governance	<ul style="list-style-type: none"> ◆ # of invites received by members from government to participate in consultations ◆ # of consultations members participated in with government ◆ # of policies enacted that included members perspective ◆ # of policies members advocated for but were not adopted
		Sustainable financing	<ul style="list-style-type: none"> ◆ # of members that implemented financial sustainability plans ◆ # of members that report they are financial sustainable ◆ # of member organizations that have decreased government funding (intentionally)

Higher Transparency and Accountability

The presence of an organized body could improve accountability and transparency within the non-profit sector, which could benefit the government in terms of public trust and the effective use of public funds.

- ✦ # of annual reports made public from members
- ✦ # of annual reports made public from members that outline how government funds were allocated
- ✦ # of members reporting on impact outcomes they created and measured
- ✦ # of reports released by the association on members and the sector
- ✦ # of members that adopt standards of the association

Evidence-based governance

- ✦ # of policies or programs implemented using social-sector led data

Effective Engagement with the Not-for-profit Sector

The association could serve as a partner to the government in addressing complex societal issues, leading to more effective cross-sector collaborations.

- ✦ # of initiatives partnered with the association or its members
- ✦ # of government policies or initiatives that directly involve the association or its members

Access to Quality Data for Decision-Making

The government will be able to access reliable, comprehensive data provided by the sector which was not previously available. The data can be used to inform policy development, funding allocation, and other key decisions.

- ✦ # of reports/ studies commissioned to understand the impact of the not-for-profit sector
- ✦ # of data-driven reports or insights provided by the association to the government
- ✦ # of trainings for NGOs on how to report outcome based data to Government database

◆ Stakeholder: End-Benefactor

As beneficiaries of the social purpose organization services, the people of New Brunswick stand to gain from improved quality of services, greater inclusivity, and more responsive programs, as organizations are better equipped and resourced.

Outcome	Indicators	Outcome (long-term)	Indicators
Improved service quality <i>As beneficiaries of the social purpose organization services, the people of New Brunswick stand to gain from improved quality of services, greater inclusivity, and more responsive programs, as organizations are better equipped and resourced.</i>	<ul style="list-style-type: none"> ◆ Self reported satisfaction with services ◆ # of end-benefactors experiencing the expected outcomes of the member services ◆ # of referrals organization receives ◆ # of clients organization receives ◆ # of members' staff and volunteers that received training and qualifications 	Transformed communities	<ul style="list-style-type: none"> ◆ See results of social sector
Greater voice in decision-making <i>End-beneficiaries will have increased opportunities to participate in decision-making processes, ensuring that their perspectives are represented</i>	<ul style="list-style-type: none"> ◆ # new programs and initiatives developed that the end-benefactors participated ◆ # decision-making processes that the end-benefactors participated ◆ # of end-benefactor-led initiatives, programs, services ◆ # of members that reported changes to services due to end-benefactor feedback ◆ # of staff / volunteers that represent the communities being served 	Reduced social inequalities	<ul style="list-style-type: none"> ◆ See results of social sector
Better access to services <i>End-beneficiaries will experience fewer barriers to accessing the services</i>	<ul style="list-style-type: none"> ◆ # of members that were able to serve more end-benefactors ◆ Avg wait times of services from members 	Integrated support system	<ul style="list-style-type: none"> ◆ See results of social sector

	<ul style="list-style-type: none">◆ # of services that expanded into geographical areas or communities
<p>Access to comprehensive support</p> <p><i>This outcome means that end-beneficiaries will receive a more holistic package of support that addresses multiple facets of their needs.</i></p>	<ul style="list-style-type: none">◆ # of end-benefactors accessing multiple members' services◆ # of beneficiaries receiving tailored services

◆ Stakeholder: Social Sector-led Associations across Canada

A unified network of social sector-led associations across Canada will enhancing regional and national collaboration. This collective approach will strengthen advocacy, influencing decisions for the sector's benefit. We aim to guide effective capital allocation, fostering more resilient associations, better decision-making, and improved service for end-beneficiaries.

Outcome

Indicators

<div>Collaboration (Regional and National) <i>Increased alignment between associations, better coordination and partnership</i></div>	<div><ul style="list-style-type: none">◆ # of partnerships/ collaborations between associations◆ # of partnerships/ collaborations between members of other associations</div>
<div>Enhanced Representation and Advocacy <i>Improved representation of NB NPOs at the regional (Atlantic) and Federal level.</i></div>	<div><ul style="list-style-type: none">◆ # of advocacy campaigns undertaken◆ # of policy consultations the association is invited to◆ # of policies influenced by tthe association's efforts◆ # of policy consultations members are invited to◆ # of policies influenced by the members◆ Self-reported members' satisfaction with representation and advocacy efforts of the associaton at the regionl and national level</div>
<div>Support in Capital Allocation <i>Federal projects and programs will now have NB's perspective and voice included in funding allocation, and possibly be a vehicle for more strategic and effective capital allocation in the province.</i></div>	<div><ul style="list-style-type: none">◆ # of new grant opportunities or funding sources identified◆ # of joint association funding applications◆ # of joint member funding applications◆ # of joint funding grants received between associations</div>

◆ Sector Impact

Outcome

Indicators

Quality of life

- ◆ % of NBers unemployed (unemployed rate) within the working-age population
- ◆ % of individuals experiencing long term unemployment (12 month or more)
- ◆ # of job vacancies in NB
- ◆ # of new jobs created per year
- ◆ Self-reported life satisfaction / contentment
- ◆ Civic / community involvement

Employment

- ◆ % of NBers unemployed (unemployed rate) within the working-age population
- ◆ % of individuals experiencing long term unemployment (12 month or more)
- ◆ # of job vacancies in NB
- ◆ # of new jobs created per year
- ◆ \$ average income earned by NBers.
- ◆ % of the population earning a living wage in NB
- ◆ % of population accessing employment insurance

Poverty

- ◆ % of the NB population living below the poverty line
- ◆ % of children of the NB population living below the poverty line
- ◆ % of population accessing social assistance

Housing and homelessness

- ◆ # of individuals experiencing homelessness in the province
- ◆ # of individuals experiencing homelessness per community

	<ul style="list-style-type: none"> ♦ # of individuals experiencing long-term or repeated homelessness
Affordable housing	<ul style="list-style-type: none"> ♦ % of affordable housing units compared to population ♦ Length of time for individuals / households waiting for affordable housing ♦ % of households spending less than 30% of their income on housing
Food insecurity	<ul style="list-style-type: none"> ♦ % of households experiencing food insecurity at some point during the year ♦ # of households/individuals accessing food banks ♦ # of households/individuals accessing food kitchens
Disability	<ul style="list-style-type: none"> ♦ % of the population that reports a physical disability ♦ % of the population that reports a mental disability ♦ % of individuals with a disability (within the working age range) that are employed ♦ % of individuals with a disability that pursued higher or continued education post high school / GED ♦ % of individuals accessing services of total disability population (availability / accessibility)
Health	<ul style="list-style-type: none"> ♦ Avg life expectancy of New Brunswickers ♦ # of hospitalizations per year
General Sectoral Information <i>The below indicators would be collected per member organization and per sector (as broken down above, ie: employment, poverty etc)</i>	<ul style="list-style-type: none"> ♦ # of organizations servicing disabilities in the province ♦ # of organizations servicing disabilities across various -sub-sectors ♦ # of full time jobs in these organizations ♦ # of part time jobs in these organizations



- ♦ # of active volunteers within these organizations
- ♦ \$ budget range of these organizations
- ♦ % of end-benefcators within specific geographical representation (urban / rural)
- ♦ % of end-beneficators within specific geographical representation (french / english)
- ♦ # of end-beneficators who report that they experienced the intended positive impact outcomes from the organization

Communications, Outreach and Engagement Strategies

Outreach and Engagement Strategies

We deployed several outreach and engagement tactics with non-profits and stakeholders during this study, as we were committed to mobilizing the sector and reaching and hearing from as many people as possible. It is important to cite the formal efforts that have resulted in targeted emails, meetings, and messages reaching out to various people on social media as well as our informal efforts, such as mentioning the study at networking meetings or functions. It is also important to mention that apart from Service New Brunswick, no entity in the province has the contact list of the 4,418 NPOs that were identified in the sector's economic impact study ¹⁴. It is therefore necessary to build the list from scratch as the other associations across Canada have done, so it is a work in progress and which will be spread over several years. We have nevertheless maintained contact over the past two years with the organizations that participated in the dialogues held with the Lieutenant Governor in the summer of 2021.

¹⁴ Source: *Economic Contribution of the Community Sector in New Brunswick: A Summary Report*, Taylor R. Gray, Ph.D, Director of Research, Tacit Elements, 19 mai 2021



Here is an overview of the outreach and engagement tactics deployed in recent months since the launch of the study:

- ◆ **Request to amplify our project through networks of networks**, such as the Canadian Federation of Non-profit Networks, Atlantic Canada associations, the Economic and Social Inclusion Society of New Brunswick, the Pond-Deshpande Centre, the Fondation communautaire de la Péninsule acadienne and many others. Interestingly, this tactic sparked the interest of some people who heard about the project through these networks.
- ◆ **Favour an ambassadorial approach**: we have asked personalities from the sector or working in it to personally challenge their networks, such as the Lieutenant Governor of NB who has done so on a few occasions. The people met in individual interviews also asked to expand the survey and share the study in their respective networks.
- ◆ **A personalized approach**: Hundreds of invitations and personalized messages were sent through Facebook Messenger or LinkedIn networks by the CEO of Cohesia to inform and invite participation in the project, in particular to complete the survey.
- ◆ **Engage politicians**: We sent email messages to the 49 MLAs informing them of the project and asking for their support to relay in their networks and constituencies. We would like to thank the five people who provided us with an answer and who indicated that they shared the survey, namely Isabelle Thériault, MLA for Caraquet; Susan Holt, Leader of the Official Opposition and MLA for Bathurst East – Nepisiguit - Saint-Isidore; David Coon, Green Party Leader and MLA for Fredericton South; and Megan Mitton, MLA for Memramcook – Tantramar, and Minister Crossman's office. It must be said that there were several hot issues at the time of the distribution of the survey for this study, in particular the issue of the revision of Policy 713.

We met the Honourable Ginette Petitpas-Taylor, Minister of Official Languages and Minister responsible for ACOA (at the time of the meeting) and her team in order to make them aware of the project and ask them to amplify it.

The email sent to Minister Ernie Steeves' office following the reception the memo and documentation relating to the New Policy on grants to non-profit organizations received July 26.

Responses received:

(* translated in English)

Hi Nadine:

This is great news. Having worked in the non-profit sector for more than 30 years, I know there would be great value in having some institutional representation. As you probably are aware, the late MP, Claudette Bradshaw championed this exact thing. The result was gov't created a non-profit secretariat that last for only a brief time, for many reasons. I will circulate this in my riding.

Many thanks

David

David Coon

MLA/Député, Fredericton South/sud
Leader/Chef, Parti vert du NB Green
Party

Hi Nadine,

Thank you for sharing this with me so that I can better understand the extent of the effort Cohesia is leading to assess the interest in mobilizing NFPs provincially. I hope the survey responses have been coming in steadily, and I will certainly spread the word and share with those I encounter and engage with.

Do you have a timeline for the survey phase of the project? How long will it be open for completion?

Best,

Susan Holt

*

Thanks for the e-mail, Nadine. And thank you for your work on this important project. I'll be sure to share the information. Is there a deadline?
Is there a social media post I can share?

Thank you again,

Megan

Megan Mitton (elle / she, her)

(506) 378-1565 (bureau | office)
MLA - Memramcook-Tantramar

* Thank you, well received, I will share with the NPOs in my riding.

I wish you every success in your endeavours!

Isabelle

Isabelle Thériault

MLA for Caraquet
MLA for Caraquet

Dear Ms. Duguay-Lemay,

On behalf of Minister Crossman, I would like to thank you for your email and for providing him with this information.

