Strengthening the Relationship

Round Table on Government and Non Profit Relations in British Columbia

Proceedings
May 30, 2007 – Victoria, BC
Executive Summary

British Columbia’s communities are changing rapidly. Shifts in the economy, demographic adjustments, and the changing role of government, business and the non-profit sector are all impacting the environment in which citizens of this province live, work and learn. Working in this new reality means recognizing that no one sector can effectively solve community issues independently. There is growing awareness that to truly effect positive change in BC’s communities, government and the non-profit sector need to work collaboratively to leverage their knowledge and resources.

This knowledge prompted The Centre for Non Profit Management and the School of Public Administration, University of Victoria to host a Round Table on Government and Non Profit Relations on May 30, 2007 in Victoria, BC. The Round Table brought together a diverse gathering of leaders from both sectors, providing an opportunity to explore the strengths and challenges facing their relationship and to find ways to enhance the relationship to the benefit of the citizens of BC.

The momentum and engagement engendered through the Round Table dialogue reflect the fact that government and the non-profit sector share more commonalities than differences. Participants recognize the similarities they face in terms of their challenges and goals. Each sector may use different methods to realize those goals but all parties are committed to doing best for the citizens of British Columbia.

The main message participants conveyed is that there is a will on all parts to strengthen the relationship and a commitment to seeking ways to do just that. There is a shared understanding that both government and the non-profit sector are being affected by various forces which are driving both parties in new and uncharted directions. Working in this new reality means neither the government nor the non-profit sector can effectively tackle the issues independently.

There is a shared understanding that government and the non-profit sector need to work together effectively to truly effect positive change in BC’s communities and to ensure that British Columbians get the services they need. The notion is that through leveraging their respective thinking and resources and through more regular dialogue, both parties will be better able to plan, envision, set goals, deliver services and measure performance - together and independently.

There is also a sense of urgency around the need to build the capacity of the non-profit sector, to strengthen its voice and recognize the valuable role it plays in service delivery, community-building and civic engagement. Not only is there a
call to clarify the issue of non profit advocacy, there is a request to more closely examine the issue of accountability and how value for public money can be most effectively demonstrated without overburdening non profit organizations.

After a morning of honest and frank dialogue about the issues and the development of a sense of shared understanding among participants; the afternoon centered on the development of a vision for a strengthened and improved relationship between government and the non profit sector with a focus on three major themes:

**Building solid relationships and trust;**

**Building accountability and public value; and**

**Building capacity.**

Following a priority setting exercise, Round Table co-chairs Faye Wightman, President and CEO, Vancouver Foundation and David Morhart, Deputy Minister, Ministry of Public Safety and Solicitor General, summarized the key recommendations put forth by participants to strengthen the relationship. The highlights are as follows:

**Building Solid Relationships and Trust:**

- Explore the possibility of developing an accord to increase understanding across sectors and hosting a symposium by the end of 2007 to initiate the process.
- Commence a joint dialogue on advocacy and the value of the non profit sector’s dual role in service delivery and civic engagement.
- Establish an annual meeting and/or symposia on government/non profit relations.
- Research and publish discussion papers on best practice models and structures (including evaluation and communication frameworks) in government/non profit relations.

**Building Accountability and Public Value:**

- Undertake a discussion on the current procurement process to examine how it could be improved including a review of evaluation methods, multi-year contracting, service standards and performance measures.
- Establish a task force to address issues of accountability, data collection, reporting and measuring impact, with a goal of developing a joint impact statement.
Create an ad hoc task force to examine project and core funding capacity and integrated planning.

Encourage the government to engage the non profit sector at the policy/planning stage.

Realize culture change in the government/non profit sector relationship, leading to new/agreed upon outcomes by 2009.

**Building Capacity:**

- Examine shared services models to reduce costs and leverage resources.
- Explore the notion of Centres of Non Profit Excellence in BC to build non profit sector capacity.
- Support mutual education and organizational capacity building through professional staff exchanges and joint learning opportunities.
- Develop a plan for a Leadership Council that could be a representative voice for the non profit sector in BC.

Leaders from both sectors are encouraged to take what they have learned from the Round Table back to their management teams to challenge and inspire others to contribute to the conversation. Participants are invited to send their evolving thoughts for moving the initiative forward to the co-chairs.

Following the conference, the co-chairs David Morhart and Faye Wightman agreed that the key recommendations could be summarized under three fundamental topic headings:

**Principles, Governance and Structure;**

**Funding, Procurement and Performance Measures; and**

**Support and Capacity Building.**

A joint government – non-profit work group will be established to support follow-up on each topic. The co-chairs also agreed that simply setting up the three working groups is not enough. An interim joint steering committee is also needed to provide overarching governance to this work and to sustain momentum.
David Morhart agreed to provide the necessary leadership in moving this initiative forward by coordinating the establishment of the working groups and the interim steering committee, and providing support to their work.

Overall, the Round Table on Government/Non Profit Relations is being categorized as a resounding success with pronounced willingness from all parties to be on the same side of the table and move forward together to build the relationship. Participants recognize their role in continuing the dialogue and there is agreement to continue the conversations begun with each other. All in all, the Round Table is giving leaders from both sectors inspiration, hope and encouragement for a bright future where government and the non profit sector work in partnership to meet the needs of British Columbians.
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Acknowledgements

The Round Table on Government and Non Profit Relations was the result of the collective efforts of many dedicated people and organizations who generously gave of their time and resources to help make the event a success. Special thanks go to our presenters who eloquently talked about the factors that drive the relationship between government and the non profit sector. (See Appendix B for a list of presenters.)

Sharon Halkett was a skilled facilitator whose excellent summation of the morning sessions was a highlight that set the tone for a most productive afternoon. We are also grateful to those who stepped up as facilitators for the break out groups. (See Appendix B for a list of facilitators).

Faye Wightman, President and CEO of the Vancouver Foundation and David Morhart, Deputy Minister, Ministry of Public Safety and Solicitor General, ably chaired the day and challenged participants in both their opening and closing remarks.

We are indebted to the steering committee for all the hard work and thought they put into the planning of the day. Appreciation also goes to CNPM staff for the extra mile they went in getting materials ready for the day and to Mary O’Rourke for her capable work as our event planner. In addition, Penelope Hutchison has again done a remarkable job in pulling together all the strands from the session into this very excellent report.

The Centre for Non Profit Management and the School of Public Administration, University of Victoria, are grateful to the following sponsors for making this event possible.

♦ BC Ministry of Public Safety & Solicitor General
♦ Vancouver Foundation
♦ The Centre for Sustainability
♦ United Way of Greater Victoria

Finally, we wish to thank all 85 participants who took time from their busy schedules to consider how strengthening the relationship between government and the non profit sector could benefit all British Columbians. We are committed to working to ensure this process continues.

