

# The Way Forward with community



A Sector Work Plan to Advance the Social  
and Economic Contribution of Community  
Organizations in Newfoundland and Labrador



# What is the Community Sector Work Plan?

As part of The Way Forward, the Provincial Government has partnered with high-potential sectors, under the direction of the Cabinet Committee on Jobs, to support economic growth and foster job creation. As part of this work, the Government of Newfoundland and Labrador and the Community Sector Council Newfoundland and Labrador have led the development of the Community Sector Work Plan. The Work Plan includes actions that each of a number of public and community sector partners will take, individually and jointly, to achieve the collective goal of recognizing and strengthening the social and economic contributions of the community sector.

In Newfoundland and Labrador, community sector organizations are woven into every facet of daily life. Every day, we all benefit from their work. Thousands of different organizations in virtually every community provide everything from mental health supports to community theatre to school meal programs. They are active in areas that range from seniors and youth programs, mental health, advocacy, sports and recreation, maintaining trails, tourism, arts, culture and heritage, employment training and support, and housing and homelessness to environmental protection, early childhood, health promotion, poverty reduction

and social justice. Community organizations create and feed community vitality, generate new ideas, develop local talent, help attract investment and grow business, and generally make the province a great place to live, go to school, operate a business, work, and raise a family. Like the public and private sectors, the community sector is often the impetus for economic and regional growth, and is central to social and economic progress. This joint Work Plan reflects the Provincial Government's recognition of, commitment to, and appreciation for our community-based organizations and volunteers, as well as their combined social and economic impact.

The community sector – often called the voluntary, non-profit sector, or social profit sector – comprises about 3,700 legally incorporated organizations and hundreds of informal groups, which collectively engage close to 200,000 board leaders and volunteers. When considering the importance of volunteers to the sector alongside a general decline in the number of hours that individuals spend volunteering, it is vital that the Community Sector Work Plan look at creative and innovative approaches to strengthening the sector.

For the purposes of the Community Sector Work Plan, a 'community sector organization' is defined as any registered charity or non-profit organization that is run by a volunteer board of directors whose members receive no compensation for their role on the board. Generally, our focus is with community-based organizations to the exclusion of quasi-governmental charities and registered non-profits such as hospitals, public post-secondary institutions, airport authorities, school boards and regional health authorities.

# Vision for the Newfoundland and Labrador Community Sector



Together, we will pursue opportunities that strengthen the economic contributions of the community sector and remove barriers that prevent the community sector from reaching its full potential. Our collaborative actions will foster the conditions necessary for vibrant community organizations that contribute to the economic and social fabric of Newfoundland and Labrador.



# Work Plan Objectives

This Work Plan involves researching the direct and indirect employment impacts of the community sector on the provincial economy. The community sector supplies approximately 16,000 jobs to the provincial economy and is clearly significant to the economy. Through this collaborative Work Plan, we will promote the sector's importance to all Newfoundlanders and Labradorians and take actions to help the sector achieve its full potential. Realizing this potential includes reaching the following growth targets by 2024:

- Increasing the number of people employed in the community sector; and
- Creating high-profile partnerships between the community, public and/or private sectors.



# Sector Partners

The Community Sector Work Plan is a collaborative initiative developed by representatives of:

- Government of Newfoundland and Labrador
- Community Sector Council Newfoundland and Labrador
- Government of Canada
- College of the North Atlantic
- Memorial University's Harris Centre
- Association of Heritage Industries Newfoundland and Labrador
- Avalon Employment Inc.
- Craft Council of Newfoundland and Labrador
- Exploits Community Centre
- Gros Morne Co-operating Association
- Newfoundland and Labrador Association of Community Business Development Corporations
- Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉE-TNL)
- Rising Tide Theatre
- Rotary Centre Corner Brook
- Theatre Newfoundland and Labrador
- T.I. Murphy Centre
- YMCA