Kind regards,

Deborah Hunter

Minister's office | Cabinet du ministre
Environment and Climate Change |
Environnement et Changement climatique

Key figures

To inform members of the NPO sector about this study and gather as many opinions as possible, we deployed a multi-channel communications strategy. Here is a summary, illustrated by examples of messages published and/or sent directly.

1

web page dedicated to the study on the official Cohesia website, www.cohesia.ca/feasibility-study.

2

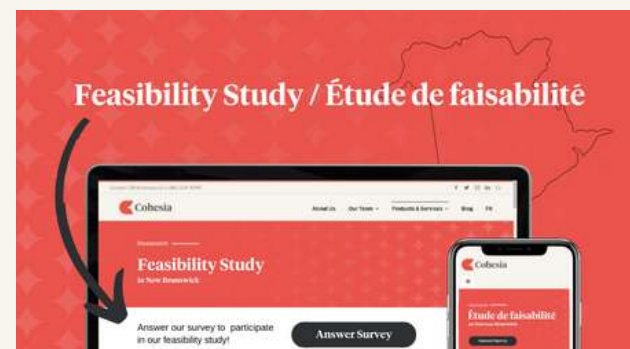
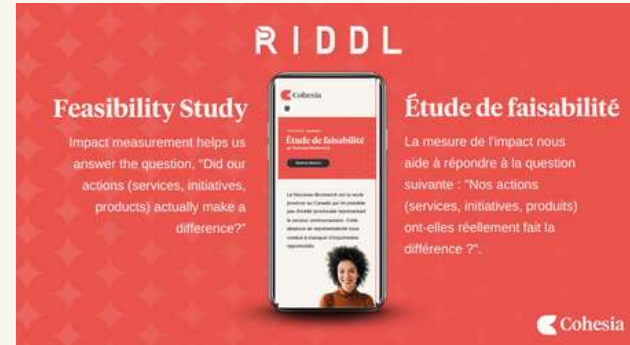
paid ads with a reach of over 24,600 and 311 direct interactions.

8

email campaigns, with an average engagement rate of 29.5%.

+30

publications on Cohesia's social media accounts: Facebook, Instagram, LinkedIn, and Twitter.



Conclusions and Recommendations



Certain members of New Brunswick's non-profit sector are ready to usher in a new era—one characterized by the adoption of a coordinated, province-wide approach enabling them to surpass what each of them can do today, working on their own. Like non-profit organizations in other parts of Canada (i.e. in all 10 provinces, as well as Nunavut), New Brunswick's NPOs would like have an entity representing them at the provincial, national and international levels while helping them to solve their shared problems, bringing economies of scale and, most importantly, enabling them to play a key decision-making role as the third pillar of a sustainable society.

A consensus to create a province-wide association exists

This finding, which began to emerge two years ago from the two public dialogues held on June 17 and August 31, 2021 at New Brunswick's Government House on the topic of mobilizing the non-profit sector, has been confirmed in light of the study forming the basis of this report.

Although its participation rate did not quite live up to expectations, this study, which involved 178 sector representatives (143 survey respondents and 35 participants in the individual consultations), reflects such a wide array of areas of focus, in all regions of New Brunswick, that the testimonials, taken together, may be regarded as representative.

In addition, the similarity of the responses provided by the two different sample groups (a majority of the survey respondents did not take part in the individual consultations) sheds light on a fundamental consensus on needs that could be addressed by creating a province-wide association in New Brunswick.

Addressing common challenges together

As noted by the participants in the survey and in the individual consultations, New Brunswick's NPOs are individually grappling with major challenges that could be addressed by adopting a coordinated approach in terms of both finances and human resources. As regards their expertise and socio-economic contributions, the respondents also feel a strong need for recognition, which could be achieved via a representative association providing a consistent voice for the sector's existing members, as well as for other entities that will eventually become members or join forces. Although New Brunswick is home to various associations of NPOs tackling certain issues, a province-wide association would enable them to communicate more easily with other sector members in the widest possible sense and in every region of the province.

The responses gathered indicate a keen interest in creating a province-wide association, provided that it reflects the diversity of the province's various population groups, respects New Brunswick's linguistic duality and guarantees its members a clear and tangible return on their investment.

It is assumed that this association will speak on behalf of the sector's members (in particular by serving as their political voice), develop a strategic plan for the province's non-profit sector, help to foster a favourable environment for NPOs in New Brunswick, provide a gathering and sharing space with a view to increasing member cohesion and collaboration and directly support the non-profit sector by providing a range of services.

To those ends, a majority of respondents recommend that the province-wide association be run by a Board of Directors, supported by a small, dedicated team tasked with specific activities and goals.

Moving onto the next stages swiftly

The feasibility study process had a very positive effect on the situation and sparked the enthusiasm of many participants. This became clear in the testimonials gathered during the survey, as well as in the individual consultations. Multiple recommendations emerged with a view to taking concrete action, i.e. moving on from the idea stage. Many individuals also expressed a desire to take part in the creation of the association.

Against that backdrop, it is highly advisable to move on to the next stages swiftly and visibly so that this initiative benefits from the favourable conditions sparked by the desire for change while also addressing the sector members' expressed need for results.

Putting together a task force

In light of the study participants' recommendations, the first stage would involve putting together a task force responsible for developing, consolidating and overseeing the implementation of a work plan, ultimately leading to the creation of a province-wide association. Various participants mentioned their interest in taking part in such a task force.

The task force may have a mobilizing effect on the non-profit sector and would definitely help to bring in the more reluctant organizations. Needless to say, it would have to reflect the inclusive aspirations of the process and its composition would also have to reflect these parameters. In our view, recruiting individuals to serve on the task force and putting in place the necessary resources for their work are the twin priorities in this regard.

Ensuring the association's financial viability

Although one of the recommended strategies for ensuring the association's financial viability involves securing government funding, other individuals spoke out in favour of exploring alternate funding sources aimed at giving the association greater autonomy. It will therefore be necessary to evaluate potential options such as delivering user-pay services; charging membership fees; organizing self-funding activities; and developing a community fund [FG9] (in partnership with existing community foundations or by creating a new foundation, for example.)

Emphasizing an early-adopters approach

According to Carl Von Clausewitz, “The greatest enemy of a good plan is the dream of a perfect plan.” Following this logic, the task force should not pursue the goal of creating the perfect association able to bring together all NPOs right from the outset. Instead, emphasis should be placed on creating an association that is able to bring together and mobilize the early adopters. This recommendation, which emerged from the individual consultations, should be followed and put into practice since it offers a number of key advantages, namely the ability to build the association’s infrastructure, demonstrate the benefits of taking part and validate the underlying concept.

It also goes without saying that this approach would make it much easier to attract hesitant, indifferent or even recalcitrant NPOs, slowly but surely. It would be easier to gradually get sector members to support a concrete reality, rather than an abstract idea.

Distinguishing between bringing the sector together and the need for an expanding association

To effectively address the need to maintain the existing momentum, as well as the motivation sparked by the processes associated with this study, one possibility in particular should be explored.

The work required to bring together a critical mass of organizations that are “representative” of the sector members wishing to join a province-wide association is considerable in terms of time, mobilization and challenges to be overcome. However, if emphasis is placed on taking swift action with those organizations that are interested and motivated right from the outset, an association can be efficiently created within a more reasonable timeframe that is in keeping with the early adopters’ enthusiasm.

The benefits stemming from the creation of a province-wide association would also become apparent more quickly and would become a highly attractive recruitment tool, thus favouring the association’s ongoing expansion. A subtle but important distinction, however, must be made: instead of attempting to create an association for ALL sector members, the focus should be on initially creating an association for a select group of them (i.e. the early adopters).

The ultimate goal, of course, would be to mobilize all sector members wishing to join forces.

The recommend approach can be summarized as follows: “*build it and they will come*” (Construis-le et ils viendront) . ¹⁵

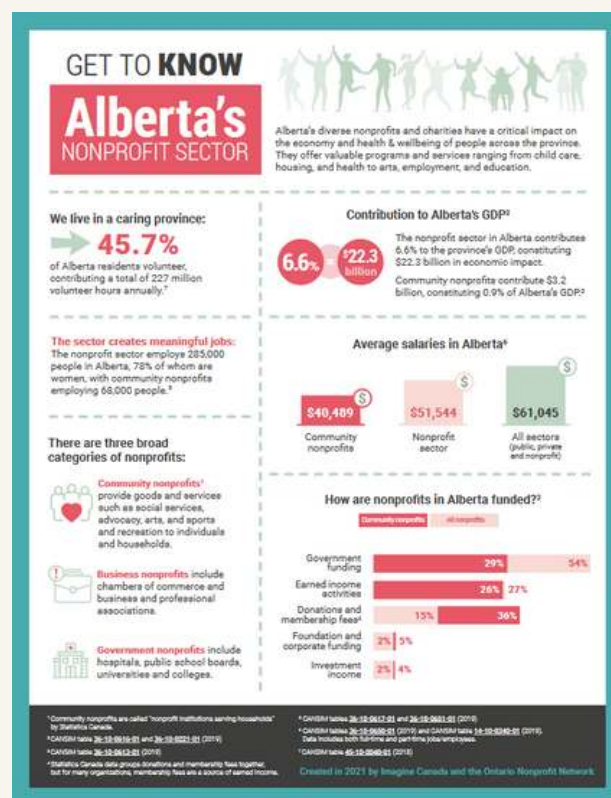
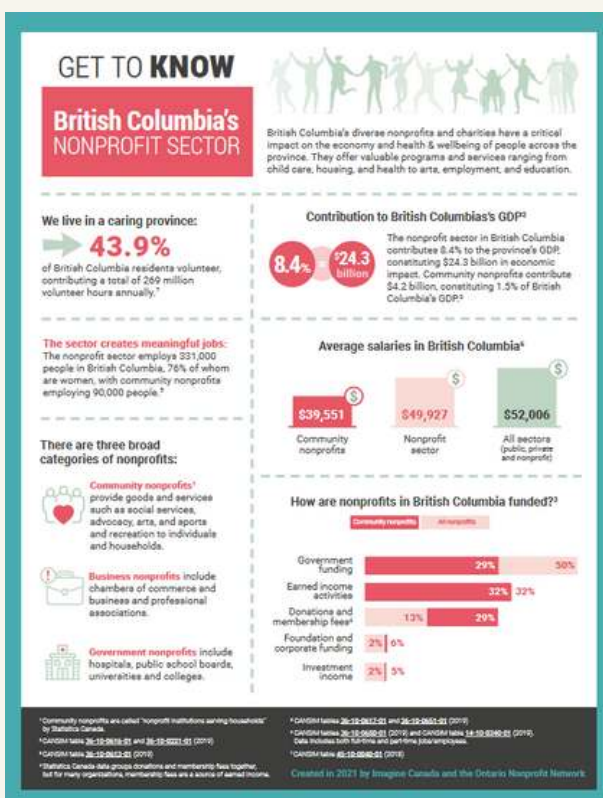
“Nothing will ever be attempted if all possible objections must first be overcome.”

