



Renewing Manitoba's Non-profit Strategy

What we've heard so far:
A summary to December 2019



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Introduction

On May 9, 2019, the Manitoba government held a forum in Winnipeg, Manitoba to announce the development of a new strategy to build capacity and promote sustainability in the non-profit sector. The new strategy will help strengthen the non-profit sector, assisting individual organizations across Manitoba to be sustainable and successful. It will help ensure Manitoba's non-profit sector is able to deliver positive outcomes, and increase philanthropy and charitable giving. Government also released a Discussion Paper, entitled *Building Capacity and Promoting Sustainability in Manitoba's Non-profit Sector* to outline key questions.

Sessions were held at the forum to explore sections of the Discussion Paper. These sessions were a chance to hear stakeholders' first thoughts on the Discussion Paper in person and in real-time. It also provided the opportunity to gather preliminary information and impressions about sector priorities.

An online survey was also launched on May 9 to get feedback from non-profit sector stakeholders on ways to develop new and innovative models of community development that strengthen capacity, increase sustainability, and leverage partnerships across the province to improve outcomes.

The survey was open to any Manitobans who fell into the following categories:

- current or former staff members of a non-profit organization
- current or former volunteers of a non-profit organization
- current or former representatives of an organization or business that provides financial or in-kind support to a non-profit organization
- individuals who have received services from a non-profit organization

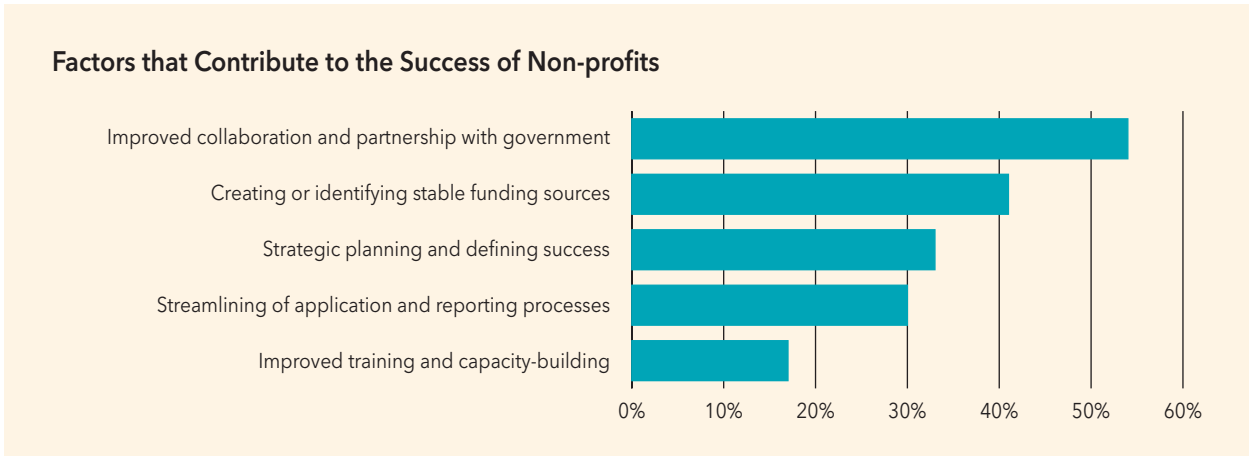
The survey asked for written responses, with a goal of having a broad discussion on key topics. The feedback provided by survey respondents helped guide initial stakeholder gatherings that followed, including engagement sessions in Thompson and Brandon. The discussions held at the Winnipeg forum (page 4), results of the survey (starting on page 5), and the Thompson and Brandon engagement sessions (starting on page 29), are reported on in this document.

The combined public and stakeholder input will guide further public engagement and the development of a non-profit strategy.

Winnipeg Forum

Attendees at the Winnipeg forum were invited to take part in a process that explored the topics from the Discussion Paper. During these dynamic sessions, groups were presented with one topic to focus on and were asked for their current experiences, needs, challenges, and desires relating to it. One message that came out very clearly from these discussions is that the non-profit sector in Manitoba is highly innovative in finding ways to effectively serve the public in a rapidly changing world. The sector is skilled, knowledgeable, and committed to the work they do. Participants further shared that they face challenges in delivering their services, and they see government as an important partner.

Out of these discussions, a number of factors came up that stakeholders said would help them to be as effective as possible in their work. The following table shows the most commonly-mentioned factors, by percentage of comments that discussed the factor.



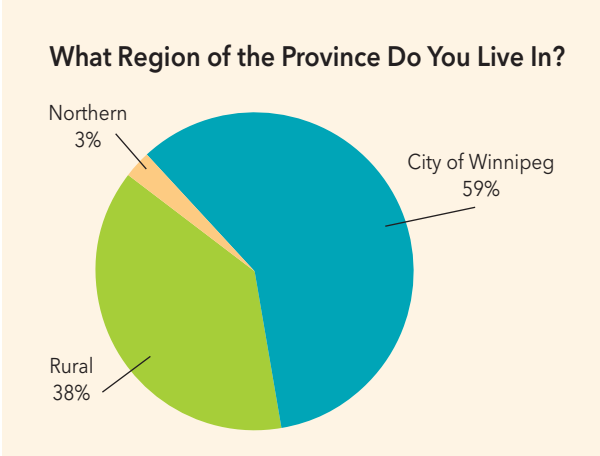
Online Survey

Survey Respondent Demographics

Over 1,000 responses to the on-line survey were received from organizations or individuals. Responses came from across the entire province, including the city of Winnipeg, and rural and northern regions. The percentage of respondents from each region was close to the percentage of the population of the province in that region.

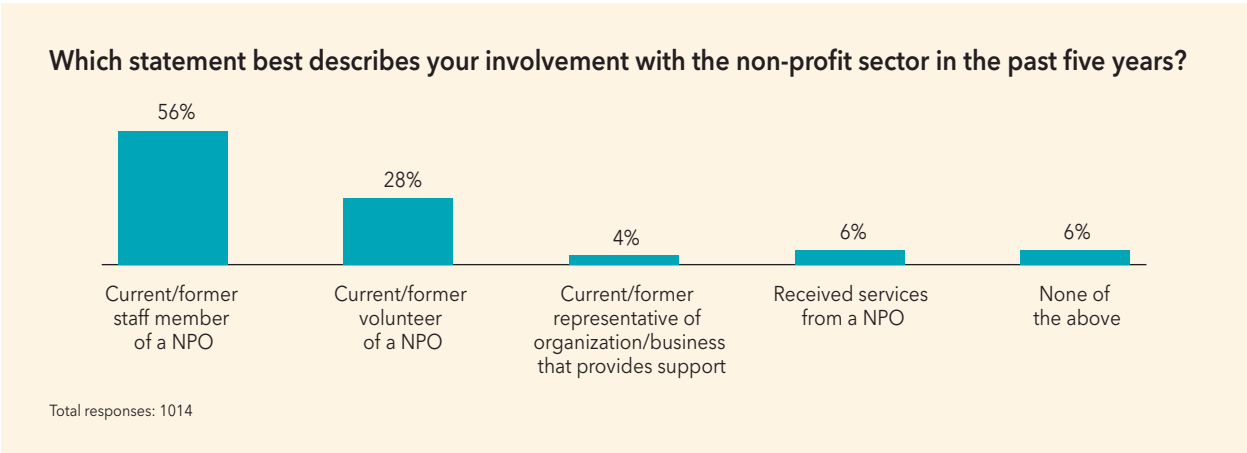
The majority of respondents had either worked or volunteered for a non-profit organization (NPO). While we did not collect specific information about the target populations or activities of the organizations, responses indicated that they represented a wide range. These include:

- organizations that serve specific populations, such as newcomers, youth, or LGBT2SQ+ individuals;
- heritage or local history organizations;
- addictions centres;
- supported living facilities;
- neighbourhood renewal corporations;
- public libraries;
- crisis support centres;
- animal rescue shelters;
- environmental organizations and
- umbrella associations or networks that support groups of organizations.



Survey Methodology

Answers to each survey question were reviewed and recurring themes were identified. Some responses focused on more than one element of the question asked, so the percentages on some graphs showing survey responses may add up to more than 100 per cent. A written assessment is included for each question to explore information provided in the graphs and capture additional details.



Highlights by Survey Section

The survey questions were divided into five sections, based on the Discussion Paper. The following are highlights of responses for each section.

Leveraging Funding

- A majority of respondents stated that operational funding is a challenge; necessary to attract private funders and to have the organizational capacity to seek out funding.
- Approximately half of respondents do substantial fundraising activities.

Capacity Building

- Staff recruitment and retention are seen as a major challenge.
- Further board support and training is needed, along with administrative support. Many funders are hesitant to support administrative costs.
- Many respondents offer staff training, but are eager for more cost-effective options and resources to build organizational capacity.

Planning and Innovating

- Demographic, technological and social changes have led organizations to innovate and seek new operational models.
- Limited resources make innovating a challenge: supports for program development, personnel, and technological support are needed.

Partnerships

- A majority of respondents have multiple partnerships.
- Organizations generally offer complementary or collaborative programming, but sometimes compete for funding.
- Centralized information and resources would help to identify and maintain partnerships.

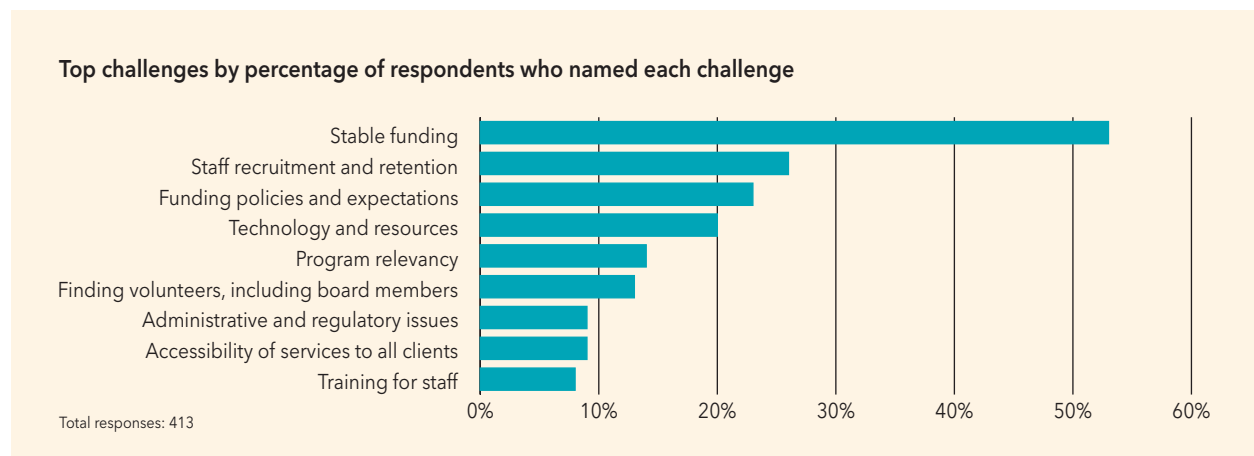
Performance Measures and Outcomes

- Many respondents indicate performance is assessed through client feedback and tracking attendance.
- Organizations are challenged with developing ways to measure outcomes.
- A focus on project funding from supporters leads to challenges in capacity to properly evaluate programming.