YMCA



# By the Sector for the Sector

This Work Plan can truly be called a community sector work plan because it was developed in close collaboration with community sector partners, led by the Community Sector Council Newfoundland and Labrador. In order to inform the direction of the Work Plan, a Steering Committee comprising representatives from a number of community sector organizations, as well as officials from a wide range of provincial and federal government departments and post-secondary institutions, was assembled. The Steering Committee identified the key issues facing the sector, as well as the main opportunities for moving the sector forward in this province – issues and opportunities that revolve around:

- The capacity of organizations to be resilient and sustainable, particularly in relation to government programs designed to help those organizations fulfill their mandates in support of key social and economic goals;
- The ability of community sector organizations to attract, retain and develop a talented workforce – both paid and volunteer – particularly in light of the province's changing demographic make-up;
- The ability of the community sector to promote and position itself as an employer of choice, as an economic engine and as a driver of social change, while dispelling myths within the public and private sectors and across society in general; and
- The untapped potential of more frequent and more innovative partnerships, both within the community sector and between the community, private and public sectors.





The work of the Steering Committee was then used to inform an extensive series of public and stakeholder engagement sessions across the province to learn more about the challenges that community sector organizations, their employees and their volunteers face in carrying out their very important work, as well as the opportunities to advance shared goals. Between October and November 2018, 11 engagement sessions were held in nine regions. Over 275 participants, from more than 70 communities, spoke passionately and knowledgeably about various matters related to: funding parameters; the lack of information and data about the sector's presence, impact and contribution; the training, skills and professional development needs of the sector; its capacity for sound governance and financial management; and its access to government resources and timely information. Engagement participants also spoke about the value of greater visibility and recognition for their sector and the opportunity to network and strike meaningful partnerships with other organizations, particularly at the regional level.

This Community Sector Work Plan directly reflects and responds to what was heard from community sector organizations and their paid and unpaid workers, and was developed by the Steering Committee co-led by the Community Sector Council Newfoundland and Labrador.



# How Does the Community Sector Contribute to the Province's Economy?



Hungry Heart Cafe - St. John's

The community sector is central to social and economic progress in Newfoundland and Labrador. The sector's role in social development in the province is well-documented and understood. However, the same cannot be said for the economic contributions of the community sector. At the outset of this process, four hypotheses about the community sector's importance in economic terms were developed:

- The community sector generates economic activity through its operations, purchasing and staffing;
- The community sector seeds economic development by directly generating economic activity;
- The community sector is a primary employer in many communities; and
- The community sector delivers services that make communities attractive places to live, and therefore it plays a direct role in attracting and retaining workers, particularly in rural areas.

Through the public and stakeholder engagement process, these hypotheses were not only tested – they were validated. In every region visited, participants demonstrated how their organizations exchange goods and services, hire and train workers, support and drive partnerships to advance local, regional and provincial goals, and deliver programs and services that attract skilled workers, businesses and investment to their regions.

Women play a particularly important role in the community sector's impact. While more comprehensive research is required to truly understand the role of gender provincially, in 2015, the Community Sector Council Newfoundland and Labrador and Memorial University's Collaborative Applied Research in Economics initiative partnered on a study of the economic contributions of community sector organizations in the St. John's region. Data from that study noted that women comprised 53.9 per cent of boards and almost 70 per cent of community sector staff. Throughout the history of our province, women have often been the driving force behind community-led and grassroots initiatives that contribute to the sustainability and resiliency of communities. Measures to increase the recognition of the economic contributions of the community sector and to improve the growth of community organizations ultimately support women and their families to continue to thrive in their communities. This will have significant impacts not only for those women, but also for their communities. Simply put, measures that support the community sector support communities and support women.

Community-driven solutions and new modes of employment at a local level are part of a shifting way of thinking about how our economy could be further developed. When local groups generate activity through social enterprise, the profits typically are directed at local benefit. Newfoundland and Labrador has a growing social enterprise sector of non-profit organizations that produce services and sales in the marketplace to create blended social and economic value. They range widely in size, from fish plants to thrift stores to cafés, and are a big part of our economic future. With an enabling environment, Newfoundland and Labrador has an opportunity to become a truly innovative jurisdiction. This will involve greater understanding about synergies between the private and non-profit sectors. It will also entail advancing the sector's particular value in the social and economic sustainability of our province.

