



## **Saskatchewan Network of Nonprofit Organizations**

# **PROVINCIAL SUMMIT - *SUMMARY OF PROCEEDINGS***

**(November 5 & 6, 2012 – Saskatoon, Saskatchewan)**

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# I. EXECUTIVE SUMMARY

On November 5<sup>th</sup> and 6<sup>th</sup> of 2012, a provincial non-profit sector Summit was held with over 150 community leaders and representatives in attendance. The purpose of the Summit was to facilitate a sector dialogue focused on examining the merits and community support for establishing a Saskatchewan network of non-profit organizations.

The main feedback and common messaging that was received from participants of the Summit is outlined below.

- 1. Clear Indication of Sector Need & Purpose** – Participants and leaders in attendance clearly indicated support overall for a network or agency of some type that could represent and promote non-profit sector issues. The majority of attendees at the Summit expressed a need for some type of representation that could promote the value and impact of the sector as well as address common issues and challenges.
- 2. Some Common & Evolving Goals & Priorities** – Summit participants also indicated their ambitions to strengthen the capacity of the non-profit sector as a whole, including a revamp of the sector image, improving collaboration to produce efficiencies and become effective, and improve long-term planning to build sustainability.
- 3. Commitment from Sector to Proceed** – As a group, Summit participants agreed that the concept of a provincial network of non-profit organizations should be pursued. There was an overall hope that the momentum from the Summit would continue, in order to ensure that the sector is “not left behind in the upcoming years”.
- 4. But Proceed With Caution & Due Consideration** – In proceeding, however, participants also suggested that caution and consideration should be taken to ensure a proper and open process. Comprehensive community engagement and communication throughout the process will be critical to developing a successful and sustainable provincial network of non-profit organizations.

## II. BACKGROUND & HISTORY

### Impetus for Summit

The most recent motivation for pursuing this endeavour evolved out of the Imagine Canada National Summit that was held in November 2011 in Ottawa. Several Saskatchewan individuals who attended that event were re-inspired to explore the concept of a provincial network of non-profit organizations and thus determined to undertake this project.

Since that time, this effort has been steered by a diverse community-based Steering Committee wanting to address the following objectives:

- Examine whether or not community and sector need and support is strong enough to warrant setting up a provincial association or network; and,
- Review and identify possible options regarding mandate, purpose, governance and organizational structure.

Prior to the Summit, a feasibility study and report was commissioned by the Steering Committee and undertaken by McNair Business Development. The report, combined with additional material and a guest speaker from Imagine Canada, was used for the Summit to inform discussion around:

- The national and local sector context;
- Purpose and mission of a possible provincial network or agency;
- Validation around the value and impact of the sector;
- Challenges and opportunities for non-profit organizations moving forward;
- Level and type of sector support and commitment;
- Strategic priorities that a possible representative network could focus on; and,
- Considerations moving forward regarding further engagement, sector readiness, organizational structure and sustainability.

### Historical & Current Context

Over the last number of decades, a multitude of non-profit and voluntary sector initiatives have emerged across Canada, all of which were generally focused on strategies to strengthen the sector in a variety of ways. One key document that seems to stand out the most in terms of being a bulkhead for future initiatives is the 1999 Broadbent Report “Building on Strength: Improving Governance and Accountability in Canada’s Voluntary Sector”.

This report recommended that both federal and provincial governments enter into a “discussion with the sector to establish mechanisms, such as compacts on both sides, for promoting understanding and agreement on appropriate conduct and the future of relationship between the sector and governments”. It also noted that the sector should have a place in the policy making process of governments.

The report served as a catalyst for a number of national and provincial initiatives that were implemented over the next decade, commencing with the Government of Canada’s five-year

Federal Voluntary Sector Initiative (VSI) announced in 2000. Through the VSI a number of joint government/non-profit sector Tables were established to address specific topics such as accountability, financing, policy and advocacy.

In addition to the Tables, the government announced the Canada Volunteerism Initiative (a national program that was delivered provincially) and the HR Council for the Nonprofit Sector was also established. As a result of the various consultations and gatherings that occurred during the VSI, representatives from non-profit organizations were provided the opportunity to meet and learn from each other about non-profit sector initiatives that were occurring across the country, and the Federation of Canadian Voluntary Sector Networks was established as an informal network to enhance communications and information sharing between the various networks.

