



“Meeting of the Minds”

Proceedings of the Conference

SASKATCHEWAN
NONPROFIT
PARTNERSHIP

Co-sponsored by the Voluntary Sector Studies Network (VSSN)

and the Saskatchewan Nonprofit Partnership (SNP)

Luther College at the University of Regina, Regina, SK – June 9, 2016

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Abstract

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On June 9, 2016, the Voluntary Sector Studies Network (VSSN) and the Saskatchewan Nonprofit Partnership (SNP) co-hosted their first co-sponsored one-day conference at Luther College at the University of Regina. Over 65 students, employees and volunteers from nonprofit organizations, and university faculty and staff attended.

The goals for the conference were to

- Provide background information and updates on VSSN & SNP
- Solicit ideas on priorities and projects for these two organizations
- Share results of two studies recently completed by VSSN & SNP
- Gather information about the nonprofit sector in Saskatchewan from conference participants through a World Café format
- Provide networking and learning opportunities for conference participants.
- Introduce the new Nonprofit Sector Leadership and Innovation Certificate (NSLI)
www.luthercollege.edu/vssn/NSLI-certificate

Conference materials

- Appendix A: Conference Agenda (p. 2)
- Appendix B: SNP Research Presentation on *Social Enterprises - Everything old is new again!*, Tracey Mann, Executive Director, Community Initiatives Fund (pp. 3-6)
- Appendix C: VSSN Research Presentation on *Geographical analysis of nonprofits/charities in Saskatchewan: Where is Everyone?*, Dr. Gloria DeSantis, Founder and Facilitator, VSSN, and Department of Justice Studies, University of Regina (pp. 7-11)
- Appendix D: Café Table Summaries (pp. 12-21)
- Appendix E: Participants' evaluations of the conference (pp. 22-25)
- The conference video is available for viewing or download at
www.luthercollege.edu/VSSN-SNP-Conference-2016

Meeting of the Minds

June 9, 2016, 9:30 a.m. to 3:30 p.m.

Luther College at the University of Regina, Regina, SK

Thorn Hall - Room LC 100

Agenda

- 9:30 Welcome and introductions
- 9:45 Release of new research results about the nonprofit sector in SK - presentation and discussion, Dr. Gloria DeSantis, Founder and Facilitator, VSSN, and Department of Justice Studies, University of Regina:
"Geographical analysis of nonprofits/charities in Saskatchewan: Where is Everyone?"
- 10:30 Stretch break and networking
- 10:45 Release of more research results - presentation and discussion, Tracey Mann, Executive Director, Community Initiatives Fund:
"Social Enterprises - Everything old is new again!"
- 12:00 Buffet lunch and networking
- 1:00 Public interview with the folks responsible for VSSN and SNP
- 1:30 World Café format in small groups, participants travel to different theme tables (themes include: sector strategy development, most pressing issues in the sector, public awareness-raising about the sector, provincial umbrella organizing, building networks, research with and about the sector, education and training ideas)
- 3:00 Table facilitators report back to the large group about top priorities, but they only have 1 minute each, let's see how they do
- 3:15 Surprise fun ... no, not cream pies ... much better!
- 3:30 Finale and thank you for joining us!

Saskatchewan Social Enterprise Sector Survey 2015



Canadian Social Enterprise Sector Survey Project

- Lead Researchers:
 - Peter Elson, Institute for Community Prosperity, Mount Royal University
 - Peter Hall, Urban Studies, Simon Fraser University
- Project conducted 2010 – 2016
- 18 provincial reports, 1 national report
- 9 provinces, 3 territories
- Funded by Employment and Social Development Canada, Mount Royal University, Simon Fraser University, Enterprising Non-Profits Canada, provincial contributions

Introduction

- Saskatchewan survey conducted in fall 2015.
- First research initiative of the Saskatchewan Nonprofit Partnership.
- First profile of social enterprises in Saskatchewan.
- Not a definitive profile:
 - Sample frame
 - Response rate
 - Survey completion

Methodology

- Standardized on-line survey tool
- Sample frame focused on:
 - Categories of organizations where lists could most easily be compiled;
 - Categories where most if not all would be engaged in social enterprise.
- Categories identified by lead researchers – **agricultural societies, museums, housing, child care, thrift stores, farmers markets, art and culture, employment, environment, miscellaneous.**
- 941 organizations, 916 confirmed as social enterprises.
- 130 respondents, 113 sufficient data

Definition

- A business venture owned or operated by a nonprofit organization that sells goods or provides services in the market for the purpose of creating a blended return on investment, both financial and social / environmental / cultural.