# How We Are Working Together to Strengthen the Economic Contributions of the Community Sector



St. Gabriel's Hall

Together, community organizations, post-secondary institutions and the Provincial Government, with input from federal representatives, have identified key challenges and opportunities related to the economic contributions of the community sector. We will work together to deliver better services for community organizations, to address issues related to human resources and demographics, to raise awareness and increase public appreciation of the work of the community sector, and to improve partnerships and collaboration within the sector and with the public and private sectors. What follows are the actions we will take together to accelerate growth in the community sector in Newfoundland and Labrador.

# Better Services and Opportunities for Community Organizations

The Provincial Government, along with federal and municipal partners, provides critical services and funding programs for community organizations. Community sector organizations strive for stronger governance, solid financial management and good operational capacity. Together, these actions are intended to improve service delivery for, and by, the community sector.

- ▶ Designate and promote navigators across Government to act as contact points for community sector organizations.  
**Completion Target:** 2019-20  
**Lead:** CPEB-PED  
**Partner Organizations:** AESL, CSSD, EECD, FLR, HCS, MAE, OSW, SNL and TCII
- ▶ Consistent with the Provincial Digital Government Plan, create a single-window website with information on provincial government programs and services relevant to the community sector.  
**Completion Target:** 2019-20  
**Lead:** CPEB-PED  
**Partner Organizations:** AESL, CSSD, EECD, FLR, HCS, JPS, LAS, MAE, NLHC, OCIO, OSW, SNL and TCII
- ▶ Undertake client-informed continuous improvement reviews of application design and turn-around times for community sector programs, with a goal of streamlining applications, minimizing duplication of information requested and reducing time to decisions.  
**Completion Target:** Ongoing  
**Leads:** PCO and HRS-CLD  
**Partner Organizations:** CSC NL, AESL, CSSD, HCS, OCIO, OSW and TCII
- ▶ Evaluate the Provincial Government's current multi-year funding arrangements, reflecting input from current recipients and engagement with the broader community sector, to inform a transparent process in further expansion of multi-year funding.  
**Completion Target:** Ongoing  
**Lead:** CSSD  
**Partner Organizations:** CPEB-PED and CSC NL



- ▶ Examine government funding policies to identify opportunities for enhancing the financial sustainability of community organizations.  
**Completion Target:** 2020-21  
**Leads:** CPEB-PED and FIN  
**Partner Organizations:** AESL, CSSD, EECD, HCS, MAE and TCII
- ▶ Release the first call for proposals for community-based project grants before the end of April each year, as appropriate and applicable.  
**Completion Target:** Winter 2020  
**Leads:** CPEB-PED and Relevant provincial departments
- ▶ Issue a call for proposals to support social enterprise research projects, including exploring the use of the model in various industries.  
**Completion Target:** June 2019  
**Lead:** TCII  
**Partner Organization:** AESL
- ▶ Identify opportunities to strategically invest in community partners to support improved labour market outcomes and social innovation.  
**Completion Target:** Ongoing  
**Leads:** AESL, CSSD, TCII and CPEB-PED
- ▶ Provide support to community sector organizations in areas such as planning, reporting, evaluation and proposal writing.  
**Completion Target:** Ongoing through 2021-22  
**Lead:** CSC NL
- ▶ Enhance the community sector's access to information and training on employer-related obligations, including labour standards, conflict of interest, standard financial and governance policies and procedures, occupational health and safety, and insurance.  
**Completion Target:** Ongoing  
**Leads:** AESL and SNL  
**Partner Organization:** HCS
- ▶ Develop a guidebook for non-profit organizations that includes an annual checklist of legal and fiduciary requirements.  
**Completion Target:** 2019-20  
**Lead:** CSC NL  
**Partner Organizations:** AESL, OCIO, OSW, SNL and TCII

- Support community sector organizations to improve their ability to diversify their revenue sources through funding and partnership arrangements with private sector organizations, fundraising activities, philanthropy and other means.