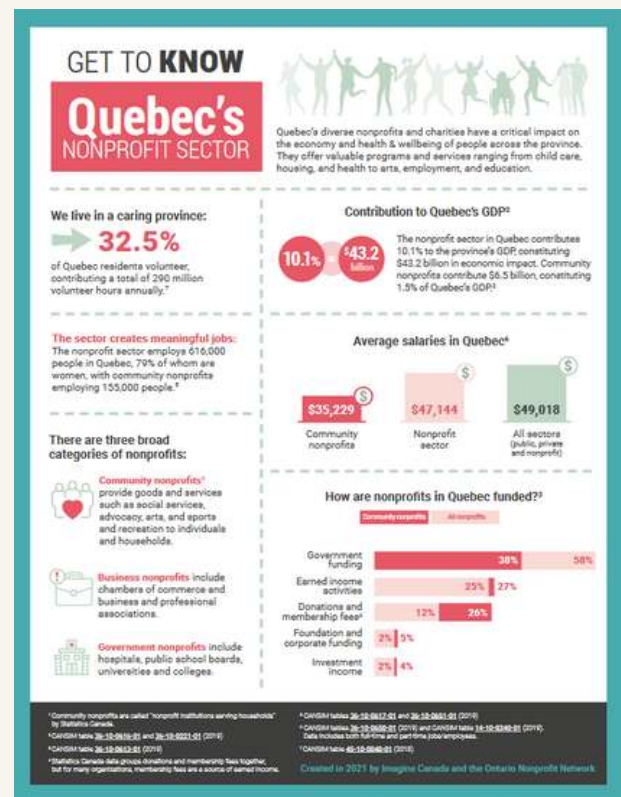
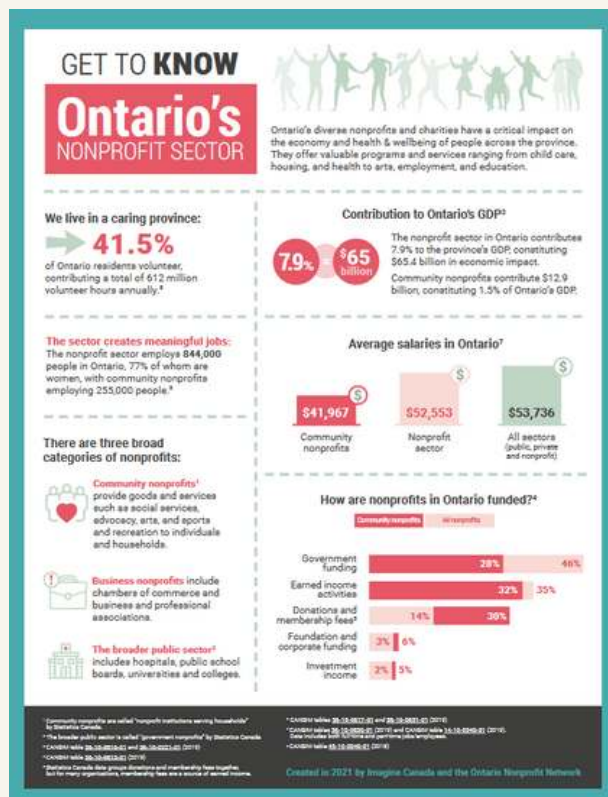
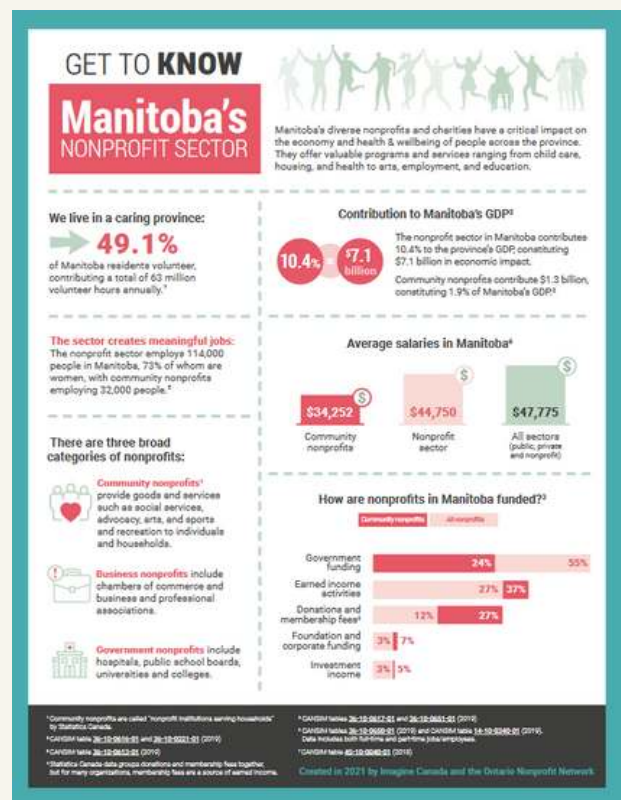
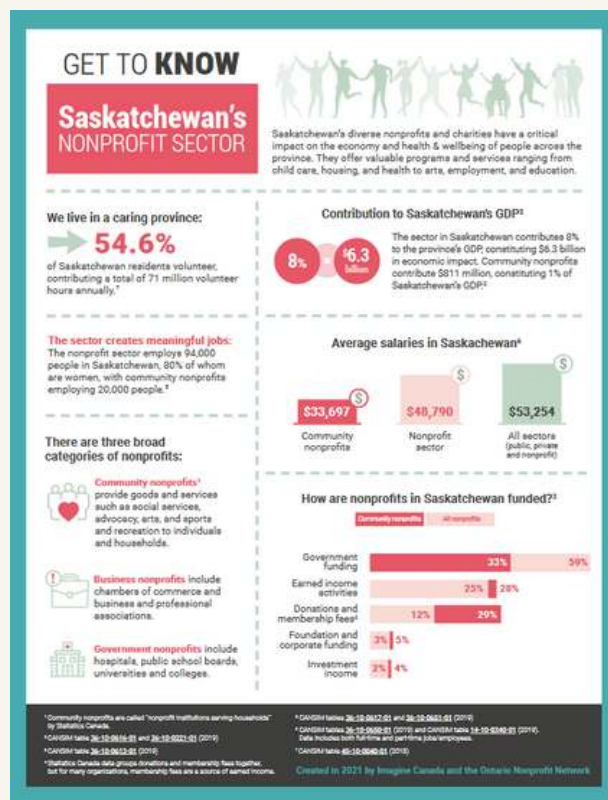
- Samuel Johnson

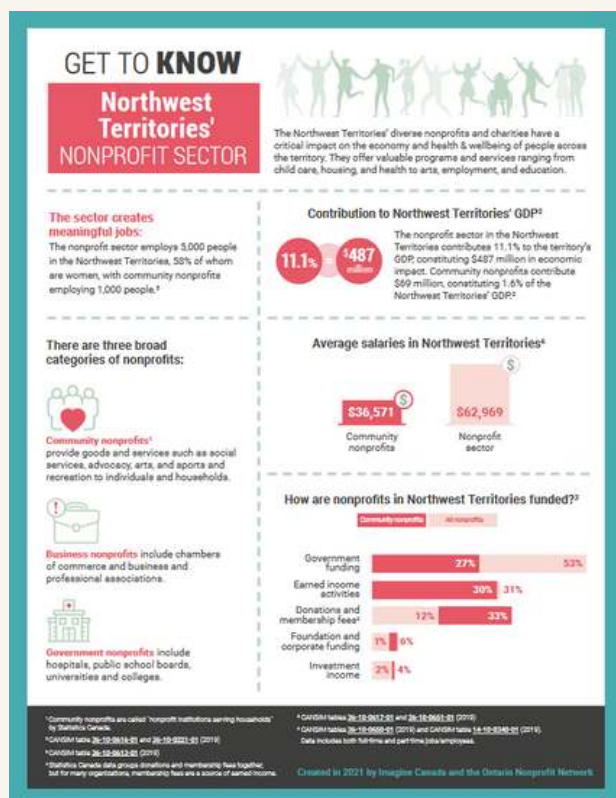
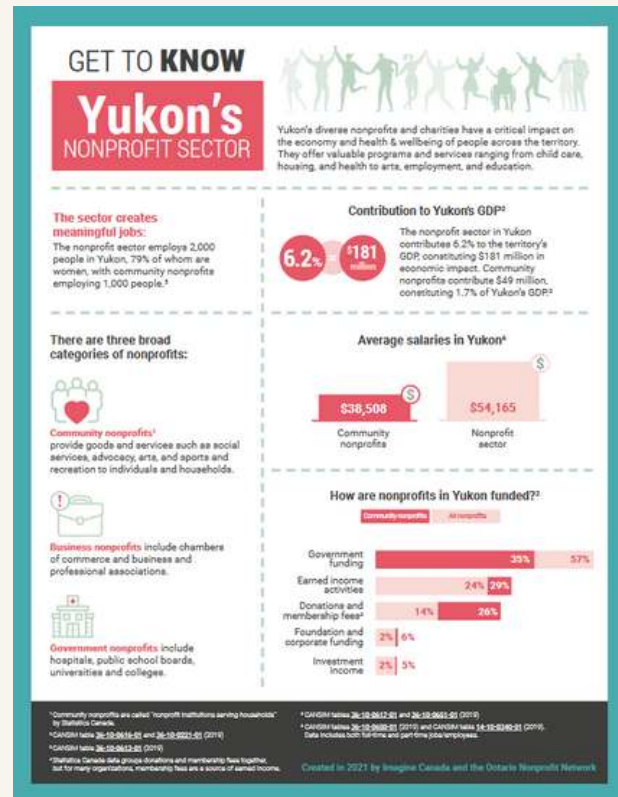
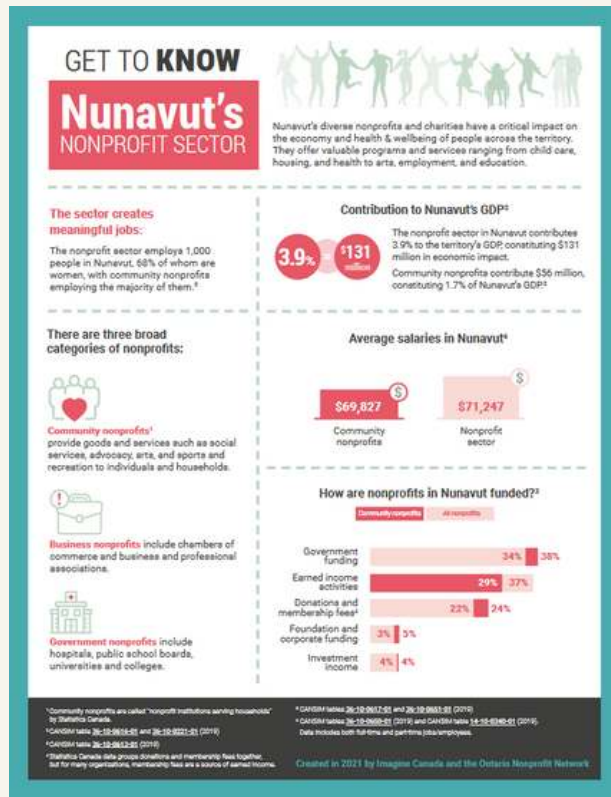
¹⁵ Famous quotation from the film *Field of Dreams* (1989), based on the novel by William Patrick “W. P.” Kinsella, *Shoeless Joe*..



- ◆ Economic Contribution of the Community Sector in New Brunswick: A Summary Report, Taylor R. Gray, Ph.D, Director of Research, Tacit Elements, 19 mai 2021
- ◆ Claudette Bradshaw, Allister Thompson, L'Encyclopédie canadienne, 19 février 2020
- ◆ Blueprint for Action: Building a Foundation for Self-Sufficiency, Premier's Community Non-Profit Task Force, September 13, 2007
- ◆ Government cuts in 2011-12 budget forecast to reduce deficit by more than half (gnb.ca), March 22, 2011
- ◆ Executives Director Meet Up, email invitation received on 25 September 2020.
- ◆ Insurance program for NPOs, Association francophone des municipalités du Nouveau-Brunswick
- ◆ Infographic sector : Canada's charities and nonprofits , Imagine Canada, 2021







- ◆ Report produced, "Dialogue with the community sector in New Brunswick, LET'S BE STRONGER...TOGETHER"! » (Dialogue NB, 17 June 2021)
- ◆ Report produced, "Dialogue with the community sector in New Brunswick part 2, LET'S BE STRONGER...TOGETHER"! » (Dialogue NB, 31 August 2021)
- ◆ Exploits Valley Community Coalition (EVCC): Based in Grand Falls, this coalition brings together 6 NPOs who share resources, spaces and even apply for funding collectively.