Organizational Profile

- 58% operate at neighbourhood/local community scale
- 71% city/town
- 43% regional district
- 20% provincial
- 10% national
- 2 % international
- 83% identified themselves as having a social purpose, 58% cultural, 16% employment development, 11% to generate income for a parent organization.

Organizational Profile

- 92% indicated they operate as a nonprofit, with 74 of those 104 organizations being a registered charity.
- 1 for-profit organization owned by a nonprofit.
- 57% operate in 2 or more business sectors:
 - 40% accommodation, food, tourism
 - 32% health and social services
 - 31% professional services.

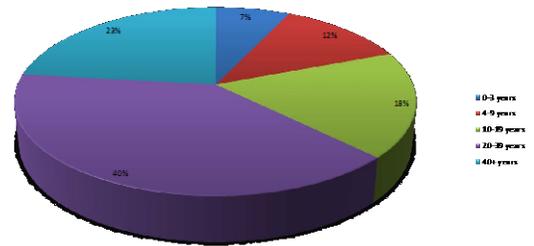
Populations Served

- 52% serve children
- 49% youth
- 46% family
- 45% women
- 42% lower income individuals
- 32% people with intellectual disabilities
- 43% First Nations people
- 27% immigrants.

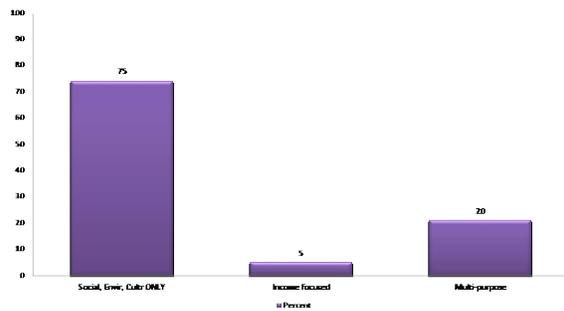
Employment

| Number | Mean | Range | Total |
|---|-------|----------|--------|
| Members of designated groups employed in 2014 (included in the full-time, part-time, FTE, Seasonal and contract counts) | 15.4 | 0-500 | 1,598 |
| Full-time (work 30+ hrs per week) | 13.4 | 0-400 | 1,304 |
| Part-time (work <30hrs per week) | 4.9 | 0-135 | 471 |
| Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months) in 2014 | 2.9 | 0-100 | 278 |
| FTE (Estimate) | 15.2 | 0-425 | 1,471 |
| Freelance and contract workers (hired for a specific project or term) in 2014 | 1.5 | 0-40 | 151 |
| Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2014 | 17.7 | 0-500 | 1,415 |
| Volunteers (incl. unpaid interns, etc) who worked less than 10hrs/month in 2014 | 402.9 | 0-29,000 | 32,631 |

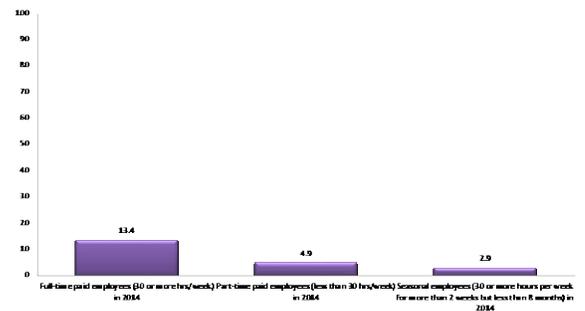
Organization Age



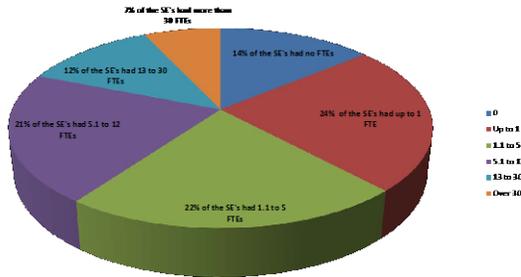
Areas of Focus – Purpose



Areas of Focus - Employment



Areas of Focus - Employment



Areas of Focus – Employment and Training

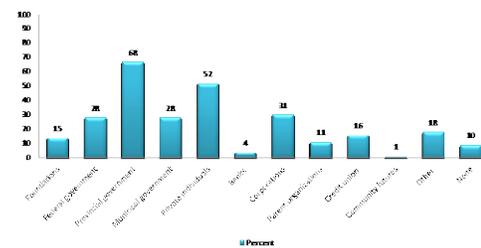
- 50% of SE's target people with employment barriers, low income, and the homeless
- 58% of SE's provide training to targeted populations
- 66% provide employment to targeted populations
- 96% engage volunteers
- Volunteers > 10 hours per month 28% of SE's