Saskatchewan was one of the first provinces out of the gate in terms of work, effort and collaboration intent on establishing some type or form of working relationship between Government and the sector. Over a number of years, several research and partnership milestones were accomplished:

- The Provincial Government announced its commitment to a voluntary sector initiative in early 2002;
- Later that year, a more formal partnership framework or model was outlined between Government and the sector;
- A sector inventory, updated in 2004, was produced that outlined existing relationships between Government and the sector;
- 2005 witnessed the development of a “best practices” document around this type of collaborative working relationship; and,
- By the end of 2007, momentum for this partnership initiative weakened, due in large part to the formation of a new government administration, an implicit change in the sector relationship policy, and the lack of a sector body to continue the work.

Most recently, Imagine Canada has led a National Engagement Strategy which again brought non-profit sector leaders together within their provinces and territories. Outlined below are the overall objectives and key considerations guiding this National Engagement Strategy:

Overall Objectives		
Strengthen the collective voice of charities and non-profits in Canada and facilitate their ability to take collective action on cross-cutting issues of importance to the sector and the communities it serves.	Foster knowledge exchange and innovation among organizations of all sizes, from a variety of sub-sectors and operating in different parts of the country, in order to learn from each other.	Create spaces and support linkages, networks and partnerships that will strengthen organizational capacity and sustainability, thereby enhancing the sector's effectiveness and impact across Canada and around the world.

The National Engagement Strategy ultimately engaged over 1,100 non-profit organizations, including community conversations during 2009, provincial forums throughout 2010, and the National Summit held during November 2011. From surveys, research, and twenty community conversations across Canada, seven key drivers of change (outlined in Section III) were formulated that represented the sector challenges for the next five to ten years. This process also has helped to identify sector-wide priorities outlined below:

Sector-Wide Priorities			
Priority 1: Improved conditions for the attraction and retention of paid staff .	Priority 2: More diversified and sustainable financing of the sector.	Priority 3: Better understanding of the sector and its impact.	Priority 4: Enhanced support for organizations to engage volunteers.

### III. SUMMARY OF PROCEEDINGS

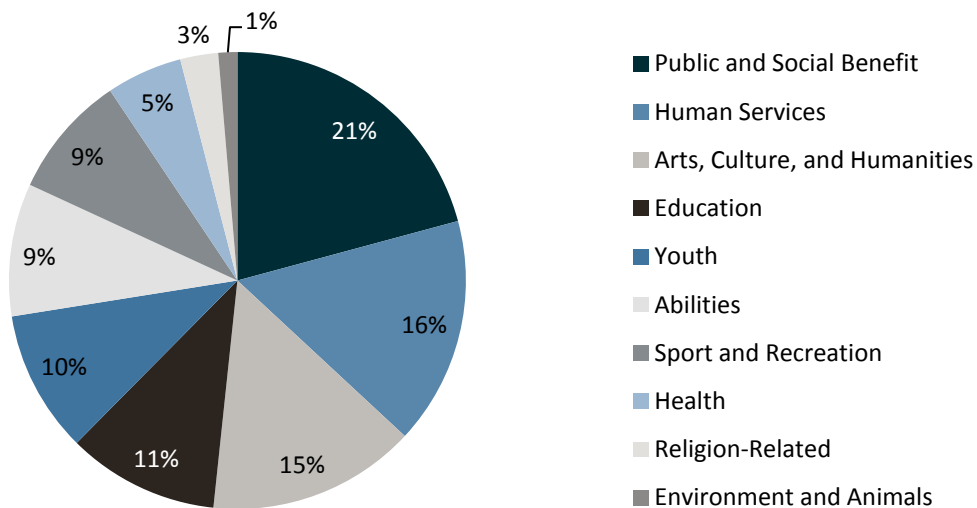
#### Who Attended

In total, there were 152 participants, organizers, guests and Steering Committee members at the provincial Summit in Saskatoon. In terms of geography, there appeared to be fair representation from most corners of the province. Some of the towns and cities represented included:

- Domremy
- Melfort
- Yorkton
- Langenburg
- Meadow Lake
- Regina
- Battleford
- Harris
- Shellbrook
- North Battleford
- Moose Jaw
- Saskatoon
- Rosetown
- Hafford
- Prince Albert
- Turtleford
- Lloydminster

The category or types of sector organizations represented included:

#### Organization's Purpose



In reviewing the number of organizations under each category, there appears to be a fairly even representation from each sector type.