Section One: Planning and Innovating

QUESTION ONE

What challenges does your organization face in keeping pace with societal changes?



The most commonly cited challenge by non-profit organizations was having adequate, long-term, stable funding.

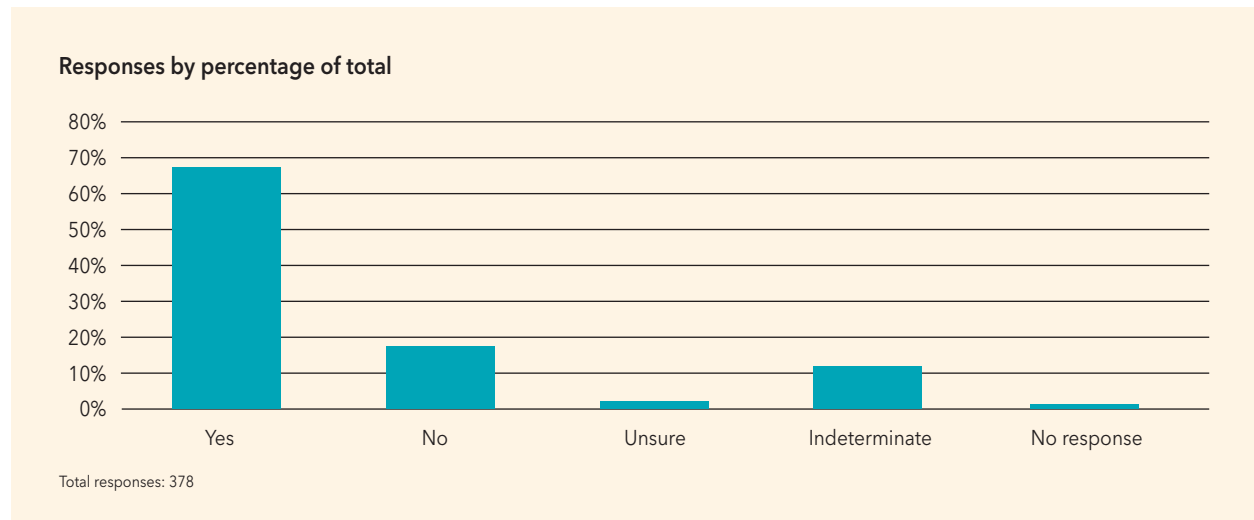
Organizations also reported challenges with funding policies and expectations. Respondents indicated that funders have not always updated their approaches to reflect changes in society that impact service delivery needs. Further, many respondents stated that administrative and regulatory burdens use up resources and make it difficult for them to make effective change. Other significant challenges mentioned relate to personnel. A large number of respondents stated that recruiting staff is a challenge, due in part to low wages and job insecurity. Many responses also indicate a difficulty in retaining staff, meaning that a lot of time is spent training new employees, rather than updating and improving programs.

Overall, many non-profits said that they are being innovative or trying to be, but the way grant programs and requirements are set up can make that difficult. A common comment was that organizations have to be reactive, rather than proactive, due to limited resources, and they do not have the means to support program development to address the root of the problems faced.

Many respondents indicated a desire to work more strategically with government to discuss changing programs to address the roots of social problems. Crime, mental health needs and addictions, particularly addiction to methamphetamines, were identified as some of the major emerging social issues. Another identified societal change is a decrease in donations and volunteer time. Respondents all agreed that many private and individual donors do not want to fund administrative functions. This makes it difficult for organizations to find funding to conduct evaluation, develop programming, and perform other administrative and human resource functions. This was identified as an area where government assistance would be helpful.

QUESTION TWO

Has your operational model changed in response to demographic and technological changes?



Approximately two thirds of respondents indicated they have made changes to their operational model in response to shifts in population demographics and/or due to changing technological pressures.

Many respondents indicated that changes occurred as a direct result of new technologies, with a smaller portion indicating that changes were the result of demographic shifts. Some respondents stated that operational changes occurred as a result of both pressures.

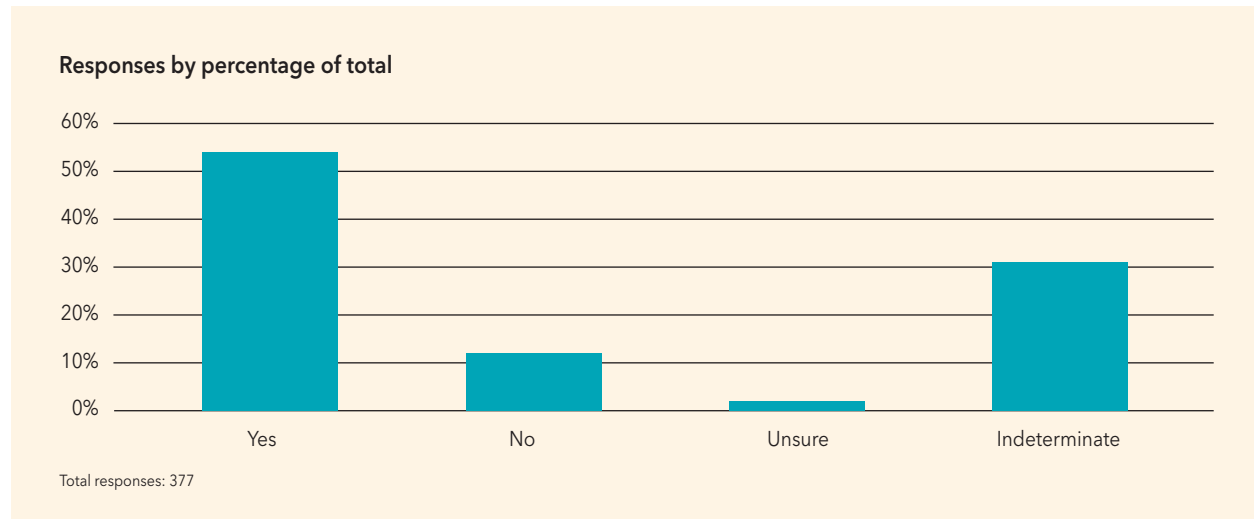
The largest and most often-mentioned barrier to improvement was a need to update the infrastructure required to keep up with technological changes. In addition, the added challenge of attracting and retaining skilled staff to manage the technological upgrades and maintenance of systems was mentioned as an obstacle.

The second largest barrier mentioned was lack of organizational capacity needed to attempt large scale or major changes in operational structure and practices, such as developing new policies and procedures or undertaking a comprehensive review process. A common point raised was reliance on volunteer positions to support this work, which respondents noted is a challenge because volunteers may leave after a short time or may not have the time or training necessary to manage such complex tasks.

There was specific mention of an increase in barriers faced by non-profit organizations located in rural and northern regions, in part due to reduced or limited access to technological infrastructure.

QUESTION THREE

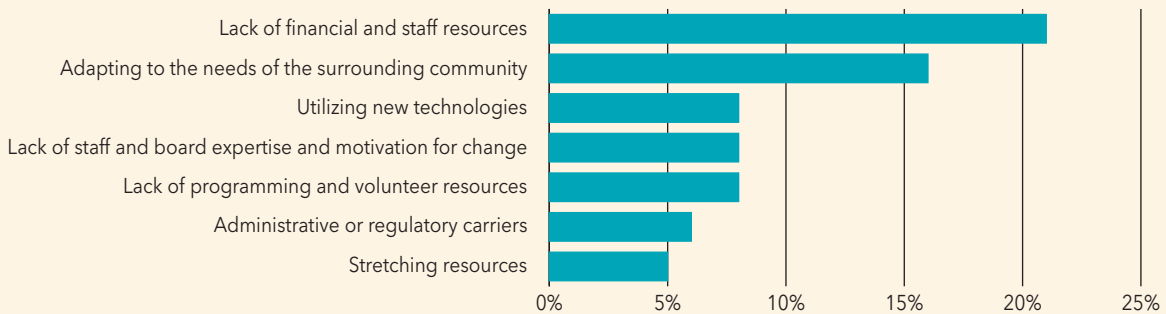
Do you feel that your organization is adapting to societal shifts with new and innovative approaches? Why or why not?



Over half of respondents indicated that their organizations are implementing measures to adapt to societal shifts. Many respondents communicated a strong will to change, depending on the needs of their immediate communities. In some cases, respondents indicated that change was implemented by their organization in response to funding cuts or personnel and resource changes. Technology, including social media and improved hardware capacities, has been used by organizations to communicate with the public and reach different audiences. For some, collaborations with other agencies have been an important element of improvement. Keeping updated with new evidence, research and best practices is also acknowledged as an important step towards adapting to societal shifts. Organizational size is also a notable factor, as some organizations indicated that, by being small, they are able to adapt quicker.

Many respondents mentioned significant difficulties adapting to social change. Responses categorized under "indeterminate" included ones that said that some practices were working well, and others not. One frequently mentioned issue was limited resources, which force organizations to cut back on programming and stretch their existing capacity. Fear of change and innovation is another major obstacle that organizations stated they face. For many long-time staff and board members, change and innovation can be difficult to assess and implement, and can be made especially difficult with low numbers of volunteers and resources. In some cases, increased staff and board training was recognized as a possible solution to this fear. Nevertheless, for some respondents the need for change is real and pressing, caused by increases in the number of people seeking services.

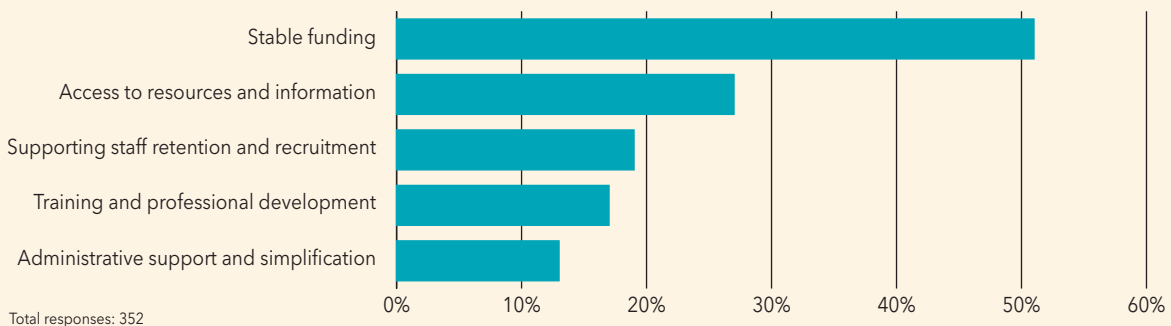
Most commonly identified factors in adapting to change by percentage of respondents who named each factor



QUESTION FOUR

What additional resources, process or tools would best support you to plan and innovate?