Financial Analysis

| | |
|--|------------------|
| Total Revenue (all sources) | \$712,000 |
| Revenue from Sales of Goods and Services | \$470,000 |
| Grants from Parent | \$56,000 |
| Grants from Other Sources | \$113,000 |
| Other Revenue | \$73,000 |
| Total Expenses | \$698,000 |
| Wages Paid | \$378,000 |
| Transfer to Parent | \$1,000 |
| Other Expenses | \$318,000 |
| Total Net Profit | \$15,000 |

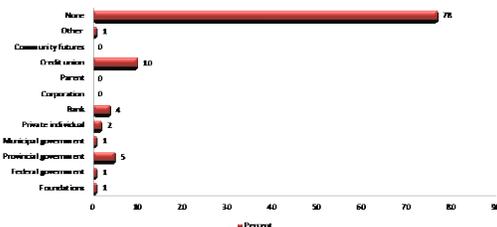
Financial Analysis

• Sources of Grants



Financial Analysis

• Sources of Loans



Summary

- 16% employment development
- 11% training for workforce integration
- 12% generate income for a parent
- 84% operate with a social mission
- 8,100 individual members

Summary

- Employ 2,200 workers
- 1,470 FTE's
- 1,600 employed as part of mission
- \$33 million in salary and wages
- Engaged 34,000 volunteers
- Training for 2,400 people
- 398,000 people served

Summary

- Total revenues \$97 million
- \$40 million in sales of goods and services – average \$470,000
- 10% received no grants
- 68% received provincial grants

National Impact

- Total revenues \$1.2 billion
- 69% of revenues earned
- Generated \$58.5 million in net profits
- Employ 30,000 people, 69% mission focused
- Provide services to 5.5 million people
- 29% train, employ or provide services to Aboriginal people
- 23% train, employ or provide services to people with disabilities
- Engaged 116,000 volunteers

Questions? Comments?

- www.sess.ca

Geographical Analysis of Nonprofits & Charities in Saskatchewan: Where is Everyone?

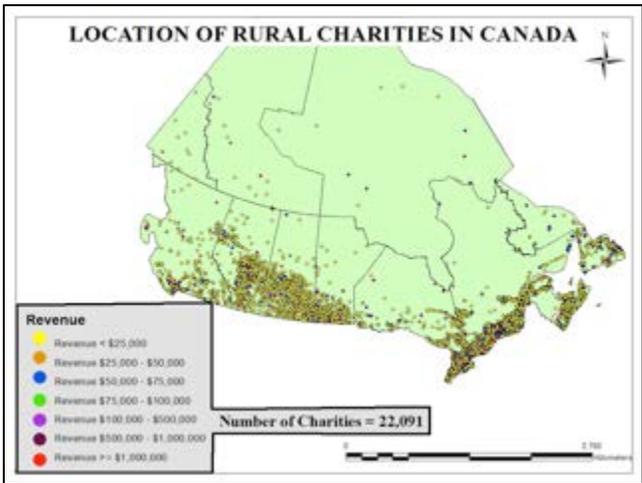
Dr. Gloria DeSantis
Department of Justice Studies
University of Regina
June 2016

Acknowledgements

- the nonprofit sector workers and volunteers with whom I have worked over the past 30 years who just know they are “the third pillar of the Canadian union”!
- my research partner, Dr. Joe Piwovar, Dept of Geography, University of Regina
- Photos are mine or from www.freedigitalphotos.net

Inspiration

- my rural northern roots
- the *Truth and Reconciliation Commission* report (2015)
 - what’s my commitment?
 - for those of us who work/volunteer in the sector, what’s our commitment?
- couldn’t find SK maps for PhD
- my enduring curiosity about where things are on the landscape



Overview

1. Introduction
2. Explain geography
3. Saskatchewan’s unique features
4. Research methods & limitations
5. Preliminary results
6. Ongoing data mining!