## Discussion Topics

During the provincial non-profit sector November 2012 Summit, participants were encouraged to partake in group discussions regarding the non-profit sector in Saskatchewan and its future. Throughout the Summit there were a total of eight different topics for participants to provide feedback on, each topic was referred to as an exercise.

The main ideas discussed are summarized below for exercises one through eight.

### Exercise #1: Drivers of Change for the Non-profit Sector Within Saskatchewan

Through their National Engagement Strategy, Imagine Canada identified an overarching driver and seven additional key drivers of change for the national non-profit sector. Participants were encouraged to consider these drivers and others that affect the Saskatchewan non-profit sector. There was agreement that the national non-profit sector key drivers of change are similar to those of the Saskatchewan non-profit sector. The details of each driver of change that specifically affect Saskatchewan, as discussed by the participants of the Summit, are outlined below.

#### **Overarching Driver: The Changing Demographics**

- Booming economy and increasing population resulting in an overall increase in demand for non-profit services – no capacity to meet demands
  - Growing aboriginal and immigrant population
  - Not followed by an increase in funding
  - Growing disparity despite ‘growing economy’
- Generational shift
  - Baby boomers are retiring resulting in more part-time employment
  - Need to engage youth as future leaders to fill gaps
- Increase in labour mobility (across sectors and geographically)

#### **Key Driver 1: Increasing Importance of Social Innovation**

*(Social innovation refers to the development and implementation of new products, services, processes, systems and behaviours to meet social needs. – Imagine Canada)*

- Maturing organizations in the non-profit sector – struggling to stay relevant
- Need to find ways to keep current and raise public awareness of the sector

#### **Key Driver 2: Structural Shifts in Revenue Base to Support Non-profits**

- Instability in funding
  - Changes in support and relationship with government (federal and provincial)
  - Priorities and perception of responsibility to non-profit sector has changed, treat as contractors
  - Funding not covering full program costs (i.e. 65%) but expecting more
  - Shift to multi-year funding – needs to continue
- Must find new, innovative funding options
- Growth in “corporate social responsibility” investments



- Funding diversification and constraints generates additional demands on resources (i.e. staff time for reports, fundraising and funding applications)

***Key Driver 3: Shortage of Talent in Non-profits***

- Salary limits the available talent (difficult to attract and retain)
  - Especially skilled professional
  - People stay due to their passion for the job/service
  - High turnover
- Lack of opportunities for training and skill development
- Lack sustainable leadership – effective long-term leaders

***Key Driver 4: Lack of Growth in Volunteers***

- Understanding, awareness and development of the “new volunteer”
  - Motivation and time commitment from volunteers has changed – preference to give nominal donation rather than time, short-term commitments rather than long-term
  - Must make volunteering more appealing

***Key Driver 5: Heightened Demand for Transparency***

- Improved accountability is being expected (i.e. audits) with no additional funding
  - To improve transparency reporting tools, roles and responsibilities outlined for boards and members, governance, policy, etc. need to be consistent

***Key Driver 6: Growing Need for Transformative Partnerships***

- Aim to reduce duplication and share resources
  - More urban/rural collaboration
  - Increase in private and non-profit organization partnerships
  - Collaboration with Aboriginal organizations
- Feeling of disconnect/highly fractured
  - Lack access to services and support (geographical and organization size)
  - Increase collaboration between rural and urban centers
  - Amalgamate smaller organizations
- Need to be viewed with innovation and risk rather than conservation and in silos - it is difficult to be cohesive and have a collective approach when funding concerns are at the forefront

***Key Driver 7: Increased Use of Social Media and New Technologies***

- New technologies may make virtual organization offices possible and can be integrated into programs
- Utilize the many new ways to engage volunteers with social media

## Exercise #2: Draft Mission Statement for SNNO

Participants were provided the following draft mission statement for SNNO to review, discuss and provide recommended changes.