Canadian Associations

- ◆ **Imagine canada**: [Homepage | Imagine Canada](#)
- ◆ **Community Foundations Canada (FCC)**: <https://communityfoundations.ca>
- ◆ **Volunteer Canada**: [Volunteer Canada \(volunteer.ca\)](http://volunteer.ca)
- ◆ **The Circle on Philanthropy (The Circle)** : [Home \(the-circle.ca\)](http://the-circle.ca)
- ◆ **Volunteer BC**: [Home - Volunteer BC](#)
- ◆ **Vantage Point (anciennement Central Volunteer Bureau of Vancouver)**: [Vantage Point | Transforming Nonprofit Organizations \(thevantagepoint.ca\)](http://thevantagepoint.ca)
- ◆ **Volunteer Alberta**: [Helping Alberta do good, together. - Volunteer Alberta | Volunteer Alberta](#)
- ◆ **CCVO (Calgary Chamber of Voluntary Organizations)**: <https://www.calgarycvo.org/>
- ◆ **Edmonton Chamber of Voluntary Organizations (ECVO)**: <http://ecvo.ca>
- ◆ **FuseSocial**: <http://www.fusesocial.ca>
- ◆ **Manitoba Federation of Non-Profit Organizations**: <http://www.mfnpo.org>
- ◆ **Saskatchewan Nonprofit Partnership (SNP)**: [SASKATCHEWAN NONPROFIT PARTNERSHIP - Home \(sasknonprofit.ca\)](http://sasknonprofit.ca)

- ◆ **Ontario NonProfit Network:** [Ontario Nonprofit Network \(theonnn.ca\)](http://theonnn.ca).
- ◆ **Pillar NonProfit Network:** [Pillar Nonprofit Network](#).
- ◆ **Le Chantier de l'économie sociale:** [Chantier de l'économie sociale](#)
- ◆ **Fédération des centres d'action bénévole du Québec (FCABQ) :** [Accueil - FCABQ](#).
- ◆ **Réseau de l'action bénévole du Québec (RABQ) :** [Bénévolat au Québec | RABQ](#).
- ◆ **L'Institut Mallet:** [Accueil - Institut Mallet](#)
- ◆ **La Coalition des Tables Régionales d'Organismes Communautaires (CTROC) :** [Accueil - CTROC](#)
- ◆ **Impact Organizations of Nova Scotia "IONS":** [Discover the sector - IONS - Impact Organizations of Nova Scotia](#)
- ◆ **Community Sector Network of PEI:** [Community Sector Network of PEI – A Collective Voice for Change! \(csnpei.com\)](http://csnpei.com).
- ◆ **Community Sector Council of Newfoundland and Labrador (CSCNL):** [CSCNL - Community Sector Council NL](#)

Question 1:

Which sector(s) of activity best represent(s) your NPO's core mandate? (check all that apply)

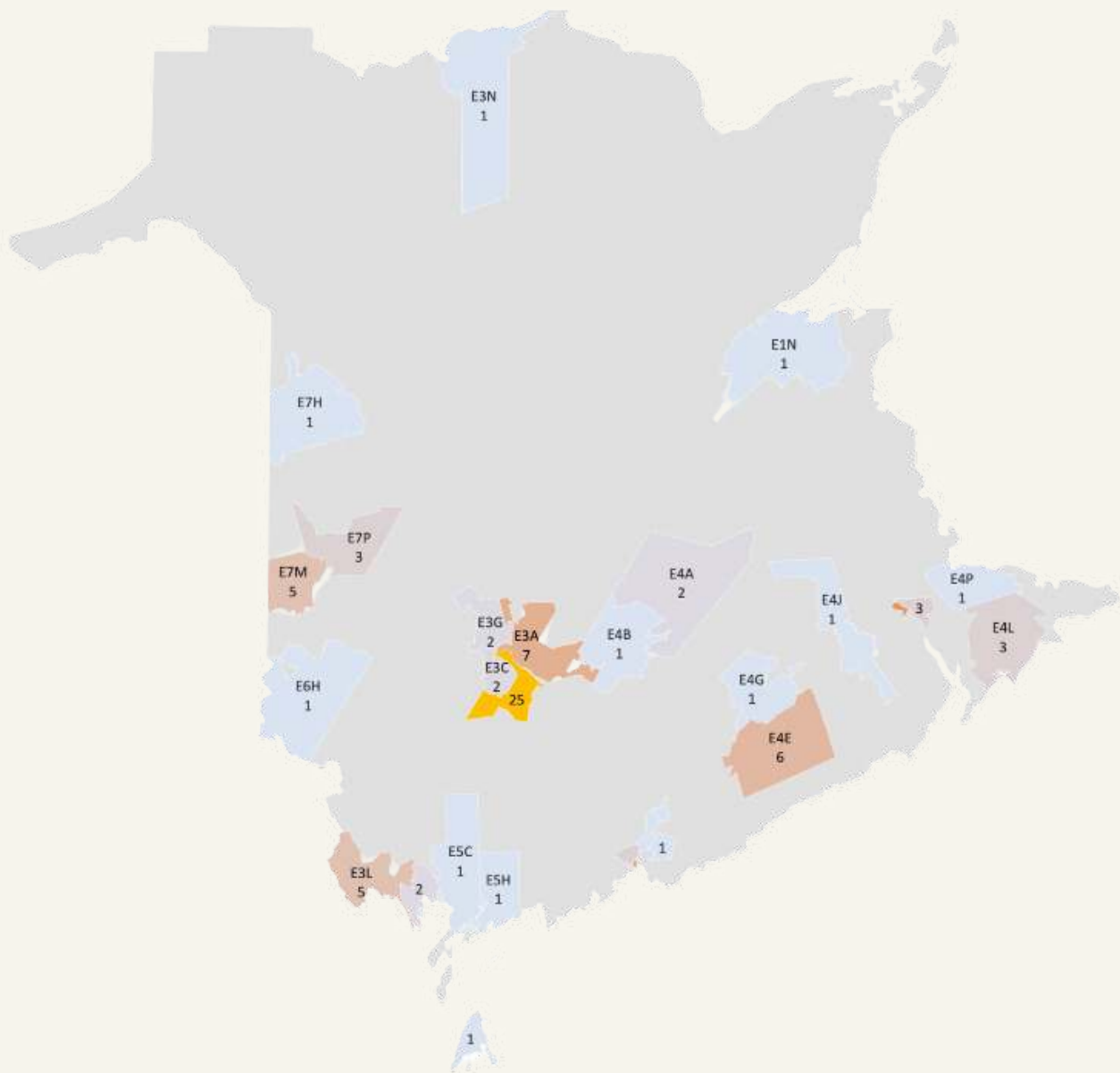
Sector	English		French		Total	
Culture and Leisure	28.4%	31	34.2%	13	29.9%	44
Development and Housing	14.7%	16	18.4%	7	15.6%	23
Education and Research	22.9%	25	23.7%	9	23.1%	34
Environnement	9.2%	10	7.9%	3	8.8%	13
Health and Social Services	50.5%	55	21.1%	8	42.9%	63
International	2.8%	3	2.6%	1	2.7%	4
Law and advocacy	5.5%	6	21.1%	8	9.5%	14
Philanthropic intermediaries and volunteering promotion	16.5%	18	18.4%	7	17.0%	25
Politics	2.8%	3	7.9%	3	4.1%	6
Professional and business associations	7.3%	8	5.3%	2	6.8%	10
Religion	2.8%	3	0.0%	0	2.0%	3

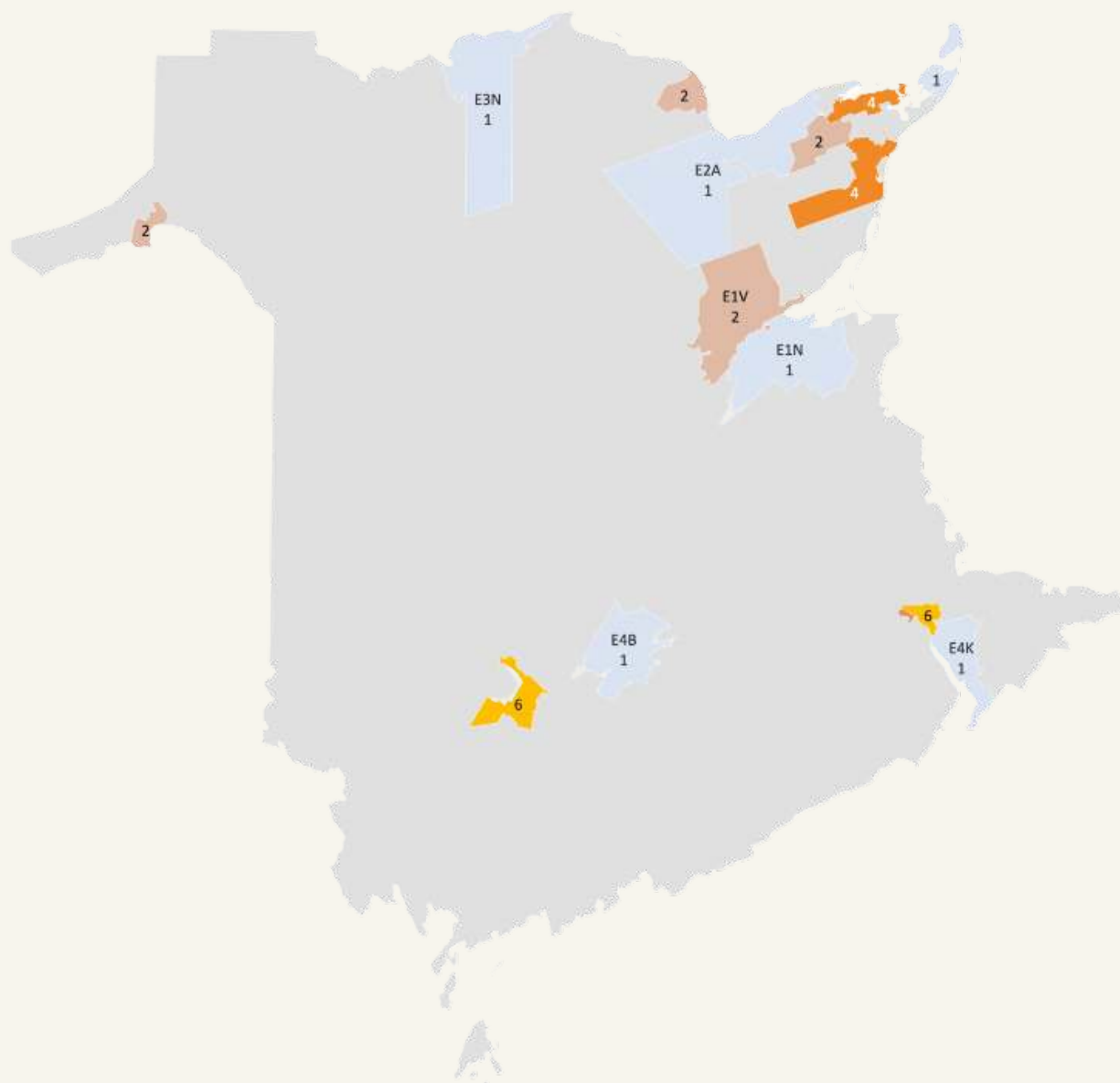
Youth	28.4%	29	34.2%	12	29.9%	41
Other (Please specify)		29		5		34
Answered		109		38		147
Skipped		0		0		0
<p>Other responses: Food*; Community*, economic*, immigration; Community Capacity Building (2); Community Outreach food, clothing, etc.; Reducing poverty * ; Disability services (2); Domestic Intimate Partner Violence against women; Domestic Violence - Housing & Outreach; Economic & Social Inclusion; Education and Employment Skills Training, Social Enterprise; Employment Assistance Services; Equity, Diversity and Inclusion space; Faith; Food Insecurity (2);inclusion support services; Indigenous Friendship Center; The well-being of our population*; Local news; Municipalities*; national defense and veterans; Newcomer Settlement; Poverty reduction; Poverty Reduction, Families; poverty reduction/ community development; Seniors; Social Innovation; Sport, Recreation and Physical Activity ;Transportation (2); we are doing new development at this time- we are renewing existing stock; Women's Empowerment</p>						

*This answer has been translated

Question 2:

What are the three alphanumeric characters of your headquarters' postal code (E3B, E1N)?

English answers:

French answers:

Total:

Question 3:

Where are your activities mainly carried out geographically?