Introduction

- Use “NPO” for today, which includes registered charities and registered nonprofits
- Research questions:
 - a) what is the geographic distribution of registered nonprofits/charities in SK?
 - b) what differences are there in the spatial distribution of various types of NPOs?

Defining geography

- Where things are in the landscape and why
 - Systems & processes that explain where things are & why
- Nature and relative arrangement or distribution of things (Milligan & Conradson 2006)
- Place and location influences behaviour (Hooghe & Botterman 2012; DeSantis 2013)
 - Place – city, town, village, hamlet, reserve
 - Location – near urban centre, remote village, rural area
- Spatial scale of activities (Kitchin & Wilton 2003)
 - Catchment areas ...

Geography of NPOs influenced by

Both historical and current:

- Demography and culture
- Economics
- Political context
- NPO-government relations
- Availability of NPO funding
- Community type – population size, ideology, psychological state

(Wolch 1990; DeSantis 2013)

Saskatchewan – unique elements

- the highest volunteer rate in Canada in 2013 at 56% (Canadian average is 44%) (Turcotte 2015)
- placed in the top 3 in Canada regarding donor rate (85%) (Turcotte 2015)
- placed in the top 4 for average donation rate (\$680) (Turcotte 2015)
- has the 2nd highest number of NPOs per capita in Canada (Hall et al. 2004)
- has 74 First Nations

| 14 ICNPO categories | Canada | Sask |
|--|----------------|--------------|
| Religion | 30,679 | 2078 |
| Sports & recreation | 33,649 | 1919 |
| Arts & culture | 13,770 | 812 |
| Social services | 19,099 | 685 |
| Grant-making, fundraising, voluntarism | 15,935 | 637 |
| Business & professional assoc/unions | 8,483 | 422 |
| Education & research | 8,284 | 334 |
| Health | 5,324 | 334 |
| Development & housing | 12,255 | 279 |
| Environment | 4,424 | 175 |
| Law, advocacy & politics | 3,628 | 96 |
| Hospitals | 779 | 48 |
| Universities & colleges | 502 | - |
| International development | 1,022 | - |
| TOTAL | 161,227 | 7,819 |

Scope of the sector 10 years ago – no geography available

(based on International Classification of Nonprofit Orgs, Hall et al, 2004)



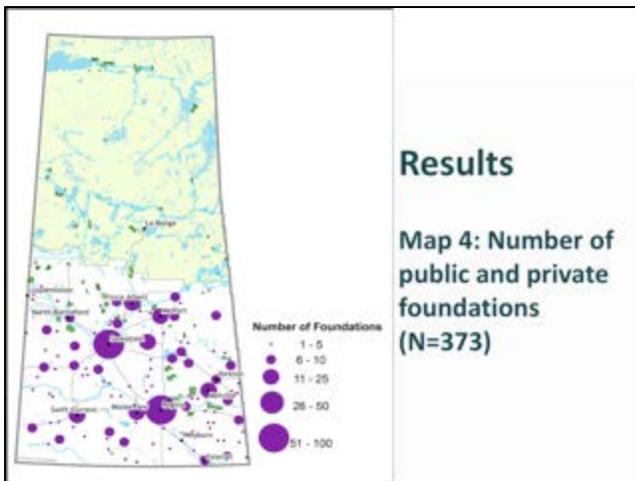
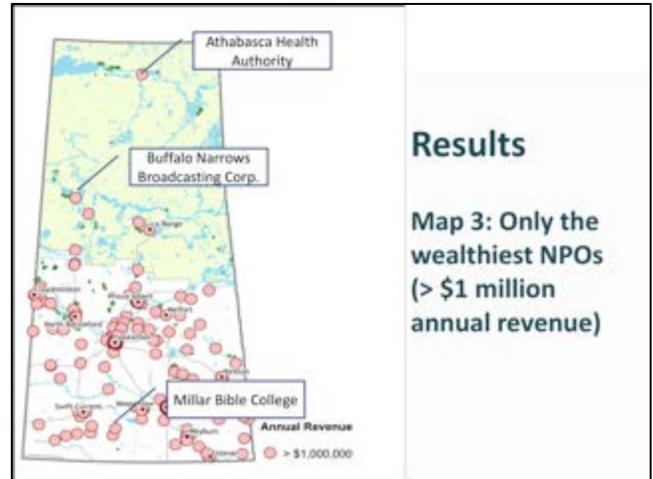
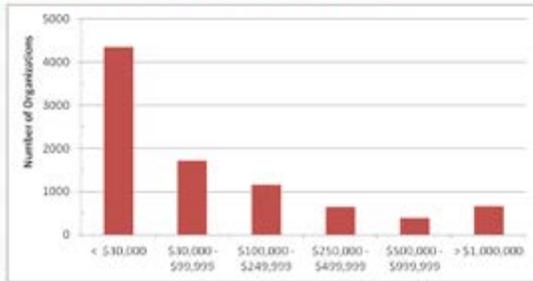
Saskatchewan Map - Northern Administration District