### *SNNO will...*

- *Be the representative and common voice of the non-profit sector;*
- *Act as a collaborative mechanism for the sector.*

Below are the summarized comments from the discussion:

### *Terminology*

- **Must be clearly defined** (i.e. Collaborative mechanism, non-profit sector [who is involved])
- **Should be strong and inspiring** (i.e. Build community, collective advocacy, progressive, enhance, lead, promote, build, inspire, connect, promote, common voice/purpose, partnerships, build capacity, social economy, diversity, cooperation, collaboration, inclusivity)

### *Representation of the Sector*

- “Be a strong and unified representative of the interest of non-profit and charitable sectors.” or “Represent and promote a collaborative non-profit sector”
- **Must create an identity that represents the broad non-profit sector** (i.e variety of groups, employees, volunteers, etc.)
- **Outline Purpose** (Consider: promote unity/community, promote the values and strengths of non-profit organizations, enhance development of non-profit organizations, stress the importance of volunteers, provide an objective voice for advocacy, collectively, enhance effectiveness of non-profit organizations, provide networking opportunities)

### *Collaborative Mechanism*

- “Collaborative engagement with sector investors”
- **Coordinate collaboration** (Concerning: Sharing of information, resources, purchasing power, acknowledgement of volunteers, active participation, relationship building, networking, etc.)

### *Indicate Membership Benefits of SNNO*

- **Assist with capacity issues by providing common services and resources** (i.e. online resource platform toolkit – governance, grant writing, infrastructure assistance, take lead role working with private and public partnerships, organization contact directory, volunteer directory, etc.)

### *Additional Ideas*

- **Social innovation aspect** - Support for innovative practices in the sector to help build sustainability
- **Be the starting point for small non-profits**

### Exercise #3: Desired Outcomes by 2017

Individually participants were asked to think about what they would like SNNO to achieve by 2017. Afterwards, they were asked to share their ideas with their group and outline the key themes that developed.

#### *Revamp sector image: Improved, positive awareness of the non-profit sector as credible, professional organizations with specialized expertise*

- Recognition and influence with the community, potential volunteers and employees, corporate contacts, and government
- Build relationship with government that allows the non-profit sector to influence and contribute to public policy development
- Consider changing 'non-profit' because of the stigma behind it
- Clear purpose with strong values
- Recognition of value created for society by the sector and SNNO
  - Aim to make value created measurable
  - Impact of quality of life within the province (general health and well-being)

#### *A strong Saskatchewan non-profit network with efficient and effective collaboration*

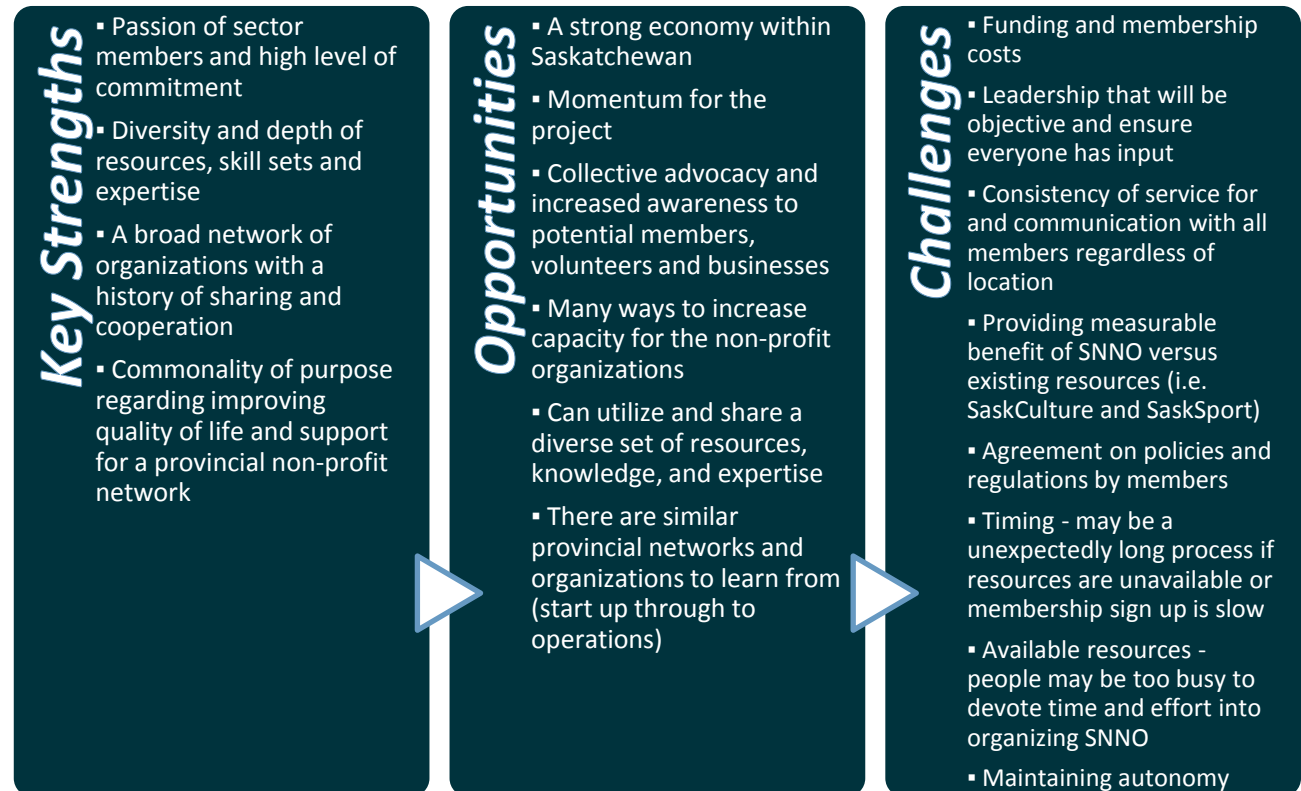
- **Resources and information sharing**
  - Diverse knowledge, skills and expertise
  - Networking and communication between organizations (within and outside the organization)
  - Joint/shared resources (financial, volunteer, employees, infrastructure, online toolkit, best practices, etc.) and training and educational opportunities
- **Directory of existing services** - Reduce overlapping processes and duplicate services; efficiently use available resources and identify gaps
- **Improved recruitment and retention of volunteers and employees**
  - Better wages and benefits (i.e. group benefits/rates) for employees
  - Increased training opportunities for volunteers and employees
  - Identify methods to engage volunteers and employees
  - Develop volunteer database of individuals and opportunities available; develop a volunteer reward program (track hours)