Gilda Good,
Executive Director
The Centre for Non Profit Management

Evert Lindquist,
Director and Professor
University of Victoria, School of Public Administration
Chair, Board of Directors, The Centre for Non Profit Management
Message from the Co-Chairs

We are delighted with the outcomes of the Round Table on Government and Non Profit Relationships that took place in Victoria, B.C. on May 30, 2007.

The discussions focused on enhancing communication and building a stronger relationship between the provincial public service and the non profit sector. Our goal was to initiate the conversations that will build understanding of the challenges on both sides and, ultimately, lead to improved capacity for service delivery. There is no doubt that the process is underway.

Now, more than ever, there is an opportunity to develop the formal and informal links that will move the relationship forward. Healthy, vibrant and sustainable communities are built on a foundation of effective working relationships between all levels of government and the non profit organizations that deliver programs, services and advocacy on behalf of the people of BC. Effective working relationships are the result of candid and sustained communication among all the parties.

This report will give you the flavour of what transpired at the sessions and, most importantly, offers ideas on how we keep this process going in our efforts to create an outstanding quality of life for British Columbians.

Our work on strengthening the relationship will continue in the days and weeks to come.

Faye Wightman
President and CEO
Vancouver Foundation

David Morhart
Deputy Minister, Ministry of Public Safety and Solicitor General
Introduction

In Victoria on May 30, 2007, eighty-five individuals representing a diverse gathering of leaders from British Columbia’s (BC) non profit sector and provincial government gathered together in the beautiful cliff-top setting of Dunsmuir Lodge. (See Appendix A for the agenda and Appendix C for a list of participants). They participated in a Round Table hosted by The Centre for Non Profit Management and the School of Public Administration, University of Victoria to explore the strengths and challenges facing the relationship between the non profit sector and government, and to find ways to enhance the relationship to the benefit of the citizens of BC.

Under the skilled hands of facilitator Sharon Halkett, participants were led through an interactive and multidimensional dialogue consisting of presentations, plenary panels and small group discussions. The sessions were designed to provide participants with an opportunity to confirm connections between government and the non profit sector, verbalize the problems, build mutual understanding and share perspectives.

The positive energy in the room was palpable with frank discussion occurring between government and non profit leaders. There was freedom to name the issues honestly, to reflect on previously held assumptions and to develop a level of trust on which to move the relationship forward. All of this contributed to a meaningful and energizing discussion culminating in the development of recommendations and next steps on which to fortify the relationship in the months and years ahead.
Setting the Context

The dialogue began in the morning with co-chairs David Morhart, Deputy Minister, Ministry of Public Safety and Solicitor General, and Faye Wightman, President and CEO, Vancouver Foundation, outlining the importance of establishing strong relationships between government and the non profit sector and the opportunities the Round Table provides to establish those key building blocks.

Faye Wightman set the tone for the day by emphasizing how government and the non profit sector are made up of dedicated individuals working to support healthy, vibrant and sustainable communities across BC. While these individuals may work under different criteria and limitations, ultimately their goals are the same. She asked leaders from the non profit sector to recognize their government counterparts as equals and reminded them that this was a day for mutual discussion and not for lobbying for money or advocating for a particular issue.

Faye turned the floor over to David Morhart who spoke to how important the non profit sector is to government in terms of delivering key services to British Columbians. Of prime importance for the government is the provision of citizen-centered quality services.

David stressed that the Round Table was a chance to think outside participants’ traditional roles and work together to create a broader common vision. A vision he hoped that would ultimately lead to the establishment of joint commitments focused on creating strategic partnerships and implementing critical first steps to enhancing the relationship between government and the non profit sector.

“I believe we are at the tipping point in working together collaboratively. There is growing recognition that neither sector can address these issues independently and therefore, we need to begin to develop a stronger relationship.”

Faye Wightman

“Dialogues between government and the non profit sector such as this are critical because there are never going to be enough dollars to do everything we aspire to, therefore it is important to talk about how to prioritize what we want to do.”

David Morhart
Scope of the Relationship

A) The Provincial Government Perspective

Lori Wanamaker, Deputy Minister, Ministry of Labour and Citizens Services and Chair of the Deputy Minister’s Council on Social Development, laid out the direction the government is moving and the ways in which it is working with the non profit sector. The government is shifting from “rowing to steering”, moving away from direct service delivery to focus on policy development. In turn it is relying more and more on non profits and organizations in other sectors to provide British Columbians with the services they need to maintain strong vibrant communities.

Government is focused on the establishment of:

- Integrated, citizen-centered services that are accessible and cost effective;
- Partnerships with non profits and private organizations to provide quality services;
- Accountability to create closer linkages between goals and outcomes; and
- Service delivery networks where organizations collaborate and support each other in the delivery of services.

Lori noted a major challenge is overcoming ministry silos, which can result in fractured relationships with the non profit sector and create barriers to change. Government is working to break down these silos and deliver services that wrap around the client and not the government. There is an emphasis now on thinking horizontally across ministries to meet the needs of the whole citizen rather than only one part of their needs on a fragmented basis.

British Columbians need government and the non profit sector to work together, to leverage their collective resources, building a roadmap to help citizens navigate our services. Lori noted the Round Table is a key first step in establishing a strong and productive relationship.
B) The Non Profit Sector Perspective

Vic Murray, Adjunct Professor, School of Public Administration, University of Victoria, provided an overview of the scope and impact of the non profit sector in BC. Highlighting results from the 2003 National Survey of Non Profit and Voluntary Organizations (NSNVO) and National Survey of Giving, Volunteering and Participating (NSGVP) survey conducted by Imagine Canada and Statistics Canada, Vic noted the following critical elements of the non profit sector in British Columbia:

More than 20,300 non profit and voluntary organizations in BC
Citizens volunteer approximately 114 million hours of service each year or 60,000 full-time jobs
Individual donations have an economic impact of $1.1 billion annually
Non profit sector generates $11 billion in revenue
More than 147,000 British Columbians are employed in this sector (7% of labour force)

In terms of the challenges hindering organizations from fulfilling their missions, Vic noted the most commonly mentioned problems in order of importance:

- Difficulty in planning for the future
- Difficulty in finding volunteers, especially board members
- Difficulty in obtaining funds from other organizations, including government.
C) Highlights of the Current Relationship

Gilda Good, Executive Director, The Centre for Non Profit Management, presented highlights from a recent survey conducted by The Centre and the School of Public Administration, University of Victoria on the state of the current relationship between BC’s non profit sector and the provincial government.