Most common suggestions by percentage of respondents who made each suggestion



A significant number of responses indicated a need for increased funding to hire staff to focus on planning and evaluation, purchase technology, and address the rising cost of living. Some respondents said they have difficulties with reaching charitable status, which prevents them from accessing certain funding. It was also suggested that funding be made available for pilot projects and start-ups to assist organizations with trying innovative programs.

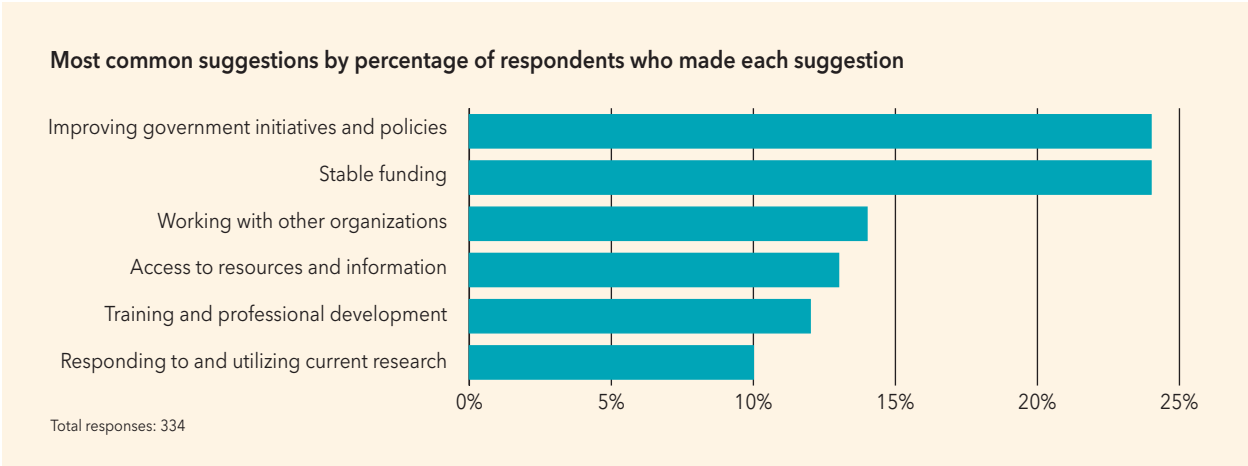
A similar point raised in the responses indicated the need for stable, consistent, and long-term agreements in order to reduce staff turnover and allow for flexible planning. Consulting positions and IT support were noted as possible options. Respondents also called for better staff benefits, along with policies to offer incentives, possibly through tax breaks, for individuals to volunteer in the non-profit sector.

Under the category of “access to resources and information,” respondents suggested support in utilizing technology, as well as access to information regarding strategic planning and available funding options. Respondents recognized the need for stable locations to run programs and conduct administrative work, while others acknowledged the need for stronger Internet and cellular services in rural areas. The responses also called for better access to information for strategic planning and development, which could be offered through upgraded technological services. Multiple respondents called for more streamlined funding applications, a reduction in application restrictions and red tape, and overall support for administrative work.

Opportunities for training and professional development at a low cost, including training on utilizing technology and board leadership training, was seen as another possibility for helping organizations to plan and innovate. Respondents named public awareness as a potential asset, as well as assistance with marketing and advertising. Respondents also called for the provincial government to listen closely to the issues raised by non-profit organizations, and collaborate with the sector to address challenges.

QUESTION FIVE

What innovations should Manitoba consider in order to build capacity in the non-profit sector?



Responses to this question strongly indicated a desire for the provincial government to engage in more initiatives and activities to assist and support non-profit organizations by updating policies and programs. Many respondents suggested this could be done through tax incentives for volunteers and private donations, or through appointments of government officials to assist in the work that organizations perform. Respondents also indicated that the Manitoba government could collaborate with other levels of government to increase supports in various areas, including seniors, childcare and mental health services.

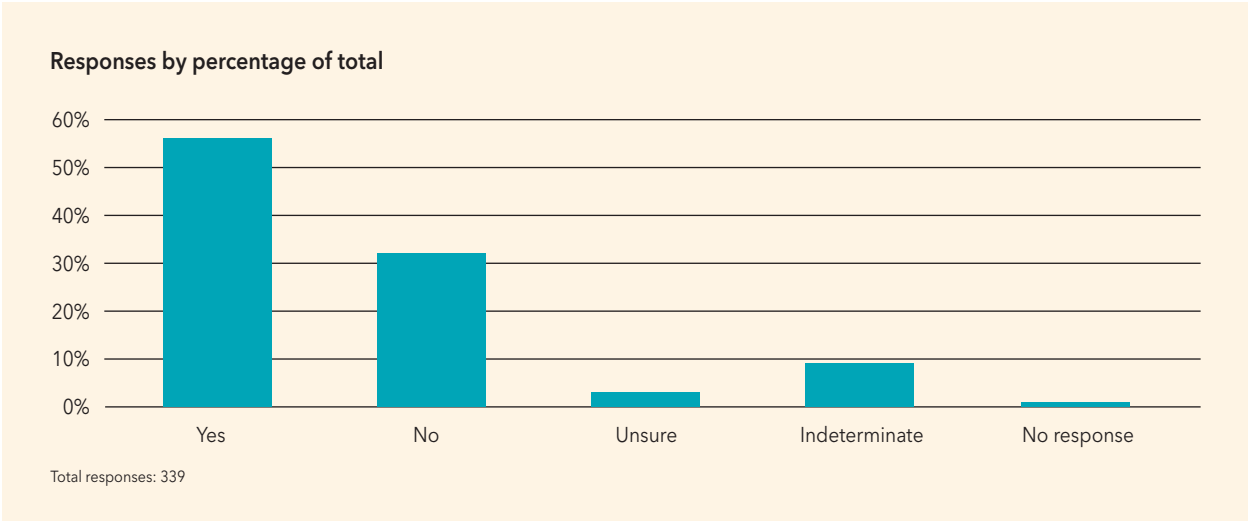
Respondents acknowledged the issues of duplication of services, fueling competition for funding. They also stated that increased collaboration between different organizations could lead to the sharing of information and resources across the sector, building capacity and utilizing available tools and resources. The availability of consistent and reliable measurement tools is seen as an approach to building the capacity of the non-profit sector, which could be accessed through centralized information. Using online technologies was frequently cited as a way of improving capacity, including:

- using online cloud services to help with administrative work
- using social media to create awareness and accessibility
- using technology to help with measurement practices

Section Two: Leveraging Funding

QUESTION SIX

Is the majority of your organization’s funding from public sector grants?



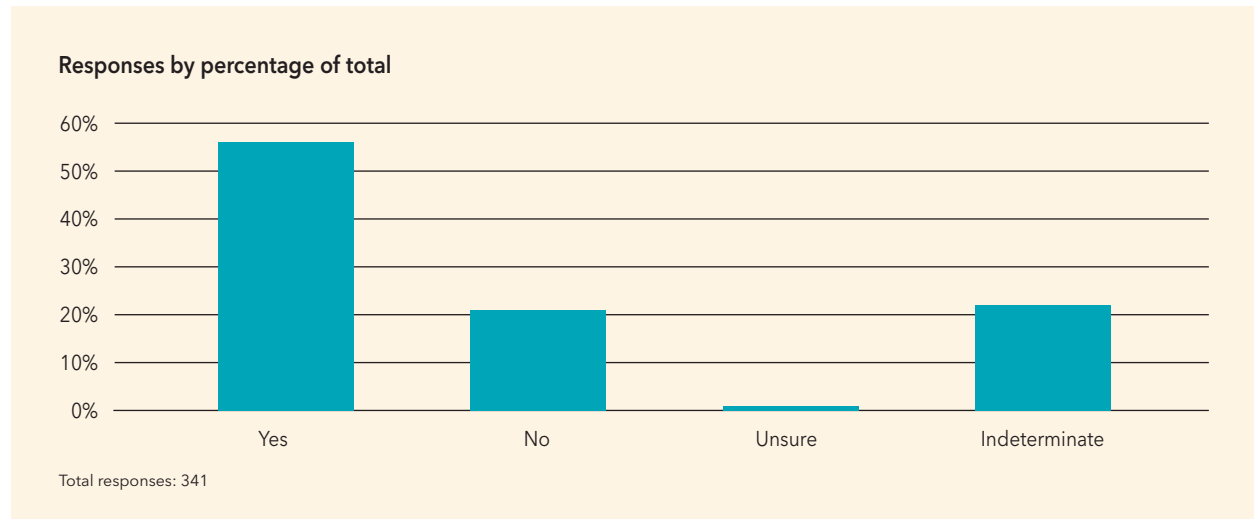
Approximately half of respondents stated the majority of their organizational funding is provided through public sector grants.

A common response was that diversified funding was effective at protecting non-profit organizations from budget volatility and increased sustainability. However, diversified funding brings a proportional increase in the amount of administration and staff time required to meet increased and varied reporting requirements for different funders. This was noted most often as the reason why operational budgets rely primarily on a single source or limited sources. The availability of stable and predictable public sector support was seen as a method to allow organizations to leverage funds from other sources and the private sector.