#### *Consider governance, funding, resources, and long-term planning to develop a sustainable organization*

- **Governance**
  - Board training/educational resources, clear roles and responsibilities, transparency, influenced by membership
- **Funding**
  - Develop funding strategies, secure core funding for SNNO and associated organizations
  - Networking opportunities, transparency, and awareness to link corporate funders with appropriate non-profit
  - Acceptance that contingency funds are fiscally responsible and essential for sustainability
- **Resources**
  - Able to attract and retain a large, diverse membership
  - Develop a flexible standards and accreditation type program for the sector
- **Long-term Planning**
  - Develop a strategy for promoting awareness of the sector and the value it creates (social media)
  - Continuous feedback from members to ensure SNNO is supporting its members and being responsive to their needs and those of the community
  - Outline goals/objectives for the organization/sector that are measurable (data)
  - Become a leading research authority in the sector

### Exercise #4: Key Strengths, Opportunities & Challenges

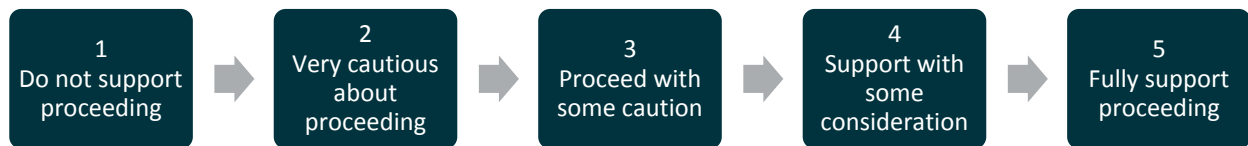
Key strengths, opportunities, and challenges of the Saskatchewan non-profit sector were outlined for group consideration. Participants were then asked to consider the desired outcomes from the previous exercise and the key points provided to outline additional strengths to build on, opportunities to leverage and challenges to overcome by the sector.



## Exercise #5: Personal & Organizational Commitment

The purpose of Exercise #5 was to gauge the level and degree of commitment in proceeding with the SNNO concept. To facilitate this discussion, a range of measures was provided to the Summit participants to rate their current level of personal and organizational commitment to the SNNO concept.