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<tr>
<th>What Makes the Relationship Work</th>
<th>What are the Relationship Challenges</th>
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<tr>
<td>• Common purpose</td>
<td>• Accountability requirements</td>
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<td>• Many instances of open</td>
<td>• Poor government understanding of</td>
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<td>communication, dialogue,</td>
<td>the non profit cost of doing</td>
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<td>recognition and respect</td>
<td>business</td>
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<tr>
<td>• Awareness of each others roles</td>
<td>• Poor non profit understanding of</td>
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<td>and responsibilities</td>
<td>government policy making and</td>
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<td>budget cycle</td>
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<td>• Responsiveness to each others</td>
<td>• Non profits uneven capacity to</td>
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<td>needs</td>
<td>implement new funding and</td>
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<td>program models</td>
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<td>• Lack of core funding for non</td>
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Trends that have influenced the state of the relationship include government funding cutbacks in the early 2000’s and ongoing government restructuring. In the survey non profit stakeholders noted they are increasingly competing with each other for funding which is straining relationships and collaboration within the sector.

The survey also queried stakeholders about the demonstration of public value for money. The resounding answer was that non profits do provide value for money but there is a “tug of war” going on between government and the sector where non profits say “show me the money” and government says “show me the value”.

To strengthen the relationship, individuals surveyed offered the following suggestions:

“There’s a tug of war going on between government and the non profit sector where non profits are saying “show me the money” and government is saying “show me the value”.”

Gilda Good
• Recognize relationship-building as a two-way street
• Encourage government leadership in strengthening the partnership with the non profit sector
• Enhance understanding and education on both sides
• Continue to engage each other as partners
• Seek mechanisms for regular consultation such as annual forums
• Develop rules of conduct/social contract
• Balance accountability and flexibility.

**Getting to the Nitty Gritty**

Further perspectives on the challenges facing both sectors and what needs to be fixed were offered by guest panelists Barbara Grantham, Vice President, Community Leadership, Vancouver Foundation and Bob de Faye, Chief Administrative Officer, Ministry of Health.

Barbara Grantham, with an extensive background in the non profit sector, reminded participants about the need to get away from an “us” and “them” perspective between government and the non profit sector. Both sectors are working in an increasingly volatile environment where issues of funding, human resources and demographics are becoming increasingly complex and can no longer be addressed, much less solved by one sector alone.

During the summer of 2006, Vancouver Foundation initiated *Community Conversations*, touring the province to learn about the issues facing the non profit sector and what role the Foundation could play in strengthening BC’s communities. The following challenges were highlighted:

- Difficulty accessing consistent and sustainable funding
- Difficulty in the recruitment and retention of staff/volunteers
- Lack of infrastructure and capacity
- Need for training and support in measurement and evaluation
- Need for coordinated systems to support connections

“We need to get away from an ‘us’ and ‘them’ perspective.”

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Barbara Grantham

To “fix” these issues requires relationship-building and trust, taking risks and nurturing and rewarding success between the non profit sector and government. The non profit sector must develop its leadership knowledge and power as a convenor and partner to help support this relationship building and build community capacity.
Bob de Faye, a long-time public servant and currently Chief Administrative Officer of the Ministry of Health, talked about the need to bridge the gap between the sectors and the leadership role the government needs to take to deal more effectively with the non profit sector. From the government perspective, there are six critical areas of concern which need to be addressed: procurement, performance management and accountability, service integration, the challenge of diversity, the advocacy role of non profits and governance.

1. **Procurement**: The introduction of open public tendering places the relationship in a legal framework that can cut off valuable dialogue and flexibility with the non profit sector.

2. **Performance measurement and accountability**: Focus on reporting puts a heavy burden on non profits in the area of data collection. In addition, ministry information systems do not often “talk” to each other or define data elements in different ways. Challenges also exist in articulating real outcomes in some areas (e.g. improvements in lives of children and families).

3. **Service Integration**: Trend towards cross sectoral models of service delivery but challenge to bring various ministries and non profits together to work across traditional silos.

4. **Risk Aversion**: Increase in government rules and requirements leads to a loss of flexibility and cost savings. Challenge is in finding the right balance across all ministries to effectively coordinate with the non profit sector.

5. **Advocacy**: Government uses non profits as service deliverers and is reticent to provide funding to groups with deep advocacy roots who could utilize those funds to criticize the government.

6. **Governance**: A key issue at the core of the relationship between government and the non profit sector in terms of sharing decision making and accountability.
Round Table Discussions

Following the presentations, participants broke into small working groups to reflect on what they heard and identify emergent issues, themes and factors impacting the relationship between government and the non profit sector. These more intimate dialogue sessions enabled participants to float ideas, ask questions and examine the issues in a frank and forthright manner. Engagement in the process and the evolving discussions was clearly evident among all participants with passionate discourse occurring among many groups.

Session I

Critical Factors Contributing to Relationship Building

During the first small group discussion session, participants focused on the factors, values and principles they perceived as having contributed to successful relationship building. Each group randomly chose one of the following three questions to examine and reported back to all participants about their top issues of importance.

What factors have contributed to the most successful relationships you have had between government and the non profit sector?

What are some underlying values that contribute to good understanding?

What are some principles that help make a successful relationship?

1. Factors Contributing to Successful Relationships

<table>
<thead>
<tr>
<th>• Respect and understand each others roles, responsibilities and constraints</th>
<th>• Foster a culture of openness</th>
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<tr>
<td>• Willingness to take the time to learn about each other and share information</td>
<td>• Clarify expectations</td>
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<td>• Break down barriers, myths and fears</td>
<td>• Seek shared goals/priorities</td>
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<tr>
<td>• Engage in meaningful consultation/problem-solving</td>
<td>• Support continuous dialogue</td>
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<tr>
<td>• Willingness to commit resources to sustain the relationship</td>
<td>• Develop trust</td>
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</table>
2. Values Contributing to Good Understanding

- Respect what each other is trying to achieve
- Honesty and frankness
- Fairness
- Patience
- Listening
- Genuine interest/curiosity
- Common language
- Willingness to change evident on both sides

3. Principles Underlying Successful Relationships

- Honest and open communication
- Common standards
- Be non-adversarial/no finger pointing
- Recognize need for and cost of accountability
- Outcomes-focused
- Customer-centered
- Willingness to share workload
- Foster a partnership culture
- Collaborative problem-solving
- Support mutual flexibility and innovation
- Seek win-win approaches

Session II

Critical Relationship Challenges

“All relationships are faced with some level of adversity and those between the non profit sector and government are no different. During the second session of the morning, participants were given the freedom to name the issues negatively impacting the relationship and to look at the issues in a new light. The result was the development of shared understanding about the struggles and challenges both government and the non profit sector face in trying to best serve the needs of British Columbians.”

Participant
Groups discussed the following three questions and as in the first session, reported back to all participants about what they saw as the critical challenges hindering the relationship:

**Government Perspective:** What challenges/factors have limited/adversely impacted relationship building with the non profit sector?

**Non Profit Sector Perspective:** What challenges/factors have limited/adversely impacted relationship building with the government?