**Completion Target:** Ongoing

**Lead:** CSC NL

**Partner Organization:** TCII
- Share knowledge and increase expertise in the community sector on the planning and provision of pension, health and other benefits, including establishing a dedicated task force to undertake this important work.

**Completion Target:** 2021-22

**Lead:** CSC NL

**Partner Organizations:** Industry experts
- Provide ready and timely access to information required by the sector in their day-to-day planning and operations.

**Completion Target:** Commencing in 2019-20

**Lead:** CSC NL

## Human Resources and Demographics

The community sector is unique as it is comprised of both an unpaid and a paid workforce, where volunteers govern and manage the sector in tandem with paid employees. As recruitment and retention are frequently a challenge, leaders in community organizations wish to enhance and strengthen their organizations' capacity to attract and maintain a competent labour force with the right skill sets to work as effectively and efficiently as possible. Continuance and succession planning in the community sector workforce are paramount to attaining organizational sustainability, particularly in rural areas and smaller organizations. The following actions are designed to help community sector organizations address key human resource-related challenges, especially in light of a changing demographic make-up in the province.

- Prepare a profile of the sector with key labour force and employment benchmarks, including challenges filling jobs, salaries and benefits levels, and skill gaps relating to both the paid and unpaid workforce.

**Completion Target:** March 2020

**Lead:** CSC NL

**Partner Organization:** A committee formed to oversee the study

- ▶ Produce a sector-led training plan for community sector boards, organizations and employees throughout the province, including leveraging connected learning technology as appropriate, that responds to locally identified needs, core leadership competencies, human resource and financial management requirements, and governance matters.

**Completion Target:** 2021-22

**Leads:** CSC NL and CNA

**Partner Organization:** AESL

- ▶ Pilot a network of Regional Community Sector Skills Facilitators in various regions of the province to build partnerships, provide strategic supports to paid employees and volunteers, and increase the community sector's capacity for social and economic growth.

**Completion Target:** 2021-22

**Lead:** CSC NL

**Partner Organizations:** AESL, CPEB-PED and MUN-HC

- ▶ Develop an employee attraction and retention strategy for the community sector, considering employment projections, future skills requirements and other labour market issues, particularly in rural areas.

**Completion Target:** 2021-22

**Lead:** CSC NL

**Partner Organizations:** AESL and CNA

- ▶ Increase understanding of immigration programs in support of community sector labour market needs.

**Completion Target:** Commencing in 2019-20

**Lead:** AESL

**Partner Organization:** CPEB-PED

- ▶ Explore a pilot project to support human resource and succession planning in community-based organizations.

**Completion Target:** 2021-22

**Lead:** CSC NL

**Partner Organizations:** AESL and TCII

# Awareness and Public Appreciation

The important role played by the community sector in the province is not well understood, and many people may not even realize the significant impact the community sector has on their daily lives. The actions below address the awareness and public appreciation needs of the community sector.

- ▶ Incorporate information on the importance of volunteerism and the viability of careers in the community sector into a planned review of the intermediate and senior high career education curriculum.

**Completion Target:** 2021-22

**Lead:** EECD

**Partner Organization:** AESL

- ▶ Research and publish the direct and indirect employment impacts of the community sector to the provincial economy.

**Completion Target:** 2019-20

**Lead:** FIN-NLSA

**Partner Organizations:** CSC NL and CPEB-PED

- ▶ Develop branding and marketing supports for the community sector.

**Completion Target:** 2019-20

**Lead:** CPEB-MBMD

**Partner Organization:** CSC NL

- ▶ Increase capacity within the community sector to leverage social media tools and resources.

**Completion Target:** 2019-20

**Lead:** CPEB-Comms

**Partner Organization:** CSC NL

- ▶ Expand, maintain and promote the Community Sector Council Newfoundland and Labrador's online directory of charitable non-profit organizations operating in the province, along with their respective programs and services.

**Completion Target:** Ongoing

**Lead:** CSC NL

**Partner Organizations:** Non-Profit Organizations in the Province



# Organizations, Partnership and Collaboration

In the 21<sup>st</sup> century, the most important issues in society cut across many areas of public policy and require the voices of many to be addressed effectively and, where appropriate, innovatively. The following actions will enhance opportunities for the community sector to communicate, partner, interact and collaborate with others in the province, including the provincial, federal and municipal governments and private sector leaders, and to support networking and information sharing within the sector itself.