There were 100 of the participants that voted. Each number listed in the table below represents the number of people that voted, with the corresponding number in brackets indicating their rating level. Results are outlined below:



	9 (2.0)	21 (3.0)	41 (4.0)	14 (5.0)
	2 (2.5)	12 (3.5)	1 (4.5)	
	<b>11%</b>	<b>33%</b>	<b>42%</b>	<b>14%</b>

All participants indicated support for the concept of SNNO, but at various levels. Some felt that SNNO should only be pursued with a high degree of caution, while others fully supported the concept moving forward. The majority of participants (75%), however, suggested that SNNO should proceed, but with some caution or due consideration to aspects such as source of funding, structure and governance.

## Exercise #6: Key Themes of Focus

Exercise #6 outlined four strategic themes for the participants to discuss. For each theme, participants were asked to first indicate the current state of that category within the sector and then discuss what an improved future state might or should look like.

### ***1. Build a positive relationship of influence and policy development with levels of government***

#### **Current State:**

- Fractured sector with many individual groups meeting with government
- Lack understanding regarding policy change impact on the sector as a whole

#### **Preferred Direction:**

- Coordinated and cohesive approach when meeting with government through committee representation
- Ensure sector members are educated and informed regarding policies, processes and their impact on the sector

### ***2. Create and facilitate opportunities for education and capacity-building***

#### **Current State:**

- The uncoordinated sector limits the opportunities for training and education of volunteers and employees
- Value of developing and nurturing volunteers is not understood

#### **Preferred Direction:**

- Collectively organizing training and education opportunities to improve capacity at the community and provincial level
- Utilize resources for leadership development and to provide support throughout the organization to build capacity

### ***3. Develop tangible services that facilitate opportunities around networking, collaboration, and partnerships for the sector***

#### **Current State:**

- Lack of communication and collaboration between non-profit organizations resulting in inefficient use of resources and overlapping services
- Partnerships are built from who you know rather than needs within the community

#### **Preferred Direction:**

- A centralized organization with a consistent, shared mission that provides coordinated shared services and networking opportunities
- Possible shared services: HR recruitment, maintenance, book keeping, receipting, administrative tasks, training and education, governance, staff, benefits, First Aid, etc.
- Coordinate services that support the needs of the community and reduce duplication

### ***4. Build and promote the value and appreciation of the sector (research, advocacy, and awareness building)***

#### **Current State:**

- Sub-sectors and individual organizations are each dedicating many resources to research and advocacy of their programs with little overall impact on improving awareness, appreciation and respect for the value they provide

#### **Preferred Direction:**

- Join together to effectively organize and share research, tools, and resources to collectively promote the sector and its value to society
- Take a proactive approach to raising awareness
- Ensure strong leadership and a common voice

## Exercise #7: Organization Structure

For exercise #7, participants were asked to discuss the type of structure that may be needed to support the desired outcomes. Input is outlined below. Note that some drafted a fourth “hybrid” option.