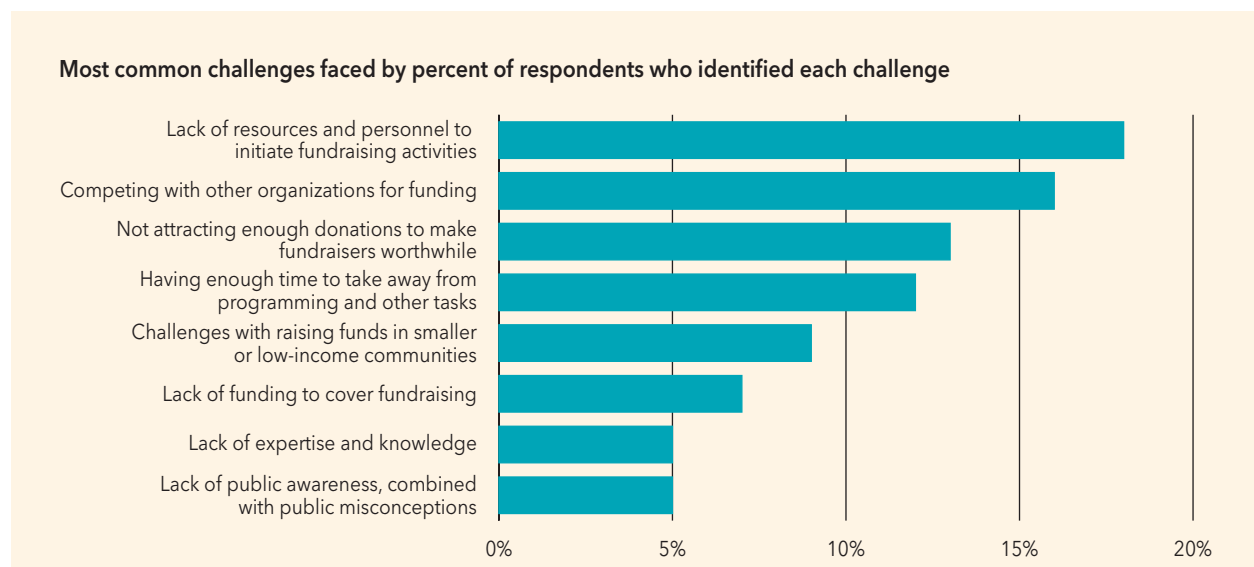
Budget diversification was also seen as important to mitigate the risk organizations face when programs lose or gain funding. The development of social enterprise ventures was noted as one way in which non-profits could diversify.

QUESTION SEVEN

Do you undertake substantial fundraising activities? What challenges have you faced, and what success have you had, in raising funds?



Despite the high number of respondents indicating that they undertake substantial fundraising initiatives, the responses generally indicate that fundraising is a challenge. Those who reported success with fundraising said this was due to positive relationships with the community and hosting events that are consistent and popular. They state that fundraising initiatives can also raise an organization's public awareness. Social enterprise models and third-party fundraisers were also mentioned as successful practices.



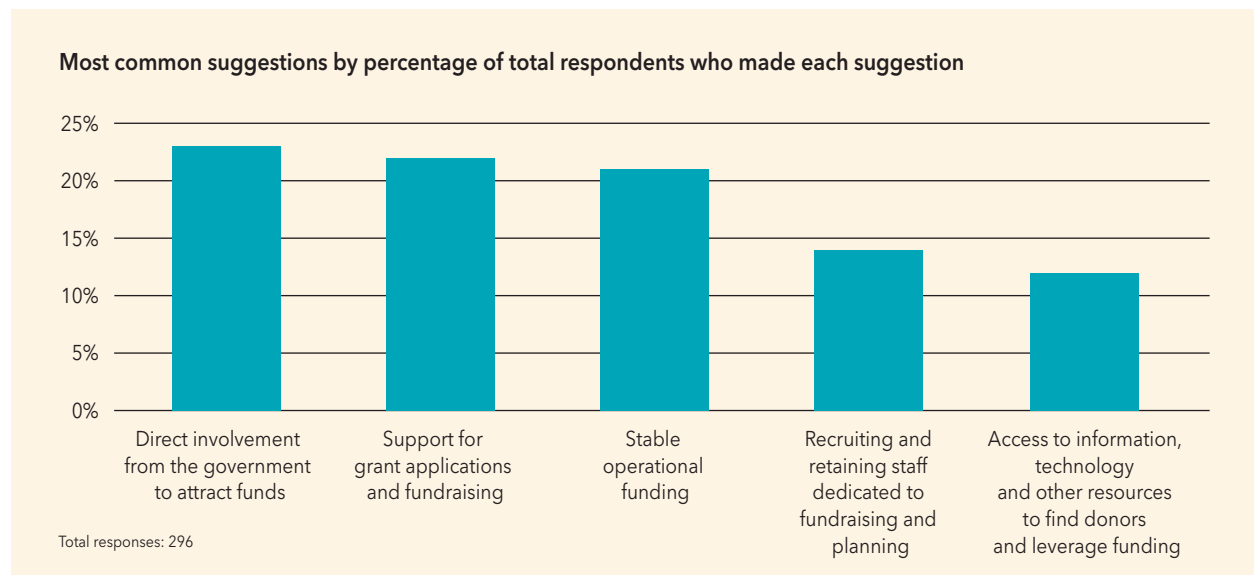
A challenge mentioned by many respondents in undertaking fundraising initiatives is finding the practical capacity in both material resources and in personnel (staff, volunteers and board members). Competing with other organizations for funding was also recognized as a challenge, along with having the expertise and knowledge to develop ideas that get the attention of potential donors. Getting donations can be challenging due to competing public interests and perceptions of the importance of non-profits. For example, one respondent indicated that arts organizations find it difficult to compete with sports-related groups.

Fundraising can also be challenging depending on the location of the organization, as rural or lower-income communities tend to have a much smaller donor base. Organizations from all areas of the province indicated that it is difficult to find funding sources that can be used to support the delivery of fundraising initiatives, and organizations ultimately feel that the overhead cost for fundraising is too high. Donor and volunteer exhaustion is also a cited challenge.

The changes in available funding opportunities, as well as general social and economic changes, are noted as the reason for donations being in decline. Many respondents indicated that fundraising activities were more common in the past. An aging volunteer and donor base has also led to a decrease in support and capacity.

QUESTION EIGHT

What would help your organization be more successful in leveraging non-governmental dollars?



Many respondents suggested that government could help to increase public awareness of the work non-profits do, change the perceptions of non-profit funding, and inform businesses about tax incentives for donating. Some respondents indicated that they would like to see changes in policies and initiatives, such as the introduction of social impact bonds and increased tax credits. Being able to gain charitable status was cited as a benefit to non-profit organizations, as was matching for funds raised. Respondents also said that assistance from government to match organizations with potential donors would greatly assist in fundraising and networking efforts.

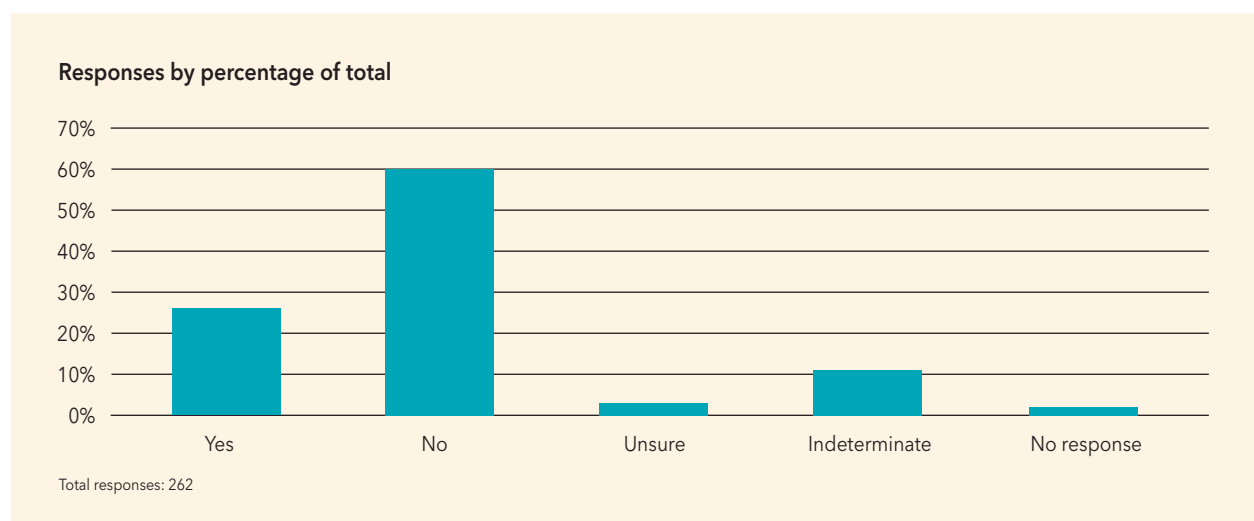
Respondents also mentioned the difference between the challenges faced by rural organizations and those based in Winnipeg. Rural organizations generally do not have the same access to larger funding pools as those in Winnipeg.

Respondents noted that private donors tend to prefer to give money to specific projects that align with their personal or organizational values or strategies, and are less inclined to fund administration and fundraising efforts. As well, many respondents indicated that some private donors are more likely to provide funding to organizations that have confirmed government funds.

Access to consulting services was cited as a potential benefit for respondents. A publicly-funded consultant to assist with developing fundraising strategies, or funding to hire additional staff to focus on fundraising and building connections with private donors, were also suggested. Some respondents indicated that policy restrictions imposed difficulties regarding fundraising, including the challenge of achieving charitable status. Respondents also cited access to funding for start-up or pilot projects, and rewarding success for continuing projects.

QUESTION NINE

Are you aware of any innovative approaches to raising private funding for community activities that Manitoba might promote and support?



The highest percentage of respondents indicated that they were not aware of any innovative approaches currently being used in other sectors or within the non-profit sector to raise private funds for community activities.

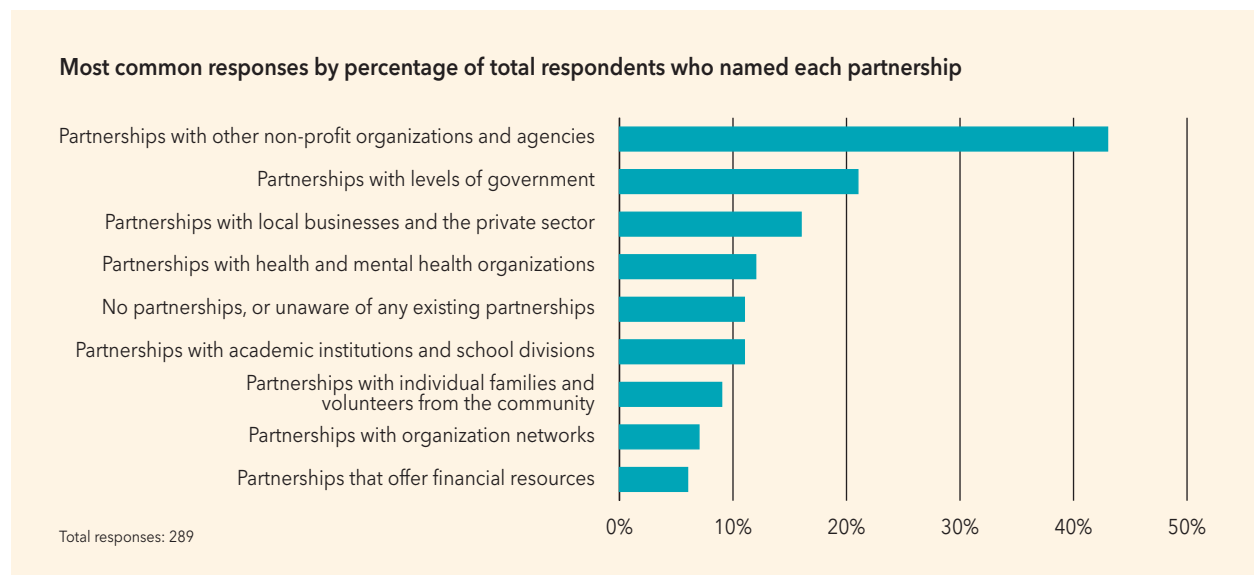
About a quarter of the respondents stated that they were aware of new and innovative approaches. The most commonly named approach was the use of tax-based solutions that would incentivize private and business donations. The remaining responses were equally distributed around enhancement of social investing and financing strategies, and the development of legacy and endowment funds. Government was seen as being able to support of the development of innovative ideas, potentially through the development of an entity whose role would be to act as a one-stop shop for social enterprise development, social financing and social business.