**What are some common challenges that you both face that impact effective relationship building?**

### 1. Government Challenges Impacting Relationship Building with the Non Profit Sector

- Achieving accountability and efficiency in service delivery
- Being responsive and objective
- Lack of standardized measurement mechanisms across non profit sector
- Bureaucratic and legal limitations and lack of non profit understanding of these limitations
- Diversity of non profit sector, lack of a singular voice/body to work with
- Risk averse environment (political/election cycle)
- Revolving door of non profit players
- Historical animosity
- Pressure on government administrators and limited human resources
- Diverse influences on policy making
- Navigating non profit advocacy approach to issues
- Needs and perceived needs of non profit sector always greater than available resources
- Government decision to steer rather than row makes it dependent on the non profit sector for quality service

“The bottom line is that this government is about steering and it isn’t going away. We need to accept that fact and figure out how we can work collaboratively to find solutions.”

*Participant*
## 2. Non Profit Challenges Impacting Relationship Building with Government

<table>
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<tr>
<th>• Government is the holder of the purse strings and by definition has control of how funds are distributed.</th>
<th>• Lack of continuing agreements (multi-year contracts) on which to build a longer term relationship</th>
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<td>• Unequal playing field created by the procurement process, need to compete with “for profits” and each other</td>
<td>• Lack of mechanisms for formal dialogue to discuss issues and work collectively towards solutions</td>
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<td>• Government “steering” model and downloading of accountability</td>
<td>• Multiple layers of government stakeholders to work through to initiate change</td>
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<td>• Instability/vulnerability due to short-term funding</td>
<td>• Lack on understanding of how government policy made</td>
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<td>• Lack of recognition for non profit cost of doing business</td>
<td>• Lack of acceptance of non profit advocacy role and singular focus of government on service delivery</td>
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<td>• Inability to undertake long-term planning</td>
<td>• Limited capacity in non profit sector</td>
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## 3. Common Challenges Faced by Both Sectors

<table>
<thead>
<tr>
<th>• Determining how government and non profits can work together as real partners</th>
<th>• Government ultimately holds the purse strings making it a more powerful partner</th>
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<tr>
<td>• Recruitment and retention issues, leadership gaps and limited succession planning</td>
<td>• Difficulty determining appropriate outcome measures</td>
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<tr>
<td>• Increasing workload for staff in both sectors</td>
<td>• Challenge in setting priorities to allocate limited resources</td>
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<td>• Project-based work limits time for processing issues and planning for the future</td>
<td>• Political agenda versus advocacy agenda</td>
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<td>• Increasing complexity of issues to “solve”</td>
<td>• Lack of venues and/or mechanisms for discussion between non profit and government</td>
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<td>• Lack of a collaborative or “we’re in this together” culture between the sectors</td>
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Sessions III & IV

Developing our Vision – First and Second Cuts

After a morning of honest and frank dialogue about the issues and the development of a sense of shared understanding among participants, momentum was building around how to harness this positive energy. The afternoon saw participants return to the small working group setting, however the focus this time was on developing a vision about how to strengthen and improve the relationship between government and the non profit sector. Six discussion groups were formed with participants assigned to one of three theme areas during the first session and self-selecting a theme area during the second round of discussions.

Groups spent the first hour establishing initial short-term and long-term priorities within the three theme areas. During the second hour, participants were free to either stay with their first theme group or move on to a new theme group, adding their thoughts and reactions and building on the comments of the previous group.

The buzz of conversation in the rooms and rapidly filled pages of flip chart notes reflected the high level of engagement participants had in the dialogue. It was clearly evident that these conversations were just the beginning of more fruitful discussions which participants seemed eager to continue in the future.

After the two sessions concluded, each working group’s co-facilitators presented the results of their discussions and their recommendations for next steps. Then it was the participants turn to exercise their “vote”. Armed with coloured sticky dots, participants crowded around the flip charts, organized around the room by the three theme areas. Each participant placed a coloured dot beside the recommendations which they perceived as the most important priorities to build the relationship between government and the non profit sector. The results were

Theme Areas

*Building solid relationships and trust*
*Building accountability and public value*
*Building capacity*
revealing with clearly delineated priorities becoming evident quite quickly during this process.

The following section provides an overview of the suggestions put forth by each group and presented to participants by the co-facilitators. The recommendations summarize the top priorities of both groups within each theme area as chosen by participants during the dot exercise (see Appendix D for a complete list of suggestions put forth by participants).

**Theme #1**

**Building Solid Relationships and Trust**

The small discussion groups looking at the issue of how to build solid relationships and trust between government and the non profit sector examined the following questions:

- **How can we build mutual understanding between the government and the non profit sector? Are common values and principles essential to building mutual understanding?**
- **What current structures in government and the non profit sector could be used to enhance relationship building and such key aspects as developing public policy and the delivery and management of programs?**
- **What new structures and related roles and responsibilities are needed to enhance and sustain the relationship between government and the non profit sector?**
- **How might we formalize our relationship? Would an accord or other form of agreement/framework help to define the relationship between government and the non profit sector? If so, how might we go about developing such an accord?**

**Discussion Highlights**

- Develop a culture of meeting between the parties to keep the conversation going.
- Government should take the lead in establishing a non profit strategic initiative to support ongoing dialogue and action-planning.
- Host annual meetings to create neutral spaces where ideas can be shared.
- Creating a non profit sector/government Accord is one important option toward establishing a framework for the relationship.
In reporting back to participants, the co-leaders of the two discussion groups talked about how healthy relationships are based on a shared sense of understanding, values, directions and ongoing dialogue. Given the importance of communication, participants suggested the development of a *culture of meeting* between government and the non profit sector would keep the conversation going, supporting the establishment of trust between the parties as well as finding new ways of working together. This could include symposiums where stakeholders from both sectors examine best practices and different structural models to support government/non profit sector relations.

Other participants suggested the government should take the lead in establishing a non profit/voluntary sector strategic initiative with a structure in place that would support ongoing dialogue and action-planning. The initiative would build awareness of the organizational structure and value of the relationships between government and non profits and work to find appropriate mechanisms to ensure on-going communication. This could include the hosting of annual meetings with representatives from government, the non profit sector, academia and business, to create a neutral space where ideas could be shared and from which action plans would roll out focused on addressing the key issues of the day.

There was strong consensus that the creation of a government/non profit sector accord for BC is one important option to consider toward establishing a framework to define the principles and process for engagement. The Accord could guide how the two could communicate and work together to address issues of public policy and regulation, funding, human resources and operational issues that affect the non profit/voluntary sector in BC.