- ▶ Engage the Community Sector Council Newfoundland and Labrador to identify training partnership opportunities under the Community Capacity Building program.

**Completion Target:** Fall 2019

**Lead:** TCII

**Partner Organization:** CSC NL

- ▶ Organize regular Community Sector Stakeholder Summits and regional workshops to review progress on the Community Sector Work Plan, discuss issues of importance, and facilitate networking and professional development.

**Completion Target:** Ongoing

**Lead:** CPEB-PED

**Partner Organizations:** CSC NL and MUN-HC

- ▶ Hold annual roundtable discussions on collaboration between the community and private sectors, and the sharing of experiences and partnership opportunities.

**Completion Target:** Ongoing

**Lead:** CSC NL

**Partner Organizations:** CPEB-PED and TCII

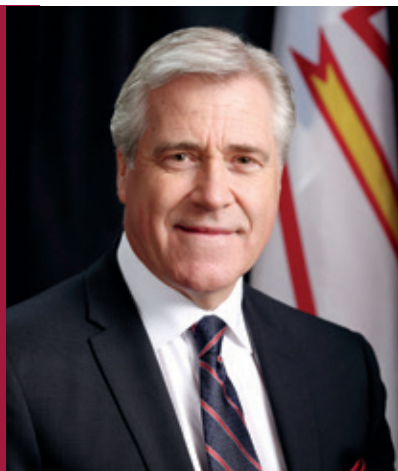
- ▶ Deliver training to government employees to enhance collaboration-related knowledge and ability.  
**Completion Target:** Ongoing  
**Lead:** HRS-CLD  
**Partner Organization:** CPEB-PED
- ▶ Organize an annual meeting between government executives and community sector representatives to discuss needs and priorities.  
**Completion Target:** Ongoing  
**Leads:** OEC, HRS-CLD and CPEB-PED  
**Partner Organization:** CSC NL
- ▶ Create a dedicated space within engageNL to support discussion, information sharing, problem solving and networking among community sector organizations.  
**Completion Target:** Immediately  
**Lead:** CPEB-PED  
**Partner Organization:** CSC NL



# Acronyms

<b>AESL</b>	Advanced Education, Skills and Labour
<b>CNA</b>	College of the North Atlantic
<b>CPEB-Comms</b>	Communications Branch
<b>CPEB-MBMD</b>	Marketing and Brand Management Division
<b>CPEB-PED</b>	Public Engagement Division
<b>CSC NL</b>	Community Sector Council Newfoundland and Labrador
<b>CSSD</b>	Children, Seniors and Social Development
<b>EECD</b>	Education and Early Childhood Development
<b>FIN</b>	Finance
<b>FIN-NLSA</b>	Newfoundland and Labrador Statistics Agency (Finance)
<b>FLR</b>	Fisheries and Land Resources
<b>HCS</b>	Health and Community Services
<b>HRS-CLD</b>	Centre for Learning and Development (Human Resource Secretariat)
<b>JPS</b>	Justice and Public Safety
<b>LAS</b>	Labrador Affairs Secretariat
<b>MAE</b>	Municipal Affairs and Environment
<b>MUN-HC</b>	Memorial University's Harris Centre
<b>NLHC</b>	Newfoundland and Labrador Housing Corporation
<b>OCIO</b>	Office of the Chief Information Officer
<b>OEC</b>	Office of the Executive Council
<b>OSW</b>	Office for the Status of Women
<b>PCO</b>	Planning and Coordination Office
<b>SNL</b>	Service NL
<b>TCII</b>	Tourism, Culture, Industry and Innovation

# The Way Forward with community



“Our vision for the future of Newfoundland and Labrador is a place where potential is realized and opportunities abound. Through unprecedented partnerships with high potential industries, we are fostering the economic growth, innovation, and job creation needed to support bright futures for the people of our province.”

Premier Ball