Quebec was mentioned as an area of Canada that was at the forefront of effective private and public community economic development. There were several mentions of Quebec as being the most innovative and advanced within this field. One of the Quebec models cited was the development of small groups who invest their own funds. Examples of this in Manitoba are the Children's Hospital 'Innovators Group,' or local groups such as the 100 Women Who Care.

Section Three: Partnerships

QUESTION TEN

What partnerships does your organization currently have to support your work?



Respondents indicated that the most common form of partnerships are those among non-profit organizations and agencies. Agencies will often partner with other similar agencies to share funds and resources, such as splitting travel costs for conferences or bringing in speakers. Many partnerships are not financial in nature. Some partners may provide space for activities, resources, discounts on services, or increased recognition.

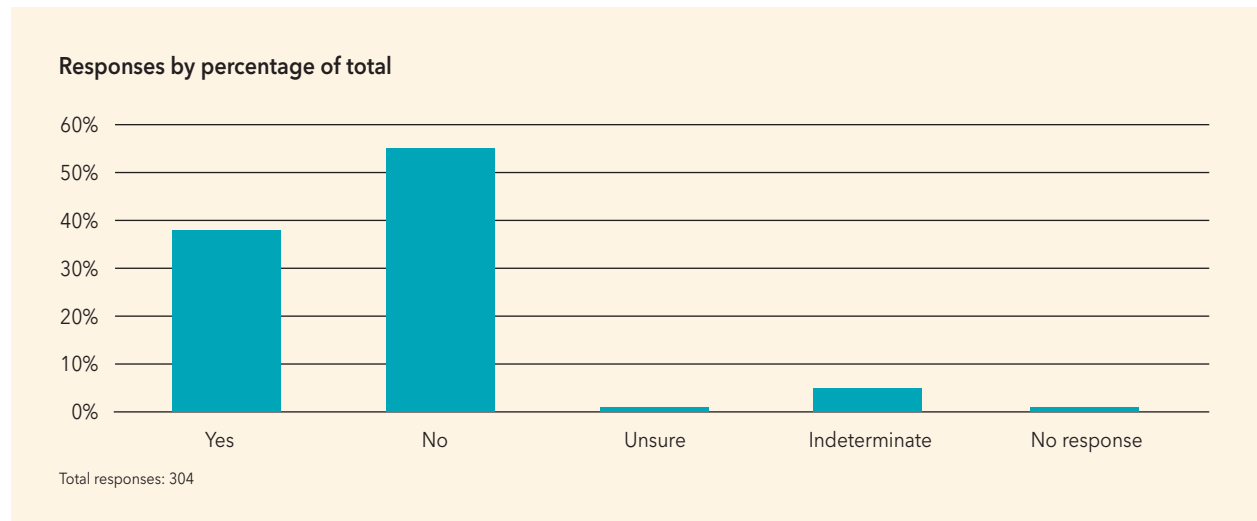
Other commonly cited partnerships involve municipal, provincial and federal levels of government, as well as local businesses and private sector organizations. Partnerships with schools and academic institutions often provide volunteer and educational resources. Many organizations also rely on individuals and families of board members to donate funds or fill volunteer roles.

Respondents acknowledged that funding is limited, and that it is a struggle to find financial partnerships. About seven per cent of respondents indicated they were not aware of any partnerships affiliated with their organization.

Other partnerships cited include those with umbrella organizations that represent a group of organizations in a sector. Respondents also mentioned partnerships with the United Way in Winnipeg and Brandon, and with local churches and religious groups.

QUESTION ELEVEN

Do you feel that your organization competes with others in delivering its services?



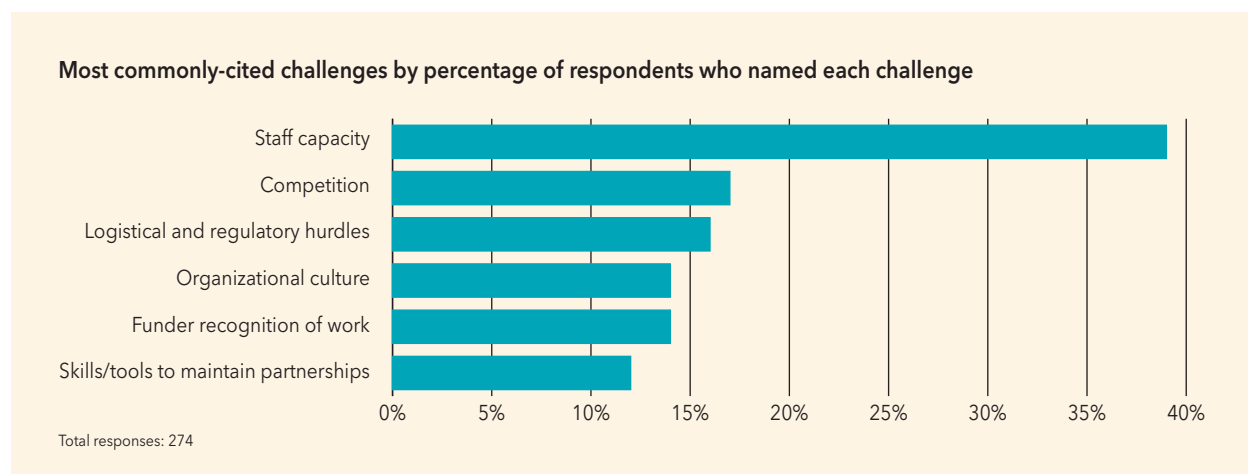
While the majority of respondents reported that they did not feel competition in services provided was an issue, there was consensus that competition can or does exist in terms of non-profits competing for funding.

It was noted that in an attempt for non-profits to meet the demand in services, they have had to develop a strong culture of coordination and cooperation.

In addition, the demand for services is seen to limit the instances of overlap and duplication within programs offered in the various regions. Many non-profits pool resources, create referral networks, or partner on program development and delivery, to maximize the number of clients served.

QUESTION TWELVE

What are the biggest challenges in identifying and maintaining partnerships?



The most commonly-cited barrier to creating and keeping partnerships was a lack of time, and training of staff to do the work required. Respondents noted they do not usually have the means to hire staff that would be dedicated to partnership and fundraising development. At the same time, regular program staff cannot take the time to undertake these activities without sacrificing crucial project-delivery tasks, including service delivery, reporting and program development. Further, lack of access to, or awareness of, skills and tools to retain partnerships, such as drafting effective partnership agreements, was identified by many respondents as a challenge.

Competition was a challenge for many groups, with respondents indicating that some organizations assume full credit for activities, instead of properly crediting partners, in an attempt to gain the notice of funders. This sense of competition was also related in some cases to organizational culture, with many respondents noting that they have been unable to partner with similar organizations who may have incompatible organizational cultures. This makes partnerships a challenge to maintain and sometimes gets in the way of doing effective work.

When speaking about funding partnerships specifically, many non-profits stated that they struggled to get potential donors to recognize the importance of the work they hoped to have funded. This was the most challenging for smaller organizations, who lack name recognition and do not have resources to advertise. Respondents also indicated that hurdles such as grant requirements in applications, or federal laws surrounding revenue and taxes, can hamper some partnership efforts.

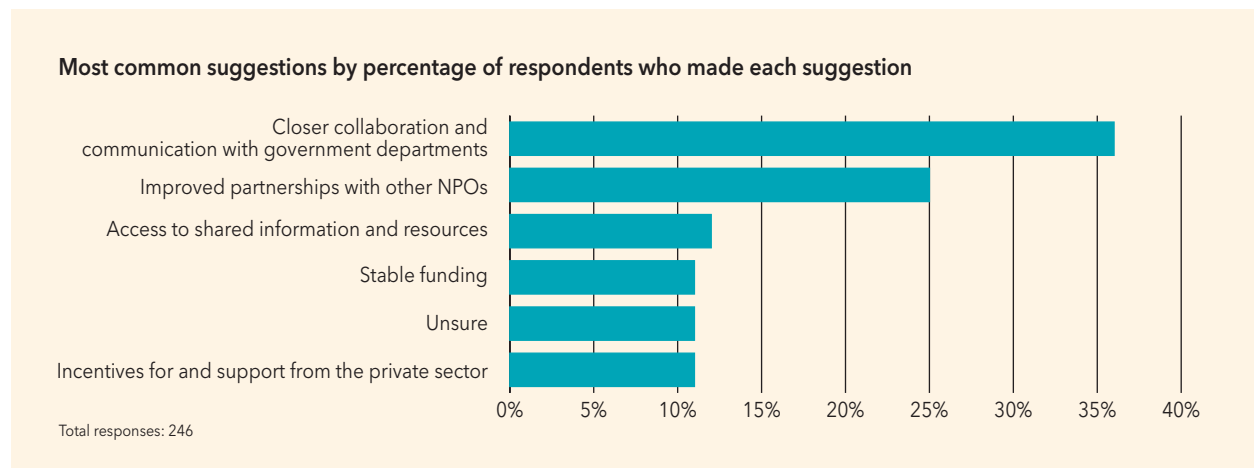
Respondents also noted that partnerships are not always beneficial. Sometimes there is an imbalance of work, where one partner organization provides the majority of effort and receives little of the benefit. Respondents also flagged recognition as an issue. Organizations that have received support in the past have an easier time getting partners, and then grow even further, gain more recognition, and are able

to further increase their partnerships and resources. This issue is magnified for smaller organizations that lack resources in the form of staff time and money to seek out and establish partnerships, as well as for rural organizations, who face the challenge of working across great distances.