### Building Solid Relationships and Trust Recommendations

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<th>By the End of 2007</th>
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<td>1. Strike a cross-ministry/non profit sector committee to develop an Accord.</td>
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<td>2. Establish annual meetings and/or symposia on government/non profit relations.</td>
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<td>3. Undertake an inventory of existing evaluation and communication frameworks.</td>
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<th>By the End of 2009</th>
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<tr>
<td>1. Accord is finalized and defines the working relationship between government and the non profit sector.</td>
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<td>2. Government to establish a non profit/voluntary sector strategic initiative for British Columbia.</td>
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Theme #2

Building Accountability and Creating Value for Citizens and Communities

During the discussion on the issue of building accountability and creating value for citizens and communities, the two groups considered the following questions:

*Do we provide enough information to citizens and governments about the activities that are undertaken with public funds?*

*How do we show accountability and continue to be adaptable and creative?*

*What are the proper roles for reporting on progress and providing accountability for the use of public funds? What responsibilities should accrue at what levels?*

*How do we demonstrate value collectively?*

The co-leaders for the two groups discussing accountability and value creation reported back that the need for effective and meaningful accountability structures and standards was clearly recognized by both government and non profit sector participants. There needs to be practical collaborative efforts made in this area where all parties agree on an approach to data collection and reporting that makes sense for everyone.

This might include developing a joint process that looks at the inventory of accountability models and requirements so that a broader understanding of need and challenges of accountability are outlined. This would support the joint establishment of service levels for delivery contracts with set targets and measurements for both the supports to be provided and the deliverables to be met by the non profit sector.

There was also recognition about the need to reconcile our different perspectives on public value for money.

**Discussion Highlights**

- There is a need for practical collaborative efforts to be made to establish meaningful accountability structures and standards with all parties agreeing on an approach to data collection and reporting.
- We need to reconcile our different perspectives on public value for money.
- Both sides need to engage each other early on at the policy stage to increase understanding.
- The development of joint impact statements would help us collectively determine what we are trying to achieve.
- The need for cultural change in the relationship is critical to support new ways of working together.
Participants suggested engaging each other early on at the policy stage to increase understanding of the government’s position so that the need for particular services are better understood. The creation of a process to develop joint impact statements on what we are collectively trying to achieve was highlighted. Impact statements would outline what activities, policies and research are needed to effect positive short-term and long-term population change.

In fact, much emphasis was placed on the need for a culture change in the relationship between government and the non profit sector to support new ways of working together based upon agreed-upon outcomes for the work that each sector undertakes.

<table>
<thead>
<tr>
<th>Building Accountability and Creating Value Recommendations</th>
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<tr>
<td><strong>By the End of 2007</strong></td>
</tr>
<tr>
<td>1. Establish standards (service levels/agreement on measurement) for delivery contracts.</td>
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<tr>
<td>2. Establish a task force to examine how to improve outcome development and measurement.</td>
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<td>3. Set targets (measures) for years 1, 2 and 3 for both support and deliverables.</td>
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<tr>
<td>4. Engage the non profit sector at the policy/planning stage. Establish values/outcomes with creation of practical/sustainable structures.</td>
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| **By the End of 2009**                                      |
| 1. Develop joint impact statements (qualitative and quantitative) on the effects (e.g. what difference did we make). |
| 2. Ensure integrated planning for accountability and outcome measurement is in place (share development of accountability framework). |
| 3. Realize culture change in the government/non profit sector relationship, leading to new/agreed upon outcomes. |
Theme #3

Building Capacity

The final two small discussion groups looked at the issue of building capacity and focused on the following questions:

- How do we build the capacity of the non profit sector to ensure effective collaboration and management and delivery of programs?
- How do we build the capacity of the government to ensure effective collaboration and management and delivery of programs?
- What are the core capacities and capabilities (competencies, skills, knowledge, organizations, etc.) that are required to support the above two questions?
- What research might be helpful to support capacity building?

A key theme arising out of the dialogue on building capacity was the need for improved communication and support across the non profit sector to enable the sector to work together more effectively and speak with a unified voice. Given the diversity of the sector and its interests, it was suggested that existing umbrella groups could work to create a leadership council or entity which would be the focal point or voice for the non profit sector. This council could also take the lead in building capacity within the sector by building broader networks amongst non profits to support the sharing of resources and the development of shared service delivery models.

Several participants argued that the government should value the social, community and civic engagement role played by the non profit sector and recognize this in its funding models. The issue of advocacy was labelled the proverbial “elephant in the room” and there was consensus that a conversation needs to occur

Discussion Highlights

- Existing non profit sector umbrella groups could create a leadership council acting as a voice for the sector.
- There is a need for government to value the social, community and civic engagement role played by the non profit sector.
- Clear definitions need to be determined about advocacy.
- A commitment to multi-year funding by government would address many of the capacity issues facing the sector.
- The need for research on best practices outlining characteristics and models of effective government/non profit relations is critical.
- Support the development of an executive level exchange program.
between government and the non profit sector to establish clear definitions about advocacy and enhance understanding about the important role non profits play in identifying emerging issues and bringing them to the attention of government.

A number of participants stated that a commitment to multi-year funding contracts would go a long way to addressing the capacity issues facing the non profit sector. However, there was also recognition that addressing capacity is about more than just funding but about the engagement of people and enhancement of knowledge that is a consequence of the relationship between government and non profits. One suggestion was the creation of an ad hoc task force to look at the current issues affecting the relationship such as sustainability, funding capacity, accountability measures and the development of a long-term integrated vision. The task force would take a critical look at these issues and analyze different business models to determine the most effective models to meet the needs of British Columbians. In fact, the need for research on best practices was repeatedly mentioned with participants requesting information on existing research that demonstrates what characteristics and models make for effective government/non profit relations.

In order to build capacity and enhance shared understanding and mutual respect between government and the non profit sector, the development an executive exchange program was recommended. Such professional exchanges offer the change to increase understanding, promote communication and support the recruitment and retention of staff within both sectors.

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<tr>
<th>Building Capacity Recommendations</th>
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<tbody>
<tr>
<td><strong>By the End of 2007</strong></td>
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<tr>
<td>1. Establish an ad hoc task force to examine current issues impacting the relationship (sustainability, capacity, project and core funding, performance measures and human resource issues).</td>
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<tr>
<td>2. Develop a leadership council or entity to speak for the non profit sector.</td>
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<tr>
<td>3. Have government commit to establishing multi-year contracts with non profits.</td>
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<tr>
<td>4. Research and publish discussion papers on best practice models and structures in government/non profit relations.</td>
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<tr>
<td><strong>By the End of 2009</strong></td>
</tr>
<tr>
<td>1. Develop executive level human resource exchanges between non profit and government sectors.</td>
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<tr>
<td>2. Government to recognize and value the social, community and civic engagement of non profits by funding this aspect of their role.</td>
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Next Steps

Co-chairs David Morhart and Faye Wightman brought closure to the day by summarizing the key recommendations put forth by participants to strengthen the relationship:

**Building Solid Relationships and Trust:**

- Explore the possibility of developing an accord to increase understanding across sectors and hosting a symposium by the end of 2007 to initiate the process.
- Commence a joint dialogue on advocacy and the value of the non profit sector’s dual role in service delivery and civic engagement.
- Establish an annual meeting and/or symposia on government/non profit relations.
- Research and publish discussion papers on best practice models and structures (including evaluation and communication frameworks) in government/non profit relations.