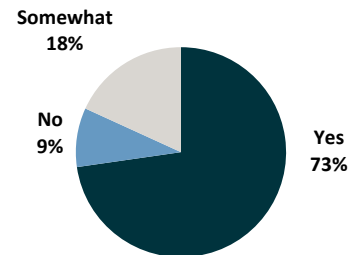
	Informal Structure	Semi-Formal Structure	Formal Structure
<b>Governance</b>	Oversight from Advisory Committee	Semi-Formal Board Structure	Elected Board of Directors
<b>Organizational Structure</b>	Committee-Based	Executive Resource reporting to Board & Committee-based	E.D. reporting to Board, Small Staff Complement & Sector Tables
<b>Mandate Delivery</b>	Mandate delivery limited to volunteer involvement	In-house resource allows for greater traction on more mandate goals	Full resources with structure aligned around strategic goals
<b>Engagement Capacity</b>	Limited to contracted resources & Advisory committee time	Some dedicated resources & planning capacity	Fully integrated into mandate and operations
<b>Resourcing &amp; Budget</b>	Minimal annual budget (~\$100K), but greater volunteer hours	Some annual “core” dedicated resources (~\$250K) + coordinated volunteer hours	Sustained annual budget required (~\$650K) + defined volunteer capacity
<b>Pros</b>	<ul style="list-style-type: none"> <li>- Affordable</li> <li>- Simple transition because already in place</li> </ul>	<ul style="list-style-type: none"> <li>- Affordable</li> <li>- Provides opportunity to build momentum and capacity</li> <li>- Accountability</li> </ul>	<ul style="list-style-type: none"> <li>- Member driven and high engagement</li> <li>- High level of accountability and improved credibility</li> <li>- Long-term organizational sustainability</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>- Likely prove ineffective and not sustainable</li> <li>- Easy to lose momentum</li> <li>- Volunteer burnout</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of losing autonomy</li> <li>- Scepticism of host neutrality</li> <li>- Potential conflict with host organization</li> <li>- Limits long-term capacity and resources</li> </ul>	<ul style="list-style-type: none"> <li>- Costly and may take funding from other organizations</li> <li>- Requires robust planning and strong commitment</li> </ul>
<b>Decision</b>	Not a viable option	Ideal for the interim	With strong commitment from potential members and viable funding options, this would be the preferred long-term structure
<b>Possible Hybrid</b>	<b>Informal/Semi-formal</b> <ul style="list-style-type: none"> <li>- Governance: Informal</li> <li>- Organizational Structure: Committee-based</li> <li>- Mandate: In-house resources</li> <li>- Engagement: Some dedication</li> <li>- Budget: between \$100K and \$250K</li> </ul>		<b>Decision</b> <ul style="list-style-type: none"> <li>- This hybrid could also serve well during the interim if engagement and resources are not available for a semi-formal structure</li> </ul>
<b>Overall Decision</b>	The organization structure should align with the members’ needs and available resources. As the network evolves the structure will need to change accordingly, but an informal/semi-formal or semi-formal structure should serve as a starting point for SNNO.		

## Feedback Survey Regarding the Sector Summit

After the Summit, participants were encouraged to provide their feedback on the event and additional comments via an online survey. There were sixty-six people who responded to the eight question survey. The information below outlines each question and a high-level summary of the responses.

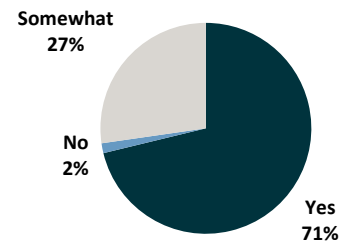
### Question #1: As you reflect on the information provided prior to the Summit and your experience at the Summit – were the objectives of the Summit clear to you prior to and during the event?

The majority of participants felt that the Summit objectives were clear. Some participants suggested circulating information prior to the event regarding purpose, current state, next steps to consider, etc. Also, there was some confusion regarding whether the purpose of the Summit was to gather input on interest for SNNO or deciding the direction that SNNO will take.



### Question #2 – In your opinion, were the objectives met?

The participants viewed the Summit as an opportunity to network with a diverse group of different non-profit and charitable organizations and discuss the possibility of SNNO. Information and research was provided to the participants to lead them through a process of discovering what functions SNNO may perform and if it can meet the needs of the diverse sector. By the end of the Summit many participants understood the concept of SNNO and some of its benefits, but no substantial decisions were made regarding next steps.



“A lot of support was demonstrated for moving forward, but I think there is still a great deal of work to be done to ensure all stakeholder needs are met.”

### Question #3 – Did you feel you were able to voice your opinion during the Summit?

All those that responded felt that they were able to voice their opinion during the Summit.

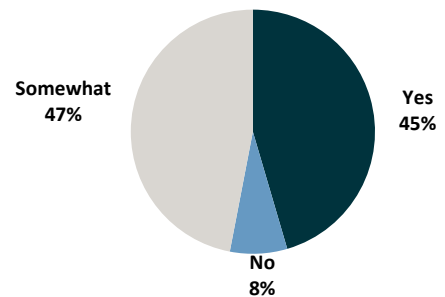
“The Summit provided a great environment for discussion and networking among colleagues and counterparts within the non-profit sector.”



## Question #4 – Is it clear what the next steps will be as a result of the Summit?

There seems to be consensus that the information gathered during the Summit will:

- Be distributed to participants and sector members
- Serve as a basis for next steps in the process to develop SNNO



The overall plan and next steps for the initiative was not clear. The participants expressed that the plan should move forward with caution, but that communication and engagement with the sector needs to be a forefront issue to maintain momentum and pinpoint purpose. The steering committee should evaluate what needs to be done and organize a roadmap of the next steps, including required roles needed to support the initiative.