It is also important to note that some respondents (about five per cent) indicated that they are having a great deal of success with partnerships. Leveraging pre-existing local networks and having staff with the specific skill sets needed are two reasons given for this success.

QUESTION THIRTEEN

Where do you see potential for new partnership opportunities among non-profit organizations, the private sector and government?



Respondents expressed a desire to work more closely with the provincial government. This could include increased social procurement, invitations for the non-profit sector to assist in developing policy, increased collaboration between different levels of government, and increased matching funds. Social enterprise models are recognized as an innovative opportunity where partnerships can emerge.

Resources that could benefit non-profit organizations include the ability to host more events and forums that explore partnership possibilities through networking and training. Support through shared spaces and advertising is also recognized by respondents as a possible benefit of improved networking opportunities. Partnerships that provide stable funding are a common suggestion by respondents.

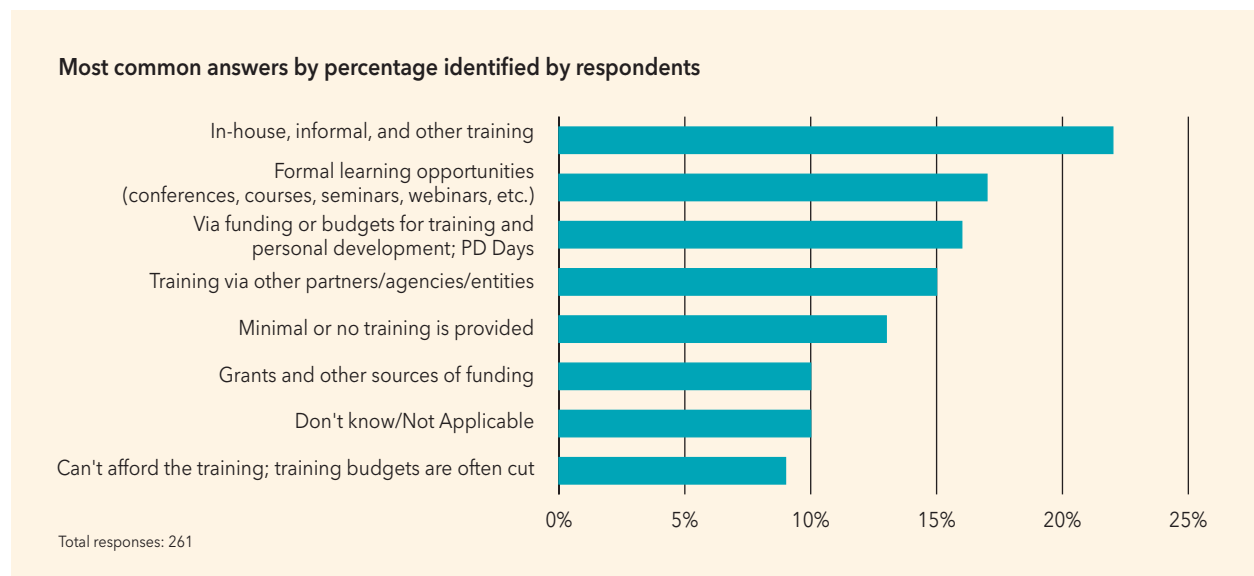
The responses indicated a lack of confidence and certainty in new partnership opportunities, seen through the percentage of the total responses that were marked 'unsure.'

Respondents indicated that incentives for the private sector could be beneficial to leveraging funding and support.

Section Four: Capacity Building

QUESTION FOURTEEN

What resources or processes do you currently employ to support staff development and administrative supports?



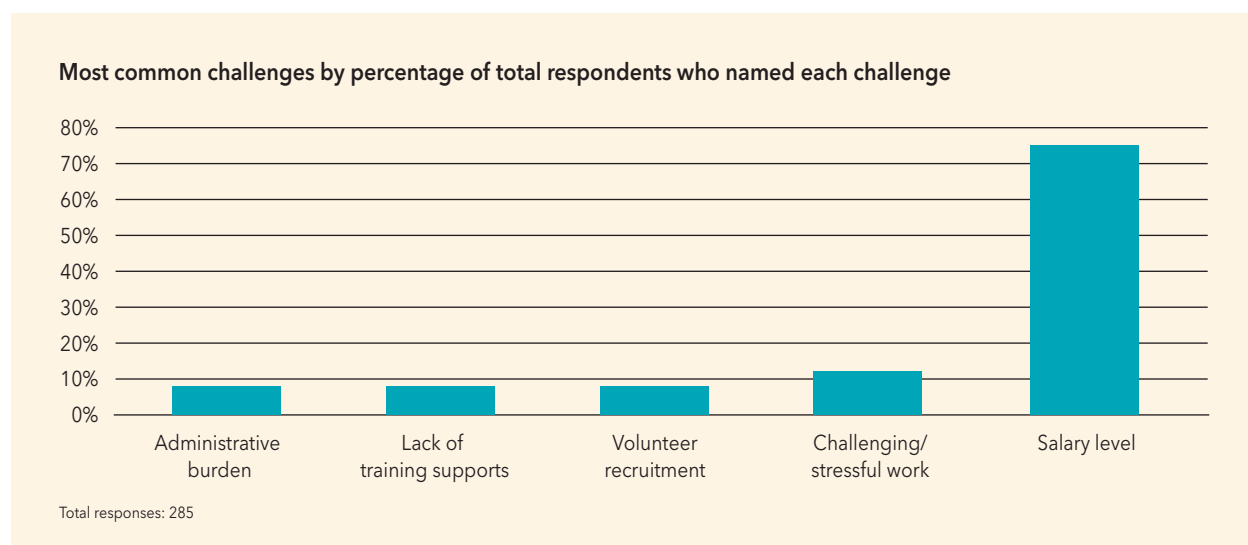
Several survey respondents said that in-house and informal training were their primary methods of supporting staff development, followed by encouraging the use of formal learning opportunities, including conferences, courses and webinars. Many agencies noted they could not afford training, or could not participate in training opportunities unless they were free or at low cost. For some respondents, training is provided through partnerships or other organizations like Volunteer Manitoba or the United Way. Training opportunities provided through government departments were also mentioned in some responses.

Respondents noted that budgets for staff development and training were often subject to funding availability and that free training sessions often did not meet the organizations' needs.

Respondents listed a few resources that could support improved staff capacity, including creating human resource policies on training, arranging staff meetings, and conducting evaluations and reviews. In some cases, respondents said they encourage staff to conduct personal research and pursue learning goals, and hold staff appreciation events.

QUESTION FIFTEEN

What are your biggest staffing and administrative challenges?



Overwhelmingly, respondents identified low salaries as their biggest staffing and administrative challenge. Respondents noted that low salaries and a lack of benefits have led to high turnover rates, and difficulty finding and recruiting qualified staff. Many respondents said that their wages are significantly lower than public and private sector wages for similar work. In addition, a number of organizations said they have fewer staff than are needed to run projects, or they can only offer only part-time work for positions that should be full-time.

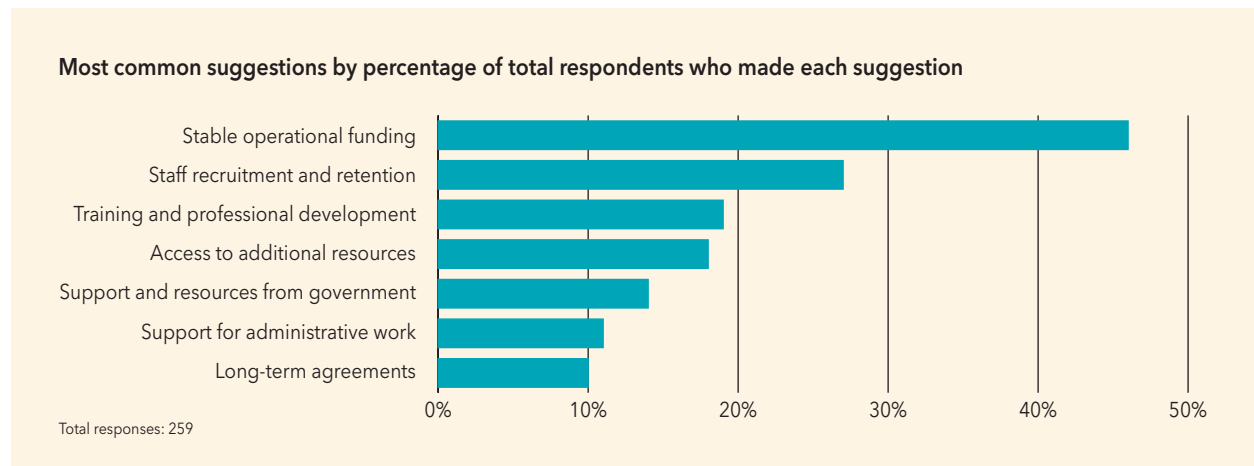
A significant number of responses also referenced the challenging or stressful nature of work in the sector as a factor in retaining staff. Many discussed staff burnout from working long hours and dealing with challenging social issues and high-needs clients. The stressful nature of the work, combined with lower wages, leads to high turnover rates for non-profits.

Other challenges significant enough to warrant specific mention by respondents were the heavy administrative burden associated with running a non-profit, and the lack of training and professional development support for staff. Respondents stated that applying for funding and fulfilling reporting requirements is very time-consuming and complex. This is a particular challenge for organizations that have multiple funding sources, each with their own set of requirements and expectations. Given the high turnover rates, frequent training is required to ensure staff are able to do this work, but organizations do not always have sufficient time and money to provide the training.

Respondents also indicated that recruiting volunteers to assist in the operations of an organization is an ongoing challenge, with some non-profits being heavily reliant on volunteers or completely volunteer-led. Reasons given for the difficulty in recruiting volunteers include an aging volunteer base, lack of interest from youth in volunteering, potential volunteers being over-committed in other areas, and the stressful nature of the work.

QUESTION SIXTEEN

What resources could help your organization to strengthen its capacity to deliver on its mandate?



Operational funding was named as a key factor in strengthening organizational capacity. Flexible funding that recognizes changes in inflation and the cost of living was requested by some respondents.

Staff turnover was listed as the most pressing issue, and funding to support recruitment and retention was suggested as a helpful resource. Having dedicated administrative staff was discussed, as administrative tasks and navigation through red tape are difficulties faced by organizations, particularly when seeking and applying for funding.