(Ministry of Municipal Affairs)

Basic geography of Saskatchewan

- Land & vegetation – almost 600,000 square km
 - South – treeless prairie, river valleys
 - North – Canadian shield (rocks, trees, lakes)
- People – 1,033,000 people in SK (2011 census)
 - But in the north alone:
 - almost 4% of SK population & growing
 - 80% are of Aboriginal heritage
 - limited infrastructure, limited incomes, limited education
- Economies, etc.

Results – Number of charities and nonprofits by total revenue



In closing, NPO maps can reveal geographies of:

- Volunteerism
- Service delivery
- Public education about issues
- Collective public policy advocacy
- NPO convening & program planning
- Both social capital formation & inequities
- Fundraising, etc.

Examples of other scholars' research using geographic data

- Socioeconomic Diversity, Political Engagement, and the Density of Nonprofit Organizations in US Counties
- Who gets to be a social entrepreneur? Mapping racial diversity in Toronto

We have only just begun to mine the data!

- are certain places likely to attract certain NPOs and why (e.g., First Nations communities)?
- what are geographical patterns of government vs. NPO service locations?
- What landscapes of inequities might exist?



Thank you very much - looking forward to your questions!

Café Table 1

What are the most pressing issues in the nonprofit sector that need to be addressed in the next 3 – 5 years?

- Maintaining focus
 - Mission drift – results from the efforts to secure revenue
 - Chasing the outcomes – sometimes at the expense of staying true to service delivery
 - Put value back into **RELATIONSHIPS** as a measurement of success
- Government “off-loading” and “consolidation”
 - If government wants to learn about LEAN, they should observe the work of nonprofits!
- Communication and appreciation of the value of sector – what we can teach other sectors
 - Many don’t understand what “voluntary sector”, “nonprofit sector”, or “charity” means
 - Need to use a common voice to tell the story of the activities and value of the sector
 - Pressure to justify existence
 - Measure and report the impact of the nonprofit sector
- Board governance challenges
 - Understand boards’ roles in today’s landscape
 - Recruitment and refreshment
 - Diversification needed
 - Skill set – more complex all the time
 - Change management
 - Ensuring a client-informed voice
- Need and how to embrace and incorporate diversity—break barriers
 - Racism
 - Two spirit, LGBTQ, gender
 - Newcomers,
 - Youth/seniors
 - Volunteers – engagement
 - Indigenization
- Mobilize the sector to address the Calls to Action of the Truth & Reconciliation Commission
- Sustainability challenges, *e.g.* financial, programs, board governance, volunteers
 - Less money, more need
 - Demographic shifts, *e.g.* affecting volunteer availability
 - Viability pressure; need to have diverse revenue streams

Café Table 2

What additional research should be undertaken that would be of value to the nonprofit sector? What guidelines for research on and by the sector are needed?