## Question #5 – Additional Comments

Additional thoughts or comments from participants since the Summit:

- Many positive comments regarding the concept of SNNO (there is a clear demand), the opportunity to participate in the event, and the facilitation/organization of the event.
- Overall well done but would like access to information such as the final report and the results of the Summit.
- Concern that SNNO would not be able to meet the diverse needs of the many different organizations:
  - Challenge to being inclusive/representative of the many different organizations
  - Clarity of the non-profit organizations involved – the proposed group does not represent all non-profit organizations but the research definition of ‘non-profit’ does. If all are to be included then everyone should be involved in the development and planning.
  - Additional survey/engagement with more sector members is important.
  - “The idea of ‘representing’ such an incredibly diverse workforce seems very ambitious. The concept of harnessing a sector that has such polar ends of purpose within the structure of the ‘non-profit sector’ is just not practical in my belief and experience. I would have been more confident if there was some attempt to group like agencies and organizations and then get the themes from that perspective. I believe different priorities would have emerged, as well as stronger support and direction for the idea in general.”
- Encouragement to promote the benefits of SNNO to members.
- A business plan needs to be developed, including the mandate, goals, funding needs and resources, membership and cost per member.
- The organization needs staff in addition to volunteers to meet the demands and objectives.
- Encourage the group to work more with Imagine Canada in some regard.

- The purpose of the organization should be to provide networking opportunities rather than a funding/granting program.
- A function/task that the organization could perform would be to work with the Corporations Branch to standardize forms and provide information to fill in (similar to what Revenue Canada does).
- Concern of sustainability and cost efficiency.
- Concern of resources required to start and maintain SNNO – more research is required.
- Proposed structure – additional structures should be researched and best practices should be reviewed.
- Geographic location of organizations will prove to be a challenge; online resources should be utilized to maintain communication and engagement with rural members.
- Should be a sense of urgency for the development of SNNO (i.e. creating a common voice to talk with government is required, needs to maintain momentum, etc.).
- Some very strong dislike for the wording of ‘non-profit’, prefer CBO at the very least or maybe ‘social profit organizations’; others liked the name and were discouraged by the amount of time spent discussing labels/names.

#### **Question #6, #7 & #8 – Willingness to be involved with the initiative going forward**

Roughly ninety percent of individuals that filled out the survey indicated that they would like to be involved in the SNNO initiative going forward in a variety of different roles. While SNNO is still in the very preliminary stages of identifying stakeholder interest and needs, many of the respondents would prefer a less demanding role or to simply be kept informed as to the progress that is being made.

## IV. OTHER CONSIDERATIONS

The November 2012 Summit provided members of the non-profit sector an opportunity to express their support and voice their concerns regarding a Saskatchewan network of non-profit organizations. As a group the Summit participants suggested that the SNNO concept should be pursued but agreed that caution should be taken. To ensure the successful start-up of SNNO and mitigate risk, there are some essential elements to consider:

### Funding & Available Resources

- Transitioning the SNNO concept into a reality will require a high degree of time, effort and financial support
- Finding individuals with capacity to assist with the start-up may be difficult
- Sources of funding for start-up and sustainability of the organization will need to be secured

### Proper Representation

- The non-profit sector needs to be defined to identify SNNO stakeholders
- When gathering input and engaging the community it is important that the SNNO membership is properly represented
- SNNO will need to be able to meet the needs of a diverse group

### Best Practices

- It is not necessary to invest time and resources reinventing the wheel
- Research of working models and existing organization can help to strategically use available resources to develop an effective and cost efficient SNNO

### Mandate & Goals

- A clear mandate with organization goals will need to be developed
- Sector engagement will be critical to defining the required role of SNNO

### Sustaining Momentum

- Sustaining momentum is one of the greatest challenges involved in transitioning new concepts and initiatives into reality
- Maintain Community Engagement and Communication: Stakeholders will require feedback and updates on the progress of the transition, which should help encourage engagement and sustain momentum for SNNO

### Sustainability of the Organization

- Grow and retain membership and volunteers - Identification of quantifiable membership benefits and cost per member
- Develop organizational framework that is sustainable and creates cost efficiency

### Next Steps

- Develop an action plan to move forward that outlines responsibilities, timelines and objectives to transition the SNNO concept into reality
- A strong focus on communication and engagement with stakeholders throughout the process is critical