	English		French		Total	
Local level (Town of Grand Falls, Town of St. Andrews)/	45.9%	50	29.0%	11	41.5%	61
Regional level (Kent County, Madawaska County)/	26.6%	29	26.3%	10	26.5%	39
Provincial level (New Brunswick)	20.2%	22	31.6%	12	23.1%	34
Interprovincial level (the Maritime provinces)	3.7%	4	5.3%	2	4.1%	6
National level (within Canada)	2.8%	3	7.9%	3	4.1%	6
International level	0.9%	1	0.0%	0	0.7%	1
Answered		109		38		147
Skipped		0		0		0

Question 4:

How many full-time employees (or equivalent for those with many part-time employees) do you usually have in your organisation?

	English		French		Total	
Less than 5 full-time employees (or equivalent)	48.6%	53	50.0%	19	49.0%	72
6 to 10 full-time employees (or equivalent)	21.1%	23	34.2%	13	24.5%	36
11 to 20 full-time employees (or equivalent)	5.5%	6	7.9%	3	6.1%	9
21 to 30 full-time employees (or equivalent)	10.1%	11	0.0%	0	7.5%	11
31 to 40 full-time employees (or equivalent)	5.5%	6	0.0%	0	4.1%	6
41 to 50 full-time employees (or equivalent)	3.7%	4	5.3%	2	4.1%	6
More than 51 full-time employees (or equivalent)	5.5%	6	2.6%	1	4.8%	7
Answered		109		38		147
Skipped		0		0		0

Question 5:

How many active volunteers do you usually have in your organisation?

	English		French		Total	
Less than 5 active volunteers	18.4%	20	15.8%	6	17.7%	26
6 to 10 active volunteers	23.9%	26	21.1%	8	23.1%	34
11 to 20 active volunteers	20.2%	22	26.3%	10	21.8%	32
21 to 30 active volunteers	11.0%	12	10.5%	4	10.9%	16
31 to 40 active volunteers	5.5%	6	10.5%	4	6.8%	10
41 to 50 active volunteers	3.7%	4	2.6%	1	3.4%	5
More than 51 active volunteers	17.4%	19	13.2%	5	16.3%	24
Answered		109		38		147
Skipped		0		0		0

Question 6:

For your last fiscal year, what was the total budget of your NPO?

	English		French		Total	
Less than \$50,000	14.7%	16	31.6%	12	19.0%	28
Between \$50,000 and \$99,999	11.0%	12	7.9%	3	10.2%	15

Between \$100,000 and \$249,999	15.6%	17	15.8%	6	15.6%	23
Between \$250,000 and \$499,999	14.7%	16	7.9%	3	12.9%	19
Between \$500,000 and \$749,999	7.3%	8	7.9%	3	7.5%	11
Between \$750,000 and \$999,999	5.5%	6	7.9%	3	6.1%	9
Between \$1,000,000 and \$1,999,999	13.8%	15	10.5%	4	12.9%	19
Between \$2,000,000 and \$2,999,999	7.3%	8	0.0%	0	5.4%	8
Between \$3,000,000 and \$3,999,999	3.7%	4	2.6%	1	3.4%	5
Between \$4,000,000 and \$4,999,999	2.8%	3	2.6%	1	2.7%	4
More than \$5,000,000	3.7%	4	5.3%	2	4.1%	6
Answered		109		38		147
Skipped		0		0		0

Question 7:

In which language(s) do you mainly offer your services?

	English		French		Total	
Mainly in English	69.7%	76	2.6%	1	52.4%	77
Mainly in French	0.0%	0	57.9%	22	15.0%	22
In both official languages	26.6%	29	36.8%	14	29.3%	43
Mainly in Indigenous languages	0.9%	1	0.0%	0	0.7%	1
Mainly in English and Indigenous languages	0.0%	0	0.0%	0	0.0%	0
Mainly in French and Indigenous languages	0.0%	0	0.0%	0	0.0%	0
In both official languages and Indigenous languages	1.8%	2	2.6%	1	2.0%	3
Mainly languages other than English, French and Indigenous languages	0.9%	1	0.0%	0	0.7%	1
Answered		109		38		147
Skipped		0		0		0

Question 8:

What are the main sources of funding for your NPO? The total amount must be 100%.

	English		French		Total	
Self-financing/fundraising activities	72.7%	64	85.2%	23	75.7%	87
Individual donations	68.2%	60	40.7%	11	61.7%	71
Corporate donations	48.9%	43	44.4%	12	47.8%	55
Sponsorship partnerships	35.2%	31	55.6%	15	40.0%	46
Grant from a national or provincial NPO	38.6%	34	33.3%	9	37.4%	43
Grant from a municipality	46.6%	41	44.4%	12	46.1%	53
Provincial government grant	73.9%	65	59.3%	16	70.4%	81
Federal government grant Ventes de services	55.7%	49	48.2%	13	53.9%	62
Sales of services	40.9%	36	55.6%	15	44.3%	51
Answered		88		27		115
Skipped		21		11		32

Question 9:

Is your non-profit supported by other associations in your sector in New Brunswick (for example, the support of the New Brunswick Association for Community Living [NBACL] (now InclusionNB) for activities in different cities in our province)?

	English		French		Total	
Yes	25.0%	22	29.6%	8	26.1%	30
No	67.1%	59	51.9%	14	63.5%	73
Not sure	8.0%	7	18.5%	5	10.4%	12
Answered		88		27		115
Skipped		21		11		32

Question 10:

Is your non-profit supported by other associations in your sector at the national level (e.g. YMCA Canada supporting YMCAs in New Brunswick)?

	English		French		Total	
Yes	23.9%	21	18.5%	5	22.6%	26
No	72.7%	64	66.7%	18	71.3%	82
Not sure	3.4%	3	14.8%	4	6.1%	7
Answered		88		27		115
Skipped		21		11		32

Question 11:

Does your NPO have the means (employees, time devoted to these efforts, funding of consultants, etc.) to make demands at the various levels of government?

	English		French		Total	
Yes	13.6%	12	22.2%	6	15.7%	18
No	37.5%	33	29.6%	8	35.7%	41
Sometimes	42.1%	37	33.3%	9	40.0%	46
Not applicable	6.8%	6	14.8%	4	8.7%	10
Answered		88		27		115
Skipped		21		11		32

Question 12:

What do you see as the benefits of a provincial entity representing the community sector within the New Brunswick ecosystem?

Weighted Average	English	French	Total
Capacity reinforcement	3.64	3.63	3.61
Communication support	3.6	3.50	3.57
Creating a community sector with more synergy among its members	3.75	3.88	3.82

Development of a strategic plan for the community sector in New Brunswick	3.69	3.96	3.75
Development of an enabling environment for NPOs in New Brunswick	3.86	4.00	3.89
Development of professionals (targeted training sessions)	3.57	3.71	3.60
Exclusive online resources for New Brunswick NPOs	3.35	3.52	3.40
Increased or active participation of the sector with the private, public and trade union sectors	3.35	3.46	3.38
Networking opportunities for members	3.66	3.58	3.64
Organization of conferences	3.32	3.42	3.35
Organization of issue tables	3.38	3.63	3.41
Political voice of members	3.82	3.88	3.79
Provision of employee benefits	3.62	3.83	3.67
Representation of member NPOs at the municipal, provincial, national and international levels	3.9	3.92	3.90
Answered	77	24	101
Skipped	32	14	46

Question 13:

As a collective of NGOs from across the province, rank your top 5 impacts you want to achieve through the network together?

Weighted Average	English	French	Total
Better coordination could reduce duplication, strengthen collaboration and partnerships, and secure funding that has a greater impact on our communities.	#1 1.86	#1 1.67	#1 1.81
Recovery from a pandemic is an opportunity to collaborate and coordinate more as a sector.	#4 3.99	#5 4.08	#4 4.01
We need to break down our silos. The problems our communities face are multifactorial. A problem can affect several parts of a community; by being stronger together, we could work more deeply .	#2 2.39	#2 2.21	#2 2.35
Common language is important, as is knowing who is there and who does what.	#5 4.05	#4 3.92	#5 4.02
Capacity building, including training, is very important. Operational funding is often a struggle for many organizations in the community sector.	#3 2.71	#3 3.13	#3 2.81
Answered	77	24	101
Skipped	32	14	46

Question 14:

Are there any drawbacks to creating a provincial entity representing the community sector within the New Brunswick ecosystem?

	English		French		Total	
Yes	28.6%	22	25.0%	6	27.7%	28
No	24.7%	19	41.7%	10	28.7%	29
Not sure	46.8%	36	33.3%	8	43.6%	44
Answered		77		24		101
Skipped		32		14		46

Question 15:

Please share with us any additional thoughts on the advantages or disadvantages of creating a provincial entity representing the community sector within the New Brunswick ecosystem?

Advantage:
Representation/voice
at the provincial level
for NPOs as a
positive and
interorganizational
cooperation

- Challenge is that NPO's are providing services deemed as essential, however not acknowledged as a profession. some services require high level of skills, knowledge and ability, however career development for retention and to build these skills are not there. Currently NPO's being used as cheap labour for essential services government has committed to provide.
- Advantage is a consistent voice representation and consideration at the provincial level. larger awareness of what and where services are provincially, and better positioned to strategically use and develop them.

	<ul style="list-style-type: none"> Disadvantage could be political involvement itself. We have watched the province come up with some good ideas for services and then flop on the implementation due to political interference. example, the Centre for Excellence which is a much needed resource for decades now, then roughly 10 years ago gets approved to move ahead, then politics got involved and went against all data and recommendations and dumped the money into building the resource in an area of the province that did not have the people to staff it, now the resource has been build and money wasted as the service has never been able to be staffed in order to be used. we still don't have this service in place. What I call a big failure.
	We desperately need this to happen. Our non-profits are largely voiceless and feel threatened by funders (provincial government) when we speak out.
	A coalition of like-minded Individuals.
	A lot of responsibilities fall on the shoulders of the NP sector in NB. Funding however does not follow suit; nor does our expertise in tackling complex societal problems get the attention it deserves. A provincial entity could enhance our collective voice and increase our impact.
	We need to stand united.
	Necessary step to amplify the voices of the so important community sector.
	A provincial non-profit entity is most ideal when all member groups in that organization understand their common goals and visions and together work for it. The challenges however are open communication and resource availability including time since all of the workers are volunteers working hard to make ends meet. Together, a larger impact and a stronger workforce to make a difference.
	The creation of this entity will enable osbls to have a much stronger voice in their needs and enable better collaboration, thus cutting inefficiency. *

*This answer has been translated

	It would be interesting for all community sectors to get together to find out about each other's activities. *
Advantage: Positive if community leadership is prioritized over government direction	It's important that non-profits collabourate inside communities. A provincial entity must support community leadership, not lead them.
Advantage: Generally approves	Part of me is saying, "Something else for me to do." I do think it is a good idea, though.
	This would be something I would love to see.
	I see only positive outcomes from creating a provincial entity!
	It would be extremely beneficial to all NPOs.
	Much needed!
	I think it is a great idea. Cohesia seams uniquely equipped to do so.
	I believe it is very important!
	I think that more organization and combining resources could be the ticket for success.
	Long past due.
	It is about time NB investing in its community organizations Very important for government to understand inherent value of NPO.
	I agree that we need a provincial entity to represent us. *
	It would be a great strength and we need to create this entity. *
	There are certainly a lot of positives. The issue of bilingualism will be very interesting. *