**Building Accountability and Public Value:**

- Undertake a discussion on the current procurement process to examine how it could be improved including a review of evaluation methods, multi-year contracting, service standards and performance measures.
- Establish a task force to address issues of accountability, data collection, reporting and measuring impact, with a goal of developing a joint impact statement.
- Create an ad hoc task force to examine project and core funding capacity and integrated planning.
- Encourage the government to engage the non profit sector at the policy/planning stage.
- Realize culture change in the government/non profit sector relationship, leading to new/agreed upon outcomes by 2009.
Building Capacity:

- Examine shared services models to reduce costs and leverage resources.
- Explore the notion of Centres of Non Profit Excellence in BC to build non profit sector capacity.
- Support mutual education and organizational capacity building through professional staff exchanges and joint learning opportunities.
- Develop a plan for a Leadership Council that could be a representative voice for the non profit sector in BC.

Leaders from both sectors are encouraged to take what they have learned from the Round Table back to their management teams to challenge and inspire others to contribute to the conversation. Participants are invited to send their evolving thoughts for moving the initiative forward to the co-chairs.

Following the conference, the co-chairs agreed that the key recommendations could be summarized under three fundamental topic headings:

- **Principles, Governance and Structure**
- **Funding, Procurement and Performance Measures**
- **Support and Capacity Building**

A joint government – non-profit work group will be established to support follow-up on each topic. The co-chairs also agreed that simply setting up the three working groups is not enough. An interim joint steering committee is also needed to provide overarching governance to this work and to sustain momentum.

David Morhart agreed to provide the necessary leadership in moving this initiative forward by coordinating the establishment of the working groups and the interim steering committee, and providing support to their work.

As indicated by David Morhart during his concluding remarks, participants may be asked to put their names forward to sit on the working groups once they are formalized. The government, under David Morhart’s leadership, will be sending out such a request for volunteers to the Round Table participants later in the summer once the proceedings are released.
The Road Ahead

The momentum and engagement engendered through the Round Table dialogue reflects the fact that government and the non profit sector share more commonalities than differences. Participants recognize we all have similar challenges and we all have similar goals. We may use different methods to realize those goals but we are all committed to doing best for the citizens of British Columbia.

The main message participants sent is that there is a will to strengthen the relationship and to seek ways to do just that. There is shared understanding that both government and the non profit sector are affected by various forces which are driving all of us in new and uncharted directions. Working in this new reality means neither the government nor the non profit sector can effectively tackle the issue independently. There is also broad agreement that we need to work collaboratively, leveraging our thinking and our resources to truly effect positive change in BC’s communities. The notion is that government and the non profit sector need to work collaboratively to find ways to plan, envision, discuss, set goals, deliver services and measure performance.

There is a sense of urgency around the need to build the capacity of the non profit sector, to strengthen its voice and recognize the valuable role it plays in service delivery, community-building and civic engagement. Not only is there a call to clarify the issue of non profit advocacy, there is a request to more closely examine the issue of accountability and how public value for money can be most effectively demonstrated to the satisfaction of government and without overburdening non profit organizations.

Overall, there is a pronounced willingness to be on the same side of the table and move forward together to build the relationship. All participants recognize their role in continuing the dialogue and there is agreement to continue the conversations begun with each other. All in all, the Round Table provided leaders from both parties with inspiration, hope and encouragement for a bright future where government and the non profit sector work in partnership to meet the needs of British Columbians.
Strengthening the Relationship

Appendices
Appendix A: Agenda

Strengthening the Relationship
Round Table on Government and Non Profit Relations

May 30, 2007
Dunsmuir Lodge, 1515 McTavish Rd, Victoria BC

AGENDA

8:30  Registration

8:45  Welcome and Introductions
  • Evert Lindquist, Director and Professor, School of Public Administration, University of Victoria and Board Chair, The Centre for Non Profit Management

  Setting the Context for the Day
  • David Morhart, Deputy Minister, Ministry of Public Safety and Solicitor General
  • Faye Wightman, President and CEO, Vancouver Foundation

  Scope of the BC Government’s Relationship with the Non Profit Sector
  • Lori Wanamaker, Deputy Minister of Labour and Citizens’ Services

  Scope and Impact of the Non Profit Sector in British Columbia
  • Vic Murray, Adjunct Professor, School of Public Administration, University of Victoria

  Highlights and Challenges in the Current Relationships: Background Paper Findings
  • Gilda Good, Executive Director, The Centre for Non Profit Management

9:45  ROUND TABLE # 1:
Critical Factors Contributing to Relationship Building Between Government and the Non Profit Sector

10:05  General Discussion

10:20  BREAK

10:40  PLENARY PANEL:
Getting to the Nitty Gritty: What are Some of the Challenges Across Sectors? What do we Want to Fix?
  • Barbara Grantham, Vice President Community Leadership, Vancouver Foundation: Non Profit Perspective
• Bob de Faye, Chief Administrative Officer, Ministry of Health: Government Perspective

11:15  **ROUND TABLE # 2:**
Does this Ring True for You? What are the Key Challenges?

11:35  General Discussion

12:00  LUNCH

1:00   RECONVENE: Morning Re-cap

**ROUND TABLE # 3: Developing Our Vision – A First Cut**

Proposed Themes:
- Building Solid Relationships and Trust
- Building Accountability and Public Value
- Building Capacity

1:45  **ROUND TABLE # 4: Developing our Vision – A Second Cut**

(As above with participants choosing a second issue to discuss. Co-discussion leaders stay at their tables and use the results of the first discussion as a basis for the next one.)
- Building Solid Relationships and Trust
- Building Accountability and Public Value
- Building Capacity

2:30  BREAK

2:50  **Results of Discussions and Recommendations (report back)**

3:45  **PLENARY DISCUSSION: A Future Vision (co-chairs)**

- What are our Priorities?
- What are the Next Steps?
- Who Takes the Leadership?