- Research scope often too short term to show outcomes
 - Measuring wrong things – look at long-term impact/value
 - NPOs need to use data to make case for their activities, value
 - What impacts of research are important, *e.g.* short-, medium-, long-term impacts?
- Research capacity needed
 - Need money/resources/capacity to do research
 - Government used to do more research testing validity of programs and policies
 - Need a toolkit about doing research and evaluation (*e.g.* how to measure impact)
 - “Need [research] money to get [research] money”
 - Sector needs accessibility to research
 - NPOs need HR capacity to do research
- Need to identify research priorities and best practices
 - Identify best practices to ensure inclusivity and diversity in the sector
 - Need research transparency standards agreed to by sector
 - Research is complicated by sector diversity
 - Need both qualitative and quantitative research; numbers do not tell whole/best story
 - Need to understand what works in the Saskatchewan context; what is happening globally/best practices and how that applies locally
- Use research to shift attitudes/assumptions
 - Tell a success story
 - Need research that demonstrates the value of the nonprofit sector
 - IMAGINE Canada (www.imaginecanada.ca)
- Need a clearing house for research projects, *e.g.* to get businesses interested
- Specific research needs / priorities
 - Better understanding of government role in helping/hindering success of the sector
 - Saskatchewan-based surveys
 - Saskatchewan volunteer database needed
 - Need a toolkit on how to demonstrate social return on investment
 - Economic impact of the nonprofit sector
 - How the nonprofit sector contributes to community vitality
 - Research and disseminate advocacy methods/awareness
 - What jobs are available in the nonprofit sector? Note: Nonprofit career information generally is not available to students.

- What is the relationship between volunteering and employment?
- Develop Model Legislation for the nonprofit sector
- Need research on diversity and engagement
 - How to recruit and retain diversity
 - What is needed for new immigrants? What is working? Research on how to engage newcomers in volunteer opportunities that could lead to employment and tap potential of newcomers
 - ▲ NPOs can help link newcomers to Canadian opportunities and supports
 - ▲ Need to research and support approaches for newcomers
- Research on organizational overlap/duplication
 - Identify opportunities for synergy and co-operation, networking
 - Acknowledge differences in funding, access, “clients”
 - Ways to leverage/combine funding to better meet community needs
 - Partnerships within and beyond Saskatchewan
- Research on Disruptive Technology
 - New ways of living and lifestyle
 - Innovation for sustainable ways of living
- History of the nonprofit sector in Saskatchewan, including
 - Where does the money come from?
 - What are the international connections of the nonprofit sector in Saskatchewan?
 - How can the nonprofit sector offer students future work?
- Research into how organisations self evaluate their operations and effectiveness
 - Identify assessment tools that are useful, perhaps “standardized”
- How is and should the nonprofit sector be defined?
 - Redefine or clarify the definition of “charity”; there are multiple definitions
- Bring the UNESCO Creative Cities Network to Saskatchewan
 (<http://en.unesco.org/creative-cities/home>)

Café Table 3

How should the Saskatchewan Nonprofit Partnership (SNP) evolve to best serve the sector?

What should the SNP focus on?

- Possible sources of funding for the SNP
 - Registration fee (with hub)
 - Sponsorship
 - Ministry (Health, Justice, Education, etc.)
 - Share administrative costs
 - Cost-share (multiple foundations in different sectors)
 - SNP is adding value to the sector--more funding options will open up

- SNP should provide value to nonprofits
 - Volunteers
 - Grants
 - Provide a way to share training costs
 - Provide educational opportunities
 - Provide training sessions
 - Education on Best Practices
 - Share resources
 - Don't duplicate what others are doing
 - Communication, inclusion and access

- SNP as a central hub for the sector
 - Develop a logo
 - Governance: eventually need a formal structure, but not too soon
 - Increase engagement and scope of the SNP; involve First Nations
 - Find/determine common ground among nonprofit organizations
 - Electronic hub
 - One place to access information
 - Collaborative approach among agencies
 - Management to facilitate but agencies all take part
 - Links to agencies' websites
 - Research hub
 - Facilitate Calls to Action from the Truth & Reconciliation Commission of Canada
 - Invitation to cities and province to develop a collaborative and coordinated approach for one place – one program
 - Leverage services for cross-industry impact
 - Network
 - Sharing information and skills *e.g.* Charity Village website
 - Students from NSLI Certificate program talking about/teaching what they have learned
 - Connect and network
 - Seminars going out to nonprofit organizations
 - Advocacy work with government and public
 - Increase buy in (through understanding) of the sector: networking, contact list
 - Create legislation around policy
 - How do we work together to advocate to government
 - Need more general public knowledge; get information out; raise awareness/community buy in
 - Promote awareness of the existence of the sector
 - Define and articulate central values
 - Validation of nonprofit sector

- SNP perhaps should form a “Chamber of Commerce” for the nonprofit sector
 - Active networking as a benefit
 - Membership; membership funded
 - Base on nonprofit governance approach

Café Table 4

What should be done to build a case for systemic support of the nonprofit sector?