*This answer has been translated

<p>Advantage: Miscellaneous</p>	<p>Cohesia is good at dialogue but not at collaborative action and follow up. We need to find an entity with the skills to move priorities forward and have the trust of its members.</p>
	<p>In my opinion, the 2 most important points are breaking down silos, especially between the language communities, and sharing training resources for our staff, in topics that are useful for all (fundraising, budgeting, creating safer spaces, inclusivity, etc.).</p>
	<p>We believe that the creation of such a mechanism would greatly assist in the operation of our organization and the duplication of services offered by CÉ D'ICI across the province. The school food sector is probably the one with the greatest needs right now... *</p>
	<p>We just need to make sure we're working with existing networks and not trying to replace them. This provincial entity would represent the whole sector and act as a big umbrella for the sector's interests. *</p>
	<p>It's extremely important for organizations to work together to offer better-organized services. *</p>
<p>Disadvantage: NPOs are too unique to be governed by a singular entity/would create internal competition, not cooperative growth</p>	<p>It will take funding that could be used for direct service.</p>
	<p>Wide spectrum of topics and area of interest can trigger competition over management and strategies.</p>
	<p>Another layer of bureaucracy Many NPO's have nothing in common with each other - the interests and interested may be too varied for much coordination.</p>
	<p>It could be scary for some NPO's in thinking they would not be able to "compete" with the larger organizations and would fear being shut down or lose current funding.</p>
	<p>A Provincial entity would take a piece of the arts funding "pie" which might mean less money for each organization.</p>
	<p>Stronger organizations leading while the smaller on-the-ground smaller NPOs no having an equal voice.</p>

*This answer has been translated

	<p>My experience is that the non-profit sector as a whole is too vast and eclectic for any one organization to really speak for all of us. Competition between organizations for funding also creates tensions that hamper concerted action. Thirdly, the disparity in size between organizations can play into the hands of some NPOs to the detriment of others. And finally, issues specific to First Nations, Afro-descendants, Acadians, women, the LGBTQ+ community, etc., and even linguistic and religious issues, etc., regularly come into conflict (for example, the issue of trans rights or access to abortion, which some Muslim, Christian and/or conservative organizations openly oppose), creating unsafe spaces for the most vulnerable. Not to mention the fact that individuals who are not members of these groups would find themselves speaking "on their behalf", which poses a huge problem of legitimacy. *</p>
	<p>The challenge of accurately representing the different realities (linguistic and otherwise) that would be included in such a representation of the community sector. The types of players and issues are sometimes common, but more often distinct. There is a need for support, but there is already a provincial bilingual entity that speaks for all of us, without necessarily understanding who we are and what we need. The question of leadership and the allocation of power and influence within this entity is critical to whether or not it can be effective in NB. *</p>
Disadvantage: Loss of autonomy	<p>Concern for MORE levels of NPO's. Loss of leadership / voice / autonomy.</p>
	<p>I fail to see how one organisation can represent the diverse interests of NPO's. We are a small local organisation, but we have a provincial body as well as a provincial coalition of similar organisations.. I would add that this questionnaire is biased as it assumes that a provincial body is a good idea and just asks what its focus should be.</p>
	<p>The smaller NPO's could be swallowed by larger, like-minded NPO's. This would detract from the local knowledge and community wellness</p>
	<p>The community sector is very broad and varied, and it can be a challenge to bring all the organizations together, as the sectors can be very different. *</p>

*This answer has been translated

Disadvantage: Potential for mismanagement by civil servants and elected officials which would lead to an unstable entity and harm growth/too much bureaucracy	More New Brunswickers than ever are relying on support from non-profits, and yet the current government has been systematically reducing funding to these organizations while at the same time, not offering additional services or support through government programs. My fear in creating a provincial entity is the misguided management by civil servants and elected officials. Until the sector is recognized at the federal level, a provincial portfolio will not be effective, particularly in the hands of the current government. Women account for 80% of non-profit sector employees - nearly 2 million in Canada alone, yet we are nowhere close to achieving gender equity, job security or other benefits of having a coherent and unified voice in the House of Commons to advocate on our behalf.
	The day-to-day folks need to be involved with any sector organization, if not it is a huge disadvantage.
	I expect that this initiative would exert too much government control and interference.
	Hopefully this is not just another level of government bureaucracy.
	Increased bureaucracy, regulations and overhead expenses.
	Could create another level of bureaucracy and finding the capacity to provide appropriate input into yet another organization.
	Large organizations tend to get top heavy with too much staff eating the resources that are needed at the ground level. Lack of communication also becomes a factor when there is an organizing body. Smaller communities easily get lost as resources and information gets settled on the larger municipalities and specialized interests. sometimes it can become another layer of meetings, consultations etc. that isn't necessary to the monthly work we do.
Disadvantage: Miscellaneous	There is already a very active New Brunswick Environmental Network with 90+ non-profit organization members. Be sure not to duplicate or compete, especially for funding.

	One agency would not be able to provide support for agencies like ours.
	Some organizations are opposed to change.
	We do not have a full time employee as do most rural non-profit housing groups - your survey does not allow for part time in the list and should. I firmly believe stand-alone groups are better and know the needs of the communities- they just need support and resources.
	Disadvantage - removes the responsibility of NPO's to build the people, systems and services for their success.
	It can be difficult to devote time to another responsibility given the limited resources most NPOs have.
	It would be difficult to convey the benefits of such a grouping to organizations that are already struggling to make ends meet or recruit enough volunteers to carry out their mandates. *
	The number of osbls, the ability to come together, the multiplicity of mandates, the different organizational structures (volunteers, employees, mixed). *
No comment/ uncertain	Unsure at this time.
	Good luck!
	No additional thoughts.
	Employment opportunities and HR development for the sector. Encouraging more people to consider working in the sector and to moving "up" within the sector from organization to organization.
	None at this time. Thank you!
	I don't understand enough about how they work in other provinces to have an opinion about whether there are any disadvantages.
	will we form this cause others have it or because we need it. We need examples of a Community Sector that is impactful.

*This answer has been translated

	Provision of retirement plans are necessary if we are to retain good people
	It would be beneficial to have a contact person to advocate for the community sector, but the success of this would depend on this person having a true seat at the decision-making table.
	If this happens. Location could be something where a building is purchased or built that could house many if not all NPOs in an area to be able to share costs and lower certain expenses so that better could be done with effort in the correct places.
	Nothing to add at this time.
	It is too early in the development to outline the pros and cons at this time.
	None at the moment.
	Not sure it's a good idea to create a new entity. *
	Advantage: Political clout Challenge: Language of "service", funding. *
Miscellaneous	1 of your questions should have also included the answer for "Zero employees. Volunteer led." <-- This is a huge subject that also needs to be addressed.
	We need better communication and funding.
	Approach must be nothing for us without us to include all in the province.
	We need the gov't both provincial and federal to HELP Charities.
	Perhaps the fact of 2 official languages: it has to be truly bilingual. *
	Lack of time. *
	How to define the community sector and the difficulty of creating a bilingual organization that is equitable for both linguistic and indigenous communities. *

*This answer has been translated

Question 16:

The success of such an entity requires the support of its members. If a provincial entity representing the community sector is launched, would you individually have the capacity to support this entity by volunteering on the board of directors or by participating in its activities?

	English		French		Total	
Yes	44.3%	31	38.1%	8	42.9%	39
No	15.7%	11	19.1%	4	16.5%	15
Not sure	40.0%	28	42.9%	9	40.7%	37
Answered		70		21		91
Skipped		39		17		56

Question 17:

The success of such an entity requires the support of its members. If a provincial entity representing the community sector is launched, would you have the organisational capacity to support this entity through participation in its activities?

	English		French		Total	
Yes	57.1%	40	66.7%	14	59.3%	54
No	7.1%	5	0%	0	5.5%	5
Not sure	35.7%	25	33.3%	7	35.2%	32
Answered		70		21		91
Skipped		39		17		56

Question 18:

Despite the financial limitations of all NPOs, could you contribute financially (membership fees) relative to the size of your organisation?

	English		French		Total	
Yes	28.6%	20	19.1%	4	26.4%	24
No	24.3%	17	23.8%	5	24.2%	22
Not sure	47.1%	33	57.1%	12	49.5%	45
Answered		70		21		91
Skipped		39		17		56

Question 19:

This new entity will need to raise funds to support its activities. Which of the following statements makes sense in the context of the community sector in New Brunswick?

Weighted Average	English	French	Total
Submit funding applications to various levels of government	3.59	3.86	3.65
Apply for funding from private foundations and the private sector	3.63	3.95	3.76
Requiring an annual membership fee to be represented by this provincial body (in proportion to the size of your NPO)	3.31	3.62	3.45

Organize conferences for its members (with a registration fee)	3.49	3.52	3.49
Organise tailor-made training courses (with a registration fee)	3.5	3.62	3.53
Negotiate a bulk purchase agreement with suppliers for goods and services that would be more expensive for members to obtain individually	3.83	3.71	3.80
Selling services (training, governance courses, development of strategic plans, etc.)	3.42	3.76	3.50
Answered	70	21	91
Skipped	39	17	56

Question 20:

Please let us know if you have any further thoughts on your capacity or limitations to support such a provincial entity?

Lack of resources (fiscal, personnel, time)	I don't agree with the sector having another layer and cost.
	Most Board volunteers do not have the capacity to create policies, strategies, and schedule appropriate meetings and activities.
	Resources (time and money) are thru limiting factor for our organization's participation
	time limitations on the part of non-profits will limit support. A small team working on this would be ideal.
	We could probably contribute a few staff hours each month in some capacity, but as our funding is completely up in the air at the moment, I have no idea what kind of financial contribution we would be able to make.

	With the declining ability to get volunteers, a volunteer board would not have the capacity to support the activities required for an organization like this.
	My concern is that if a new entity is competing for funding that could go to helping those in need, our capacity to help people is reduced.
	I am sure our organization would want to help, but our resources are limited, and this would concern me in terms of our ability to commit, however, we would do all we could.
	This will depend on the capacity of our organization in time and place if the entity is created. *
	It will take resources to get things done. *
	The cost of the annual contribution is a hindrance. *
	No time. *
Difficulty in equal representation (differences between large and small organizations, French language organizations, Indigenous organizations)	Although I do believe in the model of scale and having a unified voice I am challenged with representation. Although our organization is in Southern NB and we are Anglophone we are still a small community and I have witnessed small Southern communities losing their voice to the larger Southern cities and the small French communities. Our needs often are lumped into the cities as well as our resources which leads to a feeling of being underserved.
	While all groups and cultures need to be represented, one representative per area/group may not be enough as the differences in funding/member sectors/work parameters all vary so much. It would be very difficult for one person to advocate for a large variety of organizations.
	None, but dues should be inclusive and take into account groups deserving of equity. *
	Respect for linguistic and aboriginal communities. *
	Francophone mandate only, with possibility of joining Anglophones and Indigenous peoples for larger files, on special occasions. *

	<p>On paper, bilingualism, inclusion and equity are sine qua non conditions. However, in reality, ticking boxes isn't enough: NB's history as a colonialist and imperialist province shows that, even today, bilingualism is rarely achieved and often set aside in the belief that it is detrimental to inclusion (which is false), that First Nations are too often tokenized, and that good intentions come up against inter-community conflicts that get in the way of achieving common goals... Sorry to be lucid, but this won't change tomorrow morning. *</p>
General Enthusiasm	Can support activities when available to and would like support for our activities as well.
	I would love to be on the ground floor of something like this...to allow for common voices to be heard and NPO's to be successful.
	No, terrific idea!
	I am interested in participating or taking part.
	I would like to be part of this team. *
Miscellaneous	<p>The mandates above are covered for the environmental community sector by the NBEN and other groups such as Aster Environmental Services Co-op which offers services such as translation, etc. to member NPOs and ENGOs. If your plans move ahead be sure to reach out to both organizations to make sure you are not duplicating services or stepping on toes.</p>
	<p>The sector being represented needs to be inclusive, however the limited number of people in roles needs the competencies and ability to represent this sector inclusively. A Board of Directors is often a volunteer role that looks at the big picture decision making, without a team that can action these decisions and actually do the work, boards fail.</p>
	We already have the NB Non-Profit Housing Association - they are very effective
	In fledgling stages of this new entity, it will be important to fine-tune it as it develops.