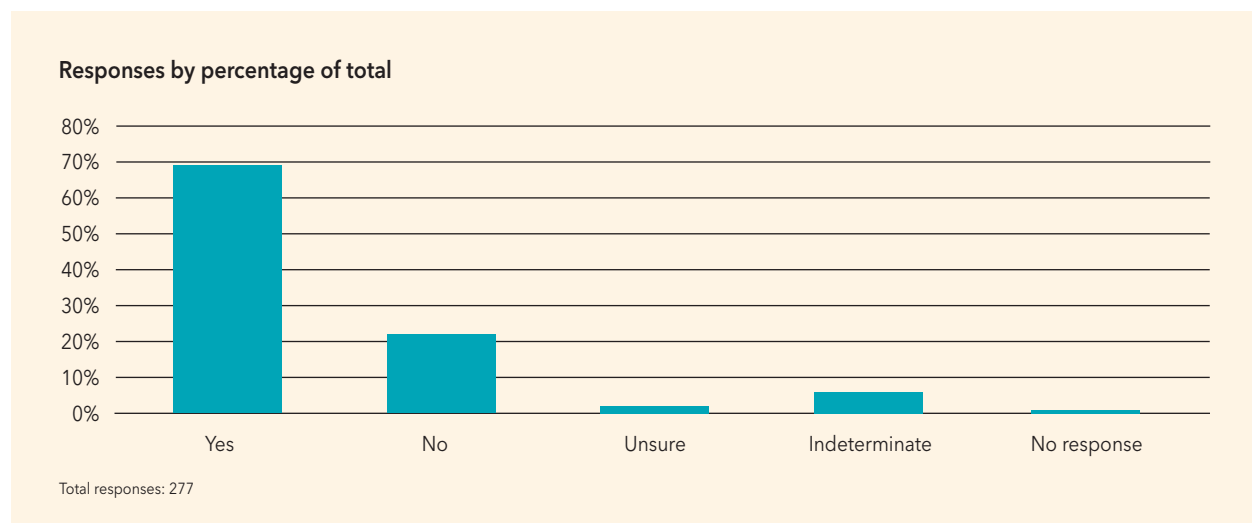
Having access to additional resources would also help many organizations, as stated by some respondents. This includes larger working and programming spaces, which can further attract funds and service users. Access to training and professional development opportunities were also suggested, as was having access to consultants.

Government initiatives, such as social procurement and small grants programs, as well as tax breaks and incentives for organizations and donors, were suggested as possible solutions to help strengthen organizations.

Section Five: Performance Measures and Outcomes

QUESTION SEVENTEEN

Do you have a formal method of determining if your projects have been successful in meeting their goals?



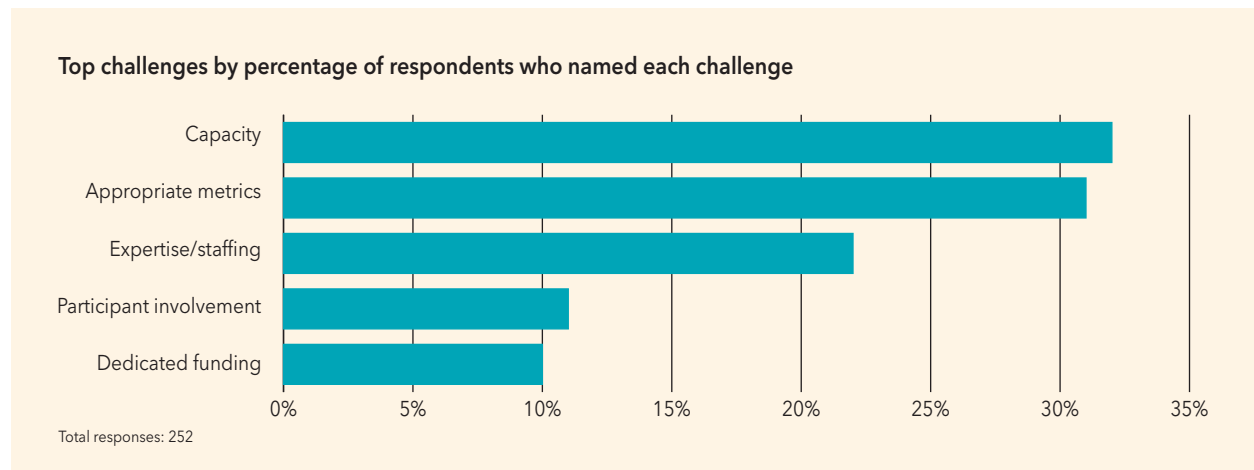
Well over half of respondents indicated that their organization utilizes some formal method to determine project success. The data collection methods respondents described varied from the use of informal qualitative methods, such as satisfaction surveys, to systems that collect numerical data.

Most evaluation methods mentioned within the responses are based on the capture of output data (how many), rather than outcome-based (what social changes occurred) measurements. Many cited using tracking of participation rates, how many meals served, or number of programs offered as the ways they measure the success of programs. Most respondents stated that they collect data in order to satisfy the reporting requirement of funders, rather than to guide program improvements. A few of the respondents stated that the data they collected was used to measure progress against internal operational or strategic plans.

Funding specific to the support of evaluation and development of evaluation tools, as well as dedicated evaluation staff, were cited as being important factors in implementing robust and comprehensive measurement systems.

QUESTION EIGHTEEN

What challenges do you face in terms of measuring success and tracking outcomes?



The challenges most commonly discussed by respondents on this topic were capacity and metrics. Related to capacity, organizations pointed to the amount of time that it takes to track outcomes as a major challenge. This is significant not only for the amount of time it takes to do evaluation activities, but also due to the fact that an accurate assessment of a program's effectiveness may take many years. A number of respondents suggested that having resources specifically earmarked for carrying out evaluation would be helpful.

One aspect that many non-profit organizations struggle with is how to translate the work they do into something that can be measured and tracked over time to determine progress. One respondent gave the example of a program participant who began to speak to others and make social connections for the first time in years after ongoing participation in their programs. While this represents a significant positive impact on the individual, it would not be captured in any of the targets that would typically be tracked as part of a funding contract.

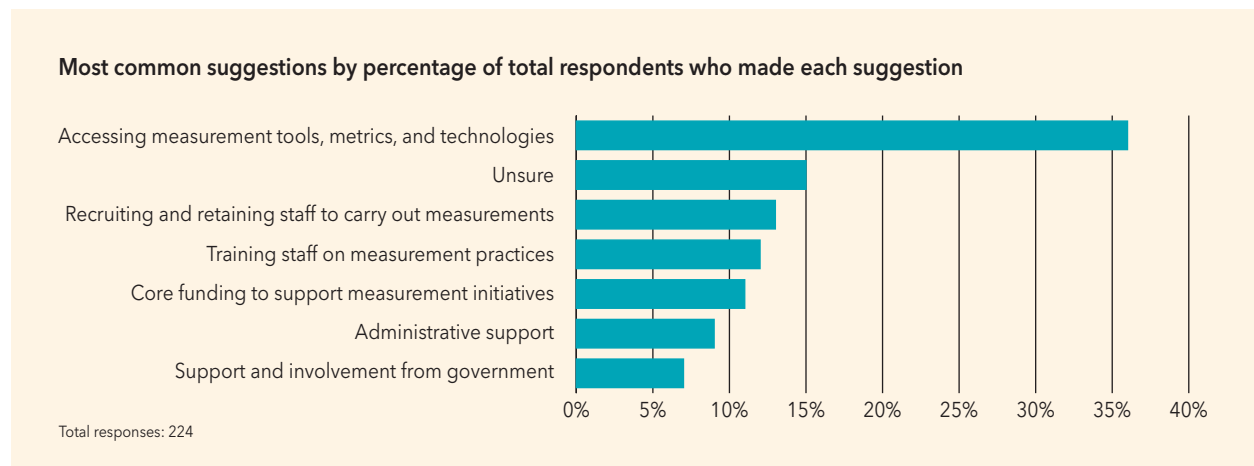
Even in cases where impacts are easier to measure, organizations are challenged to identify which will be most useful, since different funders may want to see different kinds of impacts and may not always value the same impacts as the funded organization.

A common challenge discussed in survey responses was accessing the expertise needed to conduct evaluation and measurement effectively. This could mean getting outside expertise or assistance, having staff with the needed skills, or having access to training and information needed for effective evaluation. For many organizations, having updated and effective technology was also identified as a challenge. Further, many respondents noted that it can be difficult to follow up with participants in order to track success. Populations served may be transient or have limited access to communication technology, and there may be other barriers to obtaining information after clients leave a program.

Given the complex, specific, and long-term nature of outcomes from many kinds of services, as well as the need for appropriate tools and technology, many respondents indicated that multi-year agreements are needed to support these activities.

QUESTION NINETEEN

What resources or tools could assist with performance management?



Many respondents said they need tools, metrics, and information in place to conduct proper and adequate measurements of services. One difficulty presented was the issue of measuring outcomes as opposed to outputs (see Question 18). Online and digital databases and tracking methods were mentioned as possible resources, including questionnaires for service users and staff, attendance tracking methods, and surveys.

Responses also emphasized the strain that performance measurement imposes on staff time. Hiring an external evaluator was suggested in a couple of responses, as was increasing staff capacity to include measurement within organizations, requiring an increase in core funding.

Many responses noted not knowing where to start when it came to measuring performance. Increased availability of cost-effective training was a suggested solution.

Some respondents advocated for reporting requirements and standardized measurement expectations. A selection of answers saw the Manitoba government as an important influence on measuring practices, and requested clearer expectations and tools. It was suggested that the government could assist through developing technologies and online resources that can communicate this information and help with measurement.

Section Six: Other Comments

QUESTION TWENTY

Please add any additional comments you may have in regards to renewing Manitoba's non-profit sector.

At the end of the survey, 188 respondents took the opportunity to issue final comments and reflections on the state of Manitoba's non-profit sector. A number of respondents remarked that they appreciated the opportunity to fill out the survey, and many stated they would like government to continue consultations with the non-profit sector. Some respondents see potential in better partnerships with other organizations, as well as with municipal, provincial and federal levels of government. Public awareness and perception of the sector needs to be addressed and improved. Administrative tasks, including grant applications and reporting procedures, have been challenging for many.

Engagement Sessions

Themes identified in the survey and informed by the Winnipeg forum are:



Stakeholder engagements held in fall 2019 in Thompson and Brandon explored the above themes. Participants were asked to share their thoughts on the following two questions for every theme:

1. What role, if any, should government play in this area and what role should non-profit organizations take on?
2. What would success in this area look like?

Discussions held around these questions showed that the non-profit sector is interested in an action-oriented, non-profit strategy that recognizes the need for simplification, partnership development and clear communication, while emphasizing support, training and capacity development.