3:55  **Wrap up**

- Evert Lindquist, Director and Professor, School of Public Administration, University of Victoria and Board Chair, The Centre for Non Profit Management

4:00  RECEPTION (no host bar)
Appendix B: Round Table Presenters, Facilitators & Steering Committee

**Presenters**
The following individuals presented eloquent summations of the state of the relationship between government and the non profit sector:

- Lori Wanamaker, *Deputy Minister, Labour and Citizens’ Services & Chair, Deputy Ministers’ Council on Social Development*
- Vic Murray, *Adjunct Professor, University of Victoria, School of Public Administration*
- Barbara Grantham, *Vice President, Community Leadership, Vancouver Foundation*
- Bob de Faye, *Chief Administrative Officer, Ministry of Health*
- Gilda Good, *Executive Director, The Centre for Non Profit Management*

**Facilitators**
We wish to thank the following individuals who generously offered to play the role of facilitator for the Round Table break out groups:

- Sheila Wynn – Deputy Minister, *Ministry of Community Services*
- Barb Grantham – Vice President, *Vancouver Foundation*
- Heather Brazier – Executive Director, *Office of Housing and Construction Standards*
- David Cheperdak – CEO, *The Lodge at Broadmead*
- Derek Sturko – Assistant Deputy Minister, Ministry of *Public Safety and Solicitor General*
- Michael McKnight – President and CEO, *United Way of Lower Mainland*
- Heather Dickson – Assistant Deputy Minister, Ministry of *Employment and Income Assistance*
- Theresa Kerin – Vice President, *The Centre for Non Profit Management*
- Jane Cowell – Director, *Ministry of Children and Family Development*
- Janet Austin – CEO, *YWCA of Vancouver*
- Tom Jensen – Assistant Deputy Minister, *Ministry of Attorney General, Settlement and Multiculturalism Branch*
- Evert Lindquist – Director and Professor, *University of Victoria School of Public Administration, and Board Chair, the Centre for Non Profit Management*
Steering Committee
The following members of the Round Table on Government and Non Profit Relations Steering Committee worked tirelessly to make the Round Table a success:

- David Cheperdak
- Michael Costello
- Gilda Good
- Barbara Grantham
- Karen Gelb
- Theresa Kerin
- Evert Lindquist
- Kimberley Nemrava
- Derek Sturko
- Cindy Vallance
- Barbara Walman
Appendix C: Round Table on Government and Non Profit Relations Participants

Deborah Ainsworth
Executive Director,
Disability Service Delivery
Ministry of Employment and Income Assistance

Chris Bone
Canadian Red Cross
Lower Mainland Region

Debbie Andersen
A/Director, Community Programs Branch
Ministry of Community Services

Heather Brazier
Housing Policy Branch
Executive Director
Ministry of Forests and Range and Minister Responsible for Housing

Janet Austin
Chief Executive Officer
YWCA of Vancouver

Silas Brownsey
Manager
Ministry of Community Services
Seniors’ & Women’s Partnerships & Information Branch

Heather Dickson
Assistant Deputy Minister
Ministry of Employment and Income Assistance, Employment Division

Tracey Colins
Senior Director,
Integrated Planning & Analysis
Ministry of Childern & Family Development

Mark Ely
Director,
Housing Provider Services
BC Housing
Proceedings: Round Table on Government and Non Profit Relations

Mark Collison
Director, Advocacy & Stakeholder Relations
Heart and Stroke Foundation of BC & Yukon

Patricia Evans
Senior Advisor to the President
Michael Smith Foundation for Health Research

Jane Cowell
Director, Regional Support Secretariat
Ministry of Children and Families

Heather Fleming
Managing Director
Volunteer BC

Ursula Cowland
Director, Licensing and Grants
Ministry for Public Safety and Solicitor General, Gaming Policy and Enforcement Branch

Diana Gammon
Accreditation Manager
MCFD, Vancouver Coastal Region

Melanie Crombie
Executive Director
BC Paraplegic Association

Karen Gelb
Project Coordinator
The Centre for Non Profit Management

Susanne Dahlin
Director, Victim Services & Community Programs, Ministry of Public Safety & Solicitor General

Gilda Good
Executive Director
The Centre for Non Profit Management

Bob de Faye
Chief Administrative Officer
Ministry of Health

Barbara Grantham
Vice President, Community Leadership, Vancouver Foundation

Val Green
Executive Director
Volunteer Victoria

Nadine Kainz
Manager, Community Transition
Ministry of Community Services

Beverley Gutray
Executive Director
Canadian Mental Health Association, BC Division

Colleen Kelly
Executive Director
Volunteer Vancouver

Sharon Halkett
Facilitator
Management Consultant

Theresa Kerin
President and CEO
Ideas.gov Consulting Inc.