*This answer has been translated

	The lead organization would need to have the non-profit skills needed to represent the sector and have the trust of the sector.
	Please help us with FUNDING for our charities!
	It's important to have staff whose sole purpose is to support implementation of board plans.
	Having a community advisory board in addition to the board of directors to ensure accountability to equity-deserving organizations.
	The national trend shows the need for competent staff to support volunteer contributions. *
	The project must be supported by a permanent. *
Unsure	Will need more information
	Same question as last section. *
	For question 27, I think a board with a small team can provide valuable services to organizations. The simple question is incomplete. *

*This answer has been translated

Question 21: In terms of the priority mandates of this new provincial entity, how would you rate the importance of the following activities?			
Weighted Average	English	French	Total
To have a better understanding of the New Brunswick community sector, including its socio-economic impact	3.89	3.89	3.89
Be a means by which member organizations can effectively address their own resource needs and pursue common goals.	3.66	3.89	3.69

To exploit economies of scale in the purchase of products and services that would be more costly for members to obtain individually.	3.48	3.45	3.43
Identify services (communications, accounting and bookkeeping, consulting, social impact assessment, event and project management, digital marketing, legal services, research, etc.) that it can provide to its members in exchange for appropriate remuneration.	3.59	3.55	3.58
To provide a forum for developing common positions, strategies and collaborations.	3.8	4	3.75
To promote the community sector.	3.98	3.83	3.86
Be the key advocate for the New Brunswick community sector with governments	3.98	3.89	3.85
Answered	64	20	84
Skipped	45	18	62

Question 22:

Please select the determining factors from below for board composition:

Weighted Average	English	French	Total
Regional representation, which allows each region of the province to have a single voice at the table.	3.7	3.85	3.74

Sectoral representation, which allows each NPO sub-sector in the province to have a single voice at the table.	3.8	3.8	3.80
Competency-based membership, in which the community sector identifies candidates from within the sector with sought-after competencies (e.g. finance, accounting and auditing; governance; government relations; legal affairs; and risk management, etc.) for a holistic view of the sector in the present and future.	3.71	3.74	3.72
Diversity of backgrounds (i.e: equity-deserving groups)	3.81	4.00	3.81
Answered	64	20	84
Skipped	45	18	62

Questions 23, 24, 25:

Please select below the determining factors for the composition of the Board of Directors:

Weighted Average	English	French	Total
Statement: The governance and operations of this new entity should reflect the official bilingualism of New Brunswick.	3.86	4.45	4.00
Statement: The governance and operations should reflect the diverse population groups of the province.	4.2	4.35	4.24

Statement: The governance and operations of this new entity should actively include our Indigenous languages (Mi'qmaq and Wolastoqey).	3.84	3.95	3.87
Answered	64	20	84
Skipped	45	18	62

Question 26:

Considering the mandate and activities of this new provincial community sector entity, do you believe that a Board of Directors alone (without a small team dedicated to the entity's activities on a full-time basis) is sufficient to advance the priorities of the association?

	English		French		Total	
Yes	7.81%	5	15.00%	3	9.5%	8
No	56.25%	36	55.00%	11	56.0%	47
Not sure	35.94%	23	30.00%	6	34.5%	29
Answered		64		20		84
Skipped		45		18		63

Question 27:

Considering the mandate and activities of this new provincial community sector entity, do you believe that a board of directors with the support of a small team dedicated to the activities and achievements of the association is essential?

	English		French		Total	
Yes	68.75%	44	70.00%	14	69.0%	58
No	6.25%	4	5.00%	1	6.0%	5
Not sure	25.00%	16	25.00%	5	25.0%	21
Answered		64		20		84
Skipped		45		18		63

Question 28:

Please let us know if you have any further thoughts on your capacity or limitations to support such a provincial entity?

Difficulty in equal representation (differences between large and small organizations, French language organizations, Indigenous organizations)	Although I do believe in the model of scale and having a unified voice I am challenged with representation. Although our organization is in Southern NB and we are Anglophone we are still a small community and I have witnessed small Southern communities losing their voice to the larger Southern cities and the small French communities. Our needs often are lumped into the cities as well as our resources which leads to a feeling of being underserved.
	The sector being represented needs to be inclusive, however the limited number of people in roles needs the competencies and ability to represent this sector inclusively. A Board of Directors is often a volunteer role that looks at the big picture decision making, without a team that can action these decisions and actually do the work, boards fail.

	While all groups and cultures need to be represented, one representative per area/group may not be enough as the differences in funding/member sectors/work parameters all vary so much. It would be very difficult for one person to advocate for a large variety of organizations.
	None, but dues should be inclusive and take into account groups deserving of equity. *
	Respect for linguistic and aboriginal communities. *
	Francophone mandate only, with possibility of joining Anglophones and Indigenous peoples for larger files, on special occasions. *
	On paper, bilingualism, inclusion and equity are sine qua non conditions. However, in reality, ticking boxes isn't enough: NB's history as a colonialist and imperialist province shows that, even today, bilingualism is rarely achieved and often set aside in the belief that it hinders inclusion (which is false), that First Nations are too often tokenized, and that good intentions come up against inter-community conflicts that hinder the achievement of common goals... Sorry to be lucid, but this won't change tomorrow morning. *
Limited Resources (financial, time, human resources)	Can support activities when available to and would like support for our activities as well.
	I am sure our organization would want to help, but our resources are limited and this would concern me in terms of our ability to commit, however, we would do all we could.
	Most Board volunteers do not have the capacity to create policies, strategies, and schedule appropriate meetings and activities.
	My concern is that if a new entity is competing for funding that could go to helping those in need, our capacity to help people is reduced.
	Please help us with FUNDING for our charities!
	Resources (time and money) are thru limiting factor for our organization's participation.

*This answer has been translated

	Time limitations on the part of non-profits will limit support. A small team working on this would be ideal.
	We could probably contribute a few staff hours each month in some capacity, but as our funding is completely up in the air at the moment, I have no idea what kind of financial contribution we would be able to make.
	With the declining ability to get volunteers, a volunteer board would not have the capacity to support the activities required for an organization like this.
	This will depend on the capacity of our organization in time and place if the entity is created. *
	It will take resources to get things done. *
	The cost of the annual contribution is a hindrance. *
	No time. *
Desire for a board of representatives	Having a community advisory board in addition to the board of directors to ensure accountability to equity-deserving organizations.
	For question 27, I think a board with a small team can manage to provide valuable services to organizations. The question seems incomplete.. *
General Enthusiasm	No, terrific idea!
	I am interested in participating or taking part.
	I would love to be on the ground floor of something like this...to allow for common voices to be heard and NPO's to be successful.
	I would really like to be part of this team. *
	Yes. *
Miscellaneous	In fledgling stages of this new entity, it will be important to fine-tune it as it develops.

*This answer has been translated

	It's important to have staff whose sole purpose is to support implementation of board plans.
	The lead organization would need to have the non profit skills needed to represent the sector and have the trust of the sector.
	The mandates above are covered for the environmental community sector by the NBEN and other groups such as Aster Environmental Services Co-op which offers services such as translation, etc. to member NPOs and ENGOs. If your plans move ahead be sure to reach out to both organizations to make sure you are not duplicating services or stepping on toes.
	We already have the NB Non Profit Housing Association - they are very effective.
	Will need more information.
	I have nothing to add. *
	The national trend demonstrates the need for competent staff to support volunteer contributions. *
	The project will have to be supported by a permanent staff. *
	Same question as last section. *
	I have nothing to add. *
Dislikes	I don't agree with the sector having another layer and cost.

*This answer has been translated

Question 29:

Please let us know if you have any further thoughts on your concerns in setting up or operating such a provincial entity?

Concerns regarding representation/allocation of resources	As I have mentioned, my concerns are around representation. Although we are a small province, we have very diverse needs and communities. It has been easy in the past for organizations to become city focused or language focused which leads to other areas feeling underrepresented.
	I assume it will be very political and my fear is that the smaller NPOs will not be represented.
	I think it is necessary but will be challenging to select representatives from the various non-profit sectors.
	I worry that the larger fish would get the lion's share of the attention/funding, leaving smaller communities with less, which would keep them from growing.
	If every group can be truly represented it's a great idea, if we end up with "the old boy's network" sitting round a table it will be a waste of time and money.
	The entity would need to provide more benefit to the individual NPO's than it would cost them in terms of redirected donations and effort.
	There needs to be added value, otherwise another player dipping into much needed funding. No political games.
	Competition on funding sources.
	This would be another demand on volunteers' time.
	Time is a commodity and again we are all asked to do more with little compensation. We are stretched so thin and don't even have the time to do a survey.
	The complexity of the various community sectors can make the situation a little complicated. *

*This answer has been translated

	The ever-growing number of NPOs in the province is proof enough that we don't need ANOTHER organization to promote them. What legitimacy would such an organization have to speak on behalf of 2,000 institutional members with missions and values as diverse as they are sometimes contradictory? *
	It's necessary to build a committed and representative board of directors, while maintaining a permanent presence to implement the organization's operating plan. *
	I think it's great news that there are efforts to potentially create a provincial identity. What that looks like, there's still a lot to consider. The only concern is really language. It's not always obvious, even though we're in a bilingual province. *
	We need to ensure basic funding from governments at all levels. The reason is contained in your preface, because non-profit organizations provide many services that, without their presence and work, would have to be offered at government expense! *
	Necessary funding versus potential member funding. *
	There's a lot of work to be done to get this up and running, and we'll need to find the resources for the first phase. *
	We need to add the principle of par et pour and be inclusive of equity-deserving groups from the outset. *
Concerns regarding bureaucracy/lack of faith in government	I like the idea of one provincial entity, but it concerns me that it would get bogged down with red tape.
	It runs a significant risk of muddying an already muddy stream. There is a lot of charities in the province. I can't see how one entity can accommodate them all.
	Needs to be an independent voice from government, i.e., can speak truth to government without fear of retribution.
	Principles of good governance need to be adhered to, trust needs to be established with sector in order for entity to be successful

*This answer has been translated

	Do not want more restrictive legislation and top-heavy organizations
	The creation of an organization should be careful keeping arm's length from government and governance in an equitable manner to ensure buy-in from all sectors of the non-profit community. Creation and marketing of the organization is key.
	We'll have to make sure it is not vulnerable to government interference.
General support	Good Idea
	Long overdue!
	It would be great to join forces. *
General dislike	I do not see a need.
	Like I said I don't support a larger entity or grouping housing associations together - what is needed is a study on how the supports are not there for rural housing needs compared to urban housing needs and what that difference looks like - its unimportant.
Miscellaneous	Cohesia and Dialogue NB do not have a high level of non-profit engagement and need to build the trust of the sector first.
	My main concern is duplication of services because the NBEN is a strong organization in the province and fills many of the roles and mandates you are looking at, but for the environmental non-profit sector. Some services are also covered by Aster Group Environmental Services Co-op. Working together would be key. And for our ENGO, we would have to see how different you are from the NBEN and what new services you provide before we could decide if it would be worthwhile to join your association as well.
	Please take into consideration the findings and recommendations of the Bradshaw Report on the non-profit sector in NB from 2006.
	WE NEED MONEY

*This answer has been translated

	Financing. *
	the communications and collaboration required to pull this off cannot just mimic what already exists. My hope is that whoever takes this on and whatever the priorities are, get the attention they need and are effective in addressing the needs of the sector. we need people in positions that can understand the bigger pictures, think strategically, make good and timely decisions, and ability to enable action.
	Gathering of entities with a provincial mandate, versus regional, versus municipal - the territory is large. *
	Convene a few conferences/discussion forums to fully grasp the scope of needs and possible solutions. *
	How to obtain subsidies. *