- Need sustained funding to be able to offer long-term programs, *e.g.* Canada Arts Council 3-year grants, City of Regina 4-year funding
 - Problem: Government usually only funds on a 1-year basis
 - So much time/resources required to constantly apply for grants
 - Undue restrictions placed on funding that is received – little trust in the work of the sector
- Need standardized sets of data that can be accessed by all nonprofits, *e.g.* HMIS, Calgary Homeless Foundation, CVC Database
- Need to raise public and government perception of the value of the nonprofit sector
 - “What would your community look like without nonprofit endeavours?”
 - Use the example of the Nordic countries where communities support nonprofit work and projects
 - Demonstrate the value provided by nonprofits
 - Nonprofit sector becomes a “normal”, valued, and critical part of the usual planning process of cities, provinces, neighbourhoods, etc.
 - What is the narrative? How can nonprofits be seen as just as legitimate and critically important as business and government?
 - Legislation made without consultation of nonprofits; this can negatively affect our provisions of services
 - Relationship building is very important!
 - How to make nonprofits stand out?
 - Need to alter perception that nonprofits are all about working for free
 - Tell stories about the sector to get the word out
 - Perception shift from nonprofits as a “nice add on” to “essential”
 - Need to reach the public and government
 - Integrate nonprofits in an association, *e.g.* SNP; would also help to avoid duplication and competition and build a sense of what is shared
 - Use media, social media
 - Nonprofits often tend to shy away from self promotion because of their work

- Need to build capacity among and within nonprofits
 - Changes in government funding/priorities are problematic; therefore, nonprofits need to build up their own capacity among and within themselves
 - Help along more marginal communities, organizations, etc.
 - Networking, “schmoozing” needed
 - Nonprofits need skilled communications people
- Need standardized measures and reporting of expectations and accountability
 - “Self-policing” of nonprofits
 - Something that can bring all nonprofits together to coordinate (without fear of loss of funding), *e.g.* nonprofit peer-review panel?
- Nonprofits need to sort out their relationship to business – same or different?
 - Businesses are incorporating “CSR – Corporate Social Responsibility” into their business

Café Table 5

What is the best format to use to create networking opportunities for the sector?

- Need to do multiple activities and platforms to stay connected
 - Face-to-face activities, *e.g.* Conferences, Trade Fairs
 - Website
 - Network groups
 - Communication hubs
- Website
 - Interactive forum with links
 - Can create communication materials that stream
- Develop knowledge “experts” network groups
 - Create a model where people in the sector can find each other, access experts
 - Need interactive information sharing
 - Topics
 - Strategic planning
 - Governance
 - Human resources
- The Universities can take leading roles, *e.g.* ArtsCARES at the U of R
 - Can undertake and provide case studies and serve as “neutral ground”
 - Can research and formulate strategies

- Develop a communication hub
 - Use technology more to connect agencies within the sector (but also need face-to-face meetings at least once a year to build relationships)
 - Serve as a clearing house for information
 - There are lots of existing networks; need to link them together
 - Use technology to bring awareness, *e.g.* jobs in the sector

- Conferences
 - Sector to determine and prioritize topics
 - Need face-to-face meetings at least once a year to build relationships
 - These need to be accessible to the nonprofit community as a whole; funding available or free
 - How do we get people to attend?
 - Have to have concrete value in order for people to attend
 - Incorporate innovative activities that build knowledge, *e.g.* Blanket Exercises
 - Provide a speakers series, building up to the main event?
 - Speakers series
 - Can learn from each other
 - Our own sector organizations present

- Value of networking
 - Share information
 - Reduce duplication (information research)
 - Partnership opportunities
 - Facilitate coordination, *e.g.* through communication hub
 - Build understanding of sub-sectors
 - Expand our own networks locally and provincially
 - Build relationships: networking, mentorship, shared learning opportunities
 - Provide networking opportunities; make sure everyone is welcome
 - “Cross pollinate” the sectors, *e.g.* Arts, Human Services, Sports, Culture, etc.
 - Provide opportunities for collaborating on shared platforms
 - Create opportunities to bring people together to work together to explore what might be possible
 - Create a volunteer pool/staff pool that we can all pull from
 - Skill set database
 - Cultural/Indigenous learning

- SNP needs to take a lead on these activities:
 - Advocacy with government
 - Addressing Truth and Reconciliation Calls to Action; advocate for
 - Raising nonprofits profile with the public
 - Develop a sector-wide movement!
 - Create opportunities for nonprofit organizations to get and provide training
 - IT
 - HR
 - Communications
 - Programming across sub sectors, human sector and culture

Café Table 6

What as a sector do we need to be advocating about, to whom, and for what?