Nancy Henderson
Executive Director
SPARC BC

Sreeni Keshava
Director
Ministry of Children and Families Corporate Services

Lucie Honey-Ray
Manager
BC Centre for Non Profit Development

Donna Knox
Chief Operations Officer
Ministry of Children and Family Development

Penelope Hutchison
Consultant
Hutchison Consulting

Joan Kotarski
Executive Director
Fairfield Community Association
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization/Role</th>
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<tbody>
<tr>
<td>Karen Isaac</td>
<td>Executive Director</td>
<td>BC Aboriginal Child Care Society</td>
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<tr>
<td>Tom Jensen</td>
<td>Assistant Deputy Minister</td>
<td>Ministry of Attorney General Multiculturalism and Immigration Branch</td>
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<tr>
<td>Martha Lewis</td>
<td>Executive Director</td>
<td>TRAC Tenant Resource &amp; Advisory Centre</td>
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<tr>
<td>Evert Lindquist</td>
<td>Director and Professor</td>
<td>University of Victoria School of Public Administration</td>
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<tr>
<td>Jeremy Long</td>
<td>Executive Director</td>
<td>BC Arts Council / Ministry of Tourism, Sport &amp; the Arts</td>
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<tr>
<td>Maeve Lydon</td>
<td>Associate Director, Office of Community Based Research</td>
<td>University of Victoria</td>
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<td>Michael McKnight</td>
<td>President &amp; CEO</td>
<td>United Way of the Lower Mainland</td>
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<td>Mark Medgyesi</td>
<td>Superintendent</td>
<td>Office of the Superintendent of Motor Vehicles</td>
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<td>Jane Milner</td>
<td>Assistant Deputy Minister</td>
<td>Ministry of Tourism, Sport and the Arts Arts &amp; Culture Division, Cultural Services Branch</td>
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<td>Lynn Moran</td>
<td>Executive director</td>
<td>AMSSA</td>
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<td>Pauline Rafferty</td>
<td>Chief Executive Officer</td>
<td>Royal BC Museum Corporation</td>
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<td>Dennis Lait</td>
<td>Executive Director</td>
<td>Ladysmith Resources Centre Association</td>
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<td>Brian LeFurgy</td>
<td>Vice President, Community Impact &amp; Investment</td>
<td>United Way of Greater Victoria</td>
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<td>David Morhart</td>
<td>Deputy Minister</td>
<td>Ministry of Public Safety &amp; Solicitor General</td>
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<td>Vic Murray</td>
<td>Adjunct Professor</td>
<td>University of Victoria School of Public Administration</td>
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<td>Teri Nicholas</td>
<td>Executive Director</td>
<td>Family Services of Greater Vancouver</td>
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<td>Del Nyberg</td>
<td>Director</td>
<td>Tourism, Sport and the Arts ActNow BC</td>
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<tr>
<td>Susan Papadionissiou</td>
<td>Member, Board of Directors</td>
<td>Centre for Not for Profit Sustainability</td>
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<tr>
<td>Greg Perrins</td>
<td>Research Officer, Office of the Premier</td>
<td>Deputy Ministers’ Policy Secretariat</td>
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<td>Judi Piggott</td>
<td>Steering Committee</td>
<td>Voluntary Organizations Consortium of BC</td>
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<td>Jane Milner</td>
<td>Assistant Deputy Minister</td>
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<td>Chief Executive Officer</td>
<td>Royal BC Museum Corporation</td>
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<td>Norma Strachan</td>
<td>Executive Director</td>
<td>ASPECT Association of Service Providers for Employability and Career Training</td>
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<tr>
<td>Wayne Reid</td>
<td>Manager, Provincial Demonstration Centres, Ministry of Employment and Income Assistance Provincial Services</td>
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<td>Derek Sturko</td>
<td>Assistant Deputy Minister Ministry of Public Safety and Solicitor General Gaming Policy and Enforcement Branch</td>
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<td>Diane Roberts</td>
<td>Planning Manager Ministry of Employment &amp; Income Assistance, Fraser Region 3</td>
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<td>Gina Sufrin</td>
<td>Executive Director Assembly of BC Arts Councils</td>
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<td>Delmer Samson</td>
<td>Director Ministry of Children and Family Development Procurement Governance and Policy Corporate Services Team</td>
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<td>Alice Sundberg</td>
<td>Executive Director BC Non Profit Housing Association</td>
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<td>Sandra Scarth</td>
<td>Executive Director CHOICES Adoption &amp; Counselling Services</td>
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<td>Mark Tatchell</td>
<td>Executive Director Strategic Justice Partnerships Ministry of Public Safety and Solicitor General Policing and Community Safety</td>
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<tr>
<td>Pamela Sivorot</td>
<td>Interviewer / Student CNPM / UVic</td>
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<tr>
<td>Wendy Taylor</td>
<td>Executive Director Ministry of Labour and Citizens' Services, Cross Government Research Policy and Practice</td>
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<tr>
<td>Kathleen Speakman</td>
<td>Strategic Advisor BC Centre for Sustainability</td>
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<tr>
<td>Cindy Vallance</td>
<td>Manager, Centre for Public Sector Studies School of Public Administration University of Victoria</td>
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<td>Sandra Stevenson</td>
<td>President &amp; CEO Sport BC</td>
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<td>Faye Wightman</td>
<td>President &amp; CEO Vancouver Foundation</td>
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<td>Nichola Walkden</td>
<td>Deputy Executive Director TLC The Land Conservancy BC</td>
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<td>Patricia Woroch</td>
<td>Executive Director Immigrant Services Society of British Columbia</td>
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<td>Barbara Walman</td>
<td>Assistant Deputy Minister Ministry of Community Services</td>
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<td>Jessica Worsley</td>
<td>Centre for Public Sector Studies University of Victoria School of Public Administration</td>
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<tr>
<td>Lori Wanamaker</td>
<td>Deputy Minister Ministry of Labour &amp; Citizens' Services</td>
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<tr>
<td>Sheila Wynn</td>
<td>Deputy Minister Ministry of Community Services</td>
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Appendix D: Round Table Recommendations

This list represents a summary of all of the suggestions put forth by Round Table participants during the afternoon small group discussion sessions. Recommendations have been sorted by theme area. Items in bolded italics note those suggestions that were chosen as top priorities by participants during the dot exercise.

**Theme #1: Priorities on Building Solid Relationships and Trust**

**2007**
1. Strike a cross-ministry/non profit sector committee to develop a proposed accord.
2. *Explore need/opportunity for mutual education/professional exchange program.*
3. *Undertake an inventory of existing evaluation and communication frameworks.*

Other recommendations for 2007:
4. Establish annual meetings and/or symposia on government/non profit relations/structure.
5. Research and publish background report on various government/non profit sector entities/models.

**2009**
1. Accord is finalized and defines the working relationship between government and the non profit sector.
2. *Voice established for BC’s non profit sector.*

Other recommendations for 2009:
4. Mutual understanding exists between government and the non profit sector.
5. New investments made in existing structures.
7. Action plan/achievement is evident.
8. Structure in place (e.g. regular meetings/neutral space to discuss issues).
Theme #2: Priorities on Building Accountability and Public Value

2007
1. Establish standards (service levels/agreement on measurement) for delivery contracts.
2. Set targets (measures) for years 1, 2 and 3 for both support and deliverables.
3. Establish task force examining how to improve outcome development and measurement.
4. Engage the non profit sector at the policy/planning stage. Establish values/outcomes with creation of practical/sustainable structures.

Other recommendations for 2007:
5. Undertake an inventory of accountability models/requirements (e.g. government, donors, foundations, taxpayers, boards, service plans)
6. Research measurement tools/results strategies.
7. Collaborate on the development of better Society Act reporting (e.g. coherent information for research on sector).
8. Collaborate on joint outcomes development (e.g. engage service providers on value for money).
9. Establish frameworks focused on tangible outcomes (e.g. agree on a set of values and determine metrics for measurement).
10. Examine multiple types of government/non profit sector relations and seek to reconcile different perspectives on the value of the non profit sector.

2009
1. Develop joint impact statements (qualitative and quantitative) on the effects (e.g. what difference did we make).
2. Ensure integrated planning is in place (share development of accountability framework).
3. Realize culture change in the government/non profit sector relationship, leading to new/agreed upon outcomes.

Other recommendations for 2009:
4. Contracts in place with service level standards and targets that work for all parties.
5. Identify gaps in continuum based on work done in 2007.
6. Collaborate on the clarification of expectations (e.g. gathering of meaningful information) for decision-making.
7. Examine effective means to report to the public on how government/non profit sector are working together to provide services.
Theme #3: Priorities on Building Capacity

2007
1. Have government commit to establishing multi-year contracts with non profits.
2. Government to analyze/research funding issues (short and long term and infrastructure resource needs); and the relationship between non-profits and business models.
3. Develop a leadership council or entity to speak for the non profit sector, utilizing non profit umbrella groups as a focus for policy/advocacy/capacity development.
4. Research and publish discussion papers on best practice models and structures in government/non profit relations.

Other recommendations for 2007:
5. Focused communication (e.g. voice) and support for the non profit sector developed utilizing non profit umbrella groups.
6. Establish an ad hoc task force to examine current issues impacting the relationship (sustainability, capacity, project and core funding, performance measures and human resource issues).

2009
1. Government to recognize and value the social, community and civic engagement of non profits by funding this aspect of their role.
2. Develop executive human resource exchanges between non profit and government sectors.

Other recommendations for 2009:
3. Establish shared service models in the non profit sector.
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