Appendix 3: List of Stakeholders who Participated in Individual Interviews

First name	Last name	Organisation	Email	Title	Website	Location
Alexa	Briggs	Calgary Chamber of Voluntary Organizations	abriggs@calgarycvo.org	Manager, Policy and Research	http://www.calgarycvo.org/	Calgary, AB
Karen	Ball	Calgary Chamber of Voluntary Organizations	kball@calgarycvo.org	CEO	http://www.calgarycvo.org/	Calgary, AB
Colin	Corcoran	Community Sector Council Newfoundland Labrador	colin@cscnl.ca	CEO	http://communitysector.nl.ca	St. John's, NL
Annika	Voltan	Impact Organizations of Nova Scotia	annika@ions.ca	Executive Director	www.ions.ca/	Halifax, NS
Nadine	Duguay-Lemay	Cohesia	nadine@cohesia.ca	CEO	www.cohesia.ca/	Dieppe, NB
Gemma	Dunn	Edmonton Chamber of Voluntary Organizations	gemma@ecvo.ca	Executive Director	www.ecvo.ca www.fusesocial.ca	Edmonton, AB
Shawna	Pelley	FuseSocial	shawna.pelley@fusesocial.ca	Capacity Building Programs Director	www.fusesocial.ca	Fort McMurray, AB
Shannon	Rex	FuseSocial	shannon.rex@fusesocial.ca	Special Projects Manager, Research and Impact	www.imaginecanada.ca/	Fort McMurray, AB
Bruce	MacDonald	Imagine Canada	bmacdonald@imaginecanada.ca	CEO	www.imaginecanada.ca	Ottawa/Toronto, ON
Bernadette	Johnson	Imagine Canada	bjohnson@imaginecanada.ca	Director, Advocacy & Knowledge Mobilization	www.theonn.ca	Ottawa, ON
Sandra	Oakley	Manitoba Federation of Non-Profit Organizations	mlneoakley@gmail.com	Chair/Volunteer		Winnipeg, MB
Jesse	Hale	Nunavut Association of Non-Profit Organizations	jessie@nanpo.ca	Executive Director		
Pamela	Uppal	Ontario Nonprofit Network	pamela@theonnc.ca	Policy Director	www.theonn.ca/	Toronto, ON
Cathy	Taylor	Ontario Nonprofit Network	cathy@theonnc.ca	Executive Director	www.pillarnonprofit.ca/	Toronto, ON
Alexia	Riche	PEI Community Sector Network	alexia@csnpei.com	Executive Director		Charlottetown, PEI
Paul	Seale	Pillar Nonprofit Network	pseale@pillarnonprofit.ca	Manager, Public Policy, Advocacy, and Impact	www.pillarnonprofit.ca/	London, ON

Maureen	Cassidy	Pillar Nonprofit Network	mcassidy@pillarnonprofit.ca	Interim CEO	http://www.pillarnonprofit.ca/	London
Tracey	Mann	Saskatchewan Nonprofit Partnership	tmann@cifsask.org	Chair	www.sasknonprofit.ca	Regina
Zahra	Esmail	Vantage Point	zesmail@thevantagepoint.ca	Executive Director	https://thevantagepoint.ca/	Vancouver
Cherie	Payne	Vantage Point	cpayne@thevantagepoint.ca	Director of Government Relations & Sector Development	https://thevantagepoint.ca/	Vancouver
Eunice	Doroni	Volunteer Alberta	edoroni@volunteeralberta.ab.ca	Manager, Youth Engagement	http://www.volunteeralberta.ab.ca/	Edmonton
Miki	Stricker-Talbot	Volunteer Alberta	mstrickertalbot@volunteeralberta.ab.ca	Executive Director	http://www.volunteeralberta.ab.ca/	Edmonton
Lawrie	Portigal	Volunteer BC	lportig@gmail.com	President	www.volunteerbc.bc.ca	Richmond
Megan	Conway	Volunteer Canada	mconway@volunteer.ca	CEO	https://volunteer.ca	Ottawa
Chad	Lubelsky	Volunteer Canada	clubelsky@volunteer.ca>	Vice President, Strategy, Impact and Development	https://volunteer.ca	Ottawa

Appendix 4: List of Organizations who Participated in Individual Interviews

PAGE | 153

Fundy Regional Service Commission
Société des Acadiens et Acadiennes du Nouveau-Brunswick (SAANB)
Crescent Valley Community Centre
Meals on Wheels Fredericton
Greater Moncton Chamber of Commerce
Kaleidoscope
Miramichi Afro Connection
Pays de la Sagouine
Collectif Économique d'Innovation Culturelle et Identitaire (CÉ D'ICI)
Moncton YWCA
The Honourable Ginette Petitpas-Taylor, Minister of Veterans Affairs and MP for Moncton-Riverview-Dieppe
APFNB (Association des Parents Francophones du Nouveau Brunswick)
Canadian Deafblind Association of New-Brunswick (CBDA)
Fredericton Multicultural Centre
Choral Federation of NB
YMCA Fredericton
JEDI
Learning Exchange
Centre de Bénévolat de la Péninsule Acadienne
MAP Strategic Workforce Services
NB Family Resources Centre

New Brunswick Multicultural Association
Nigerian-Canadian Association of New-Brunswick
Pond Deshpande Centre
Société des enseignants et enseignantes retraités francophones du N.-B (SERFNB)
The Cultural Centre
Maison des Jeunes L'acAdo
Stone Soup Cafe and Catering
Société d'Inclusion Économique du Nouveau-Brunswick
Mouvement Acadien des Communautés en Santé
Human Development Council
Centre des Arts et de la Culture de Dieppe
Centre de ressources pour nouveaux arrivants au Nord-Ouest (CRNA)
New Brunswick Business Council / Le Conseil d'entreprises du Nouveau-Brunswick
CBDC Madawaska

Appendix 5 : Public dialogue report 2021



Dialogue with the community sector in New Brunswick,

LET'S "BE STRONGER...TOGETHER"!

June 17, 2021



<https://cohesia.ca/feasibility-study/>



Dialogue with the community sector in New Brunswick,

LET'S "BE STRONGER...TOGETHER"! part 2

August 31 2021



<https://cohesia.ca/fr/feasibility-study>

“Not-For-Profit Sector Leaders,

“ As someone who spent much of my career in the non-profit sector, I firmly believe that the non-profit sector provides not only important services and resources, but also adds tremendous value to the health and economy of our province”.

“I recognize the need to build and strengthen capacity to ensure these organizations are resilient and embedded as a critical component of the economic and social fabric of the province”.

“As innovators within the non-profit sector, the Board and staff of Cohesia have, for the last few years, been pondering the challenges faced by the myriad of non-profit organizations operating in New Brunswick. In summer 2021, I was delighted to work with Cohesia, as its patron, to convene leaders of the not-for-profit sector to discuss common issues and opportunities to increase collaboration. This dynamic group of leaders agreed that there is a need to further explore the sector’s capacity for collaboration”.

“Based on that discussion, Cohesia, along with other partners have continued to advance this concept and launched a feasibility study to engage representatives from the voluntary sector and assess the level of need and interest in some type of formalized collaboration or support model. I encourage you to take this opportunity to have your say, to share your vision and to identify any concerns that you might have”.

Brenda L. Murphy, O.N.B.

Lieutenant Governor of New Brunswick



Nadine Duguay-Lemay
Présidente-Directrice générale
Cohesia
200 rue Champlain, Bureau 210
Dieppe, NB
E1A 1P1

Objet : Lettre d'engagement au projet de création d'une Association des organismes sans buts lucratifs du Nouveau-Brunswick

Madame Duguay-Lemay,

C'est avec un profond enthousiasme que nous avons pris connaissance des efforts déployés par votre organisme pour la création d'une association ayant pour but de représenter les organismes sans buts lucratif (OSBL) du Nouveau-Brunswick. Étant la seule province du Canada ne disposant pas d'une association représentant son secteur communautaire, nous croyons qu'il est essentiel de corriger la situation le plus rapidement possible. Nous tenons donc à féliciter votre organisme pour le leadership qu'il a pris dans ce dossier et tenons à vous exprimer notre appui dans la mise sur pieds de ce projet.

À notre avis, le besoin d'une telle association pour notre secteur est clair et les retombées seront nombreuses et positives. C'est dans cette optique, que le YWCA de Moncton s'engage à vous appuyer dans le processus requis pour la mise sur pieds de l'association, et à vous aider à porter le projet jusqu'à sa pleine réalisation.

Veuillez, Madame Duguay-Lemay, recevoir mes salutations distinguées.

A handwritten signature in blue ink, appearing to read 'mnh'.

Michèle Nadeau
Directrice générale
YWCA Moncton

(translated from French)*

Subject: Letter of commitment to the project to create a New Brunswick Association of Non-Profit Organizations

Dear Ms. Duguay-Lemay

It was with great enthusiasm that we learned of your organization's efforts to create an association to represent non-profit organizations (NPOs) in New Brunswick. As the only province in Canada without an association representing its community sector, we believe it is essential to rectify this situation as quickly as possible. We would therefore like to congratulate your organization on the leadership it has shown in this matter, and to express our support in getting this project off the ground.

In our opinion, the need for such an association in our sector is clear, and the spin-offs will be numerous and positive. With this in mind, the Moncton YWCA is committed to supporting you in the process required to set up the association, and to helping you bring the project to fruition.

Yours sincerely

Michèle Nadeau
Executive Director
YWCA Moncton



Le 17 mai 2023

OBJET: Appui au projet d'étude de faisabilité du secteur communautaire du NB


La Fondation communautaire de la Péninsule Acadienne appuie fièrement l'étude de faisabilité du secteur communautaire du Nouveau-Brunswick. Nous allons d'ailleurs contribuer à son financement avec une subvention de 2 500 \$. Il est important que notre province soit représentée adéquatement et que nous fassions reconnaître la valeur du secteur.

Ayant passé une grande partie de ma carrière dans le secteur à but non lucratif, je suis fermement convaincu que ce secteur fournit non seulement des services et des ressources importants, mais qu'il apporte également une valeur ajoutée considérable à la santé et à l'économie de notre province. Il est à noter que le secteur communautaire représente 55 000 emplois au N.-B. et compose 12.1 % du PIB au Nouveau-Brunswick (Étude sur l'impact économique du secteur communautaire du N.-B., Capacités NB, 2021). Je reconnais qu'il est nécessaire de développer et de renforcer les capacités de ces organisations afin de garantir leur résilience et leur intégration en tant qu'élément essentiel du tissu économique et social de la province.

La FCPA est en discussion constante avec Cohesia sur l'incubation du secteur suivant le dépôt de l'étude. En tant qu'innovateurs dans le secteur à but non lucratif, le conseil d'administration et le personnel de Cohesia ont, au cours des dernières années, réfléchi aux défis auxquels est confrontée la myriade d'organisations à but non lucratif opérant au Nouveau-Brunswick. Je travaille avec l'équipe de Cohesia, dirigée par Nadine Duguay-Lemay depuis les 2 dernières années et je suis très fier de notre collaboration et notre vision respective pour le secteur communautaire de notre province.

Ainsi, par la présente, j'invite les leaders du secteur sans but lucratif du N.-B. à participer à cette étude de faisabilité, et celles et ceux qui le peuvent, à soutenir son financement.

Sincèrement,



Jean-Charles Chiasson
Directeur général

(translated from French)*

SUBJECT: Support for the NB Community Sector Feasibility Study Project

The Fondation communautaire de la Péninsule Acadienne proudly supports the New Brunswick Community Sector Feasibility Study. We will be contributing \$2500 to its funding. It's important for our province to be properly represented and for the value of the sector to be recognized.

Having spent a large part of my career in the non-profit sector, I firmly believe that this sector not only provides important services and resources, but also adds considerable value to the health and economy of our province. It's worth noting that the community sector accounts for 55,000 jobs in NB, and makes up 12.1% of New Brunswick's GDP (NB Community Sector Economic Impact Study, Ability NB, 2021). I recognize the need to develop and strengthen the capacity of these organizations to ensure their resilience and integration as an essential part of the province's economic and social fabric.

FCCA is in constant discussion with Cohesia about incubating the sector following the submission of the study. As innovators in the not-for-profit sector, Cohesia's board and staff have, over the past few years, reflected on the challenges facing the myriad of not-for-profit organizations operating in New Brunswick. I've been working with the Cohesia team, led by Nadine Duguay-Lemay, for the past 2 years, and I'm very proud of our collaboration and our respective visions for the community sector in our province.

I hereby invite NB's non-profit sector leaders to participate in this feasibility study, and those who can, to support its funding.

Yours sincerely
Jean-Charles Chiasson,
General Manager