- To whom and for whom should advocacy be directed?
 - Everyone! (external and internal)
 - Healthcare
 - Education
 - Childcare/programs/support
- Communicate differences (*e.g.* goals, long-term vs short-term, wages, resources) between nonprofits vs. for-profits and governments
 - How can we advocate for better/more equal pay, benefits, etc. (i.e. HR problem)?
 - Tended to have issue-by-issue advocacy, but need long-term work
 - Show the disparity of employment in the sector compared to the government itself
 - Fight the notion that nonprofit sector employees are low paid, etc.
 - Nonprofits provide essential services!
 - We need to think long-term (whereas government only thinks short-term *e.g.* election to election)
 - Create awareness of what the nonprofit sector does and how important it is
 - Advocacy to know how big the sector is and how we are part of something larger
 - Message that nonprofit workers work for vocation and are happier(?)
 - Could this encourage students?
 - Need the whole package: vocation, \$\$, benefits, etc.

- Need collaboration
 - Use the Creative Sask/Creative Industries model?
 - Need networks—relationships←→collaborations
 - How do we collaborate more?
 - Need a body that administers information and collaboration
 - Need to find commonalities for effective advocacy
 - Use a common voice and focus on common issues, to make a stronger case to government
 - Create a body to advocate for the “idea” of nonprofit organizations
 - Need to create a paid position to organize advocacy? Need paid and trained people, not just volunteers.
 - ARTS Alliance is an advocate in Arts
 - How do we even begin to advocate for everyone, especially with diverse groups?
 - We are a huge and diverse group with many voices and can create change but it is a long-term project!
 - How can we build our relationships to advocate together instead of “fighting” for resources?
 - Professional Associations—how do they fit?
 - A collective could be effective but who and how?
 - Community leaders are the key messengers; others?
 - There could be a lot of “offloading” from government onto nonprofits and we need to work together to deal with this
 - Fund synergies and not competition; work together
 - Work cross-sectorally

- Challenges and opportunities
 - Nonprofit sector not recognized/valued as a pillar; need advocacy that highlights the strength of the sector – sector is a pillar NOT an extra
 - Show that we are doing something that government/business needs; governments want the facts/knowledge and if we have information they don’t have then they will need us more
 - Advocate to the public; they will help support the cause; SNP should produce a campaign (video) showing the services being taken away
 - Have specific projects and this gets things done a little bit at a time
 - Strategic approach and defining your stakeholders
 - Create a counter-narrative to the “if it is sent here (nonprofit sector) it will not be spent on (name service).” They are not if/or... there are opportunities to work together to be better; message: “We are essential!”
 - Don’t confuse volunteerism and voluntary/nonprofit sector
 - Advocate both within and outside of organization

- Advocate for the whole of the sector
- Support the 'system' through problem solving and prevention (not reactive)
- Compile quantitative statistics on the value of the sector, not just qualitative
 - Balance this with pros and cons of using the language of 'business'
 - But cannot always default to quantifiable measures
 - But cannot look at everything through economic/profits lens

Café Table 7

Saskatchewan Social Enterprise Survey

- Need to determine how arts and culture could be included in future, *e.g.* SaskCulture
- Need information about and from current social enterprises
 - What works/what doesn't
 - Business planning and development
 - Further research and evaluation
 - Demographic impact and influence on social enterprises
 - Regional mapping, *e.g.* city and rural
 - What models to make money are working? Look at macro loans.
 - Break out by organization categories
- Challenge of competition from for-profit groups
- Next steps
 - Social enterprise research helps tell story of what skills and investments are needed to make money in sector *e.g.* business skills, admin expense
 - What can we learn from new BC hybrid model?
 - What about corporate social responsibility, *e.g.* tax incentives, regulations to promote corporate giving?
 - What about taking the social enterprise model and reversing it, *e.g.* business operation as "charities" (existing as a for-profit business that hires underemployed or "at-risk" individuals and uses funds to support charities/nonprofits?)