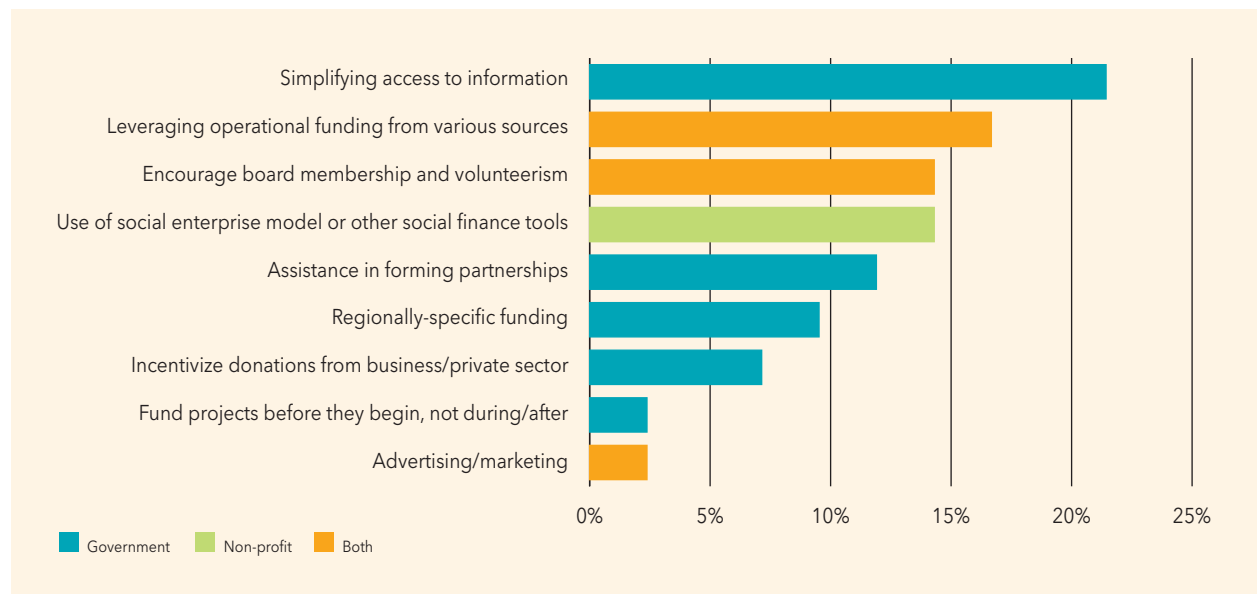
The graphs that follow (pages 30 to 35) represent the most common topics of discussion about the six themes discussed at the engagement sessions. Percentages given refer to the percentage of answers that referenced that theme. The responses to question one are colour-coded to represent the expected roles of the non-profit sector, the role of government, or both. The legend is as follows:

- Blue** = Identified as a government priority
- Orange** = Identified as a non-profit priority
- Green** = Identified as a priority for both

Theme 1: Broadening funding supports/sources

QUESTION ONE

What role, if any, do you think government should play in this area and what role should non-profit organizations take on?



QUESTION TWO

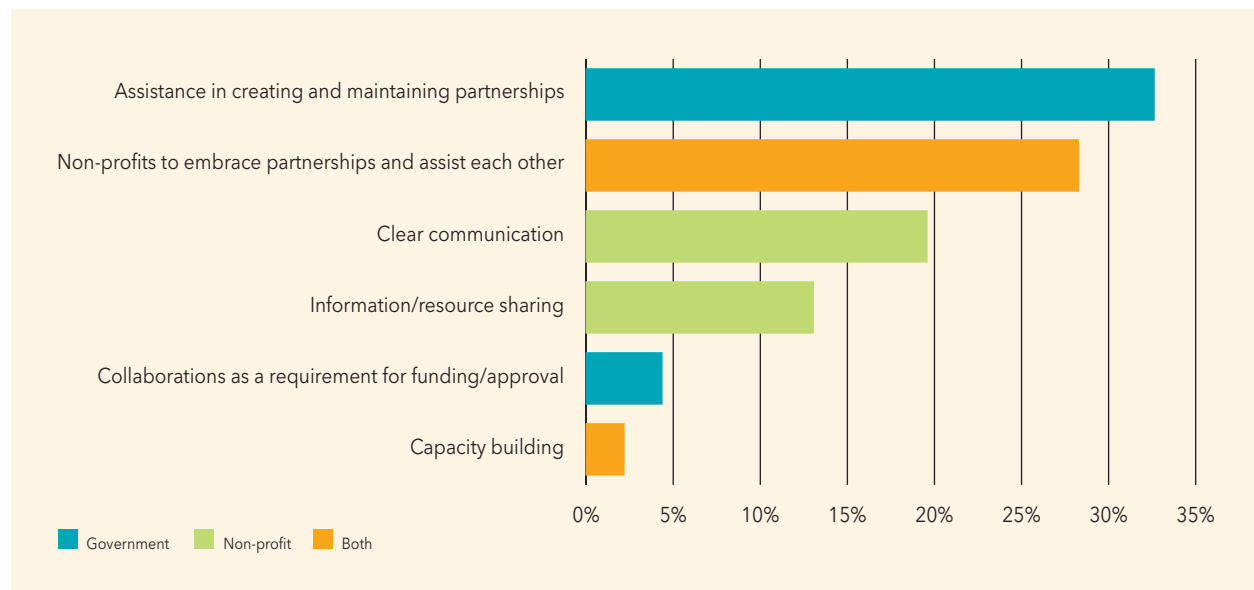
What would success in this area look like to you? In particular, please share any ideas or models you have used or heard of that you feel could be successful.



Theme 2: Identifying and maintaining successful partnerships

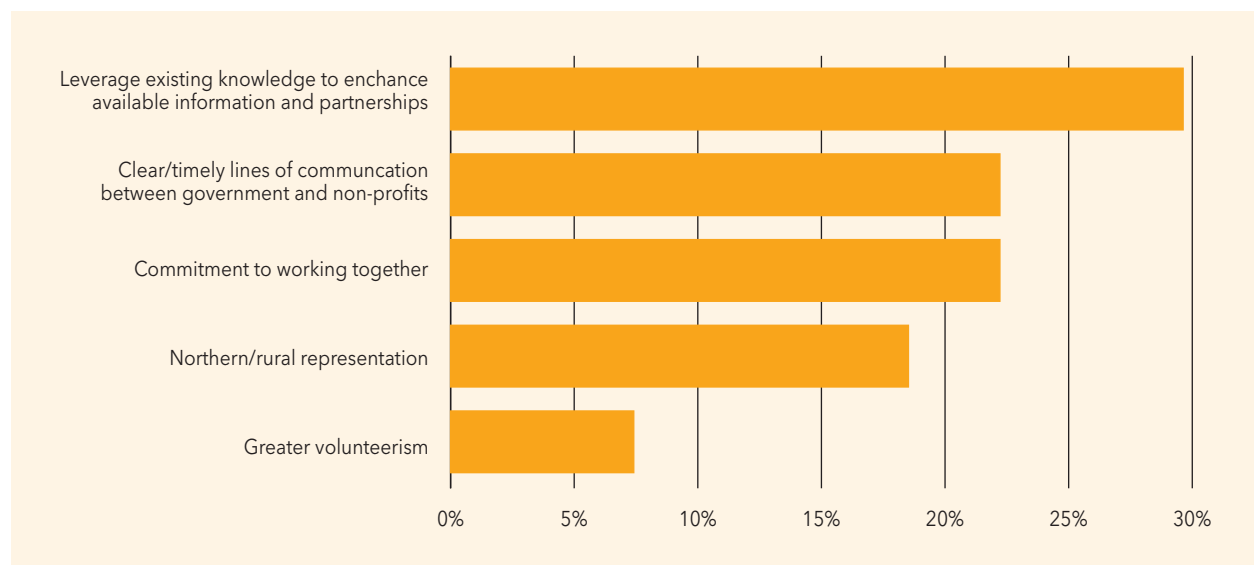
QUESTION ONE

What role, if any, do you think government should play in this area and what role should non-profit organizations take on?



QUESTION TWO

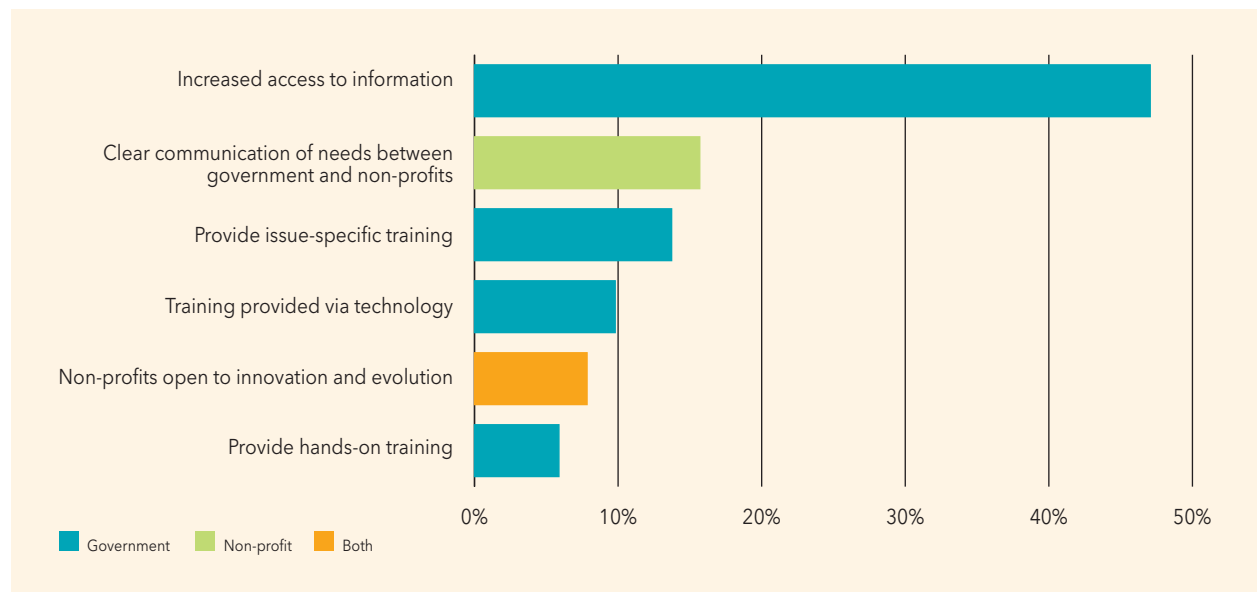
What would success in this area look like to you? In particular, please share any ideas or models you have used or heard of that you feel could be successful.



Theme 3: Training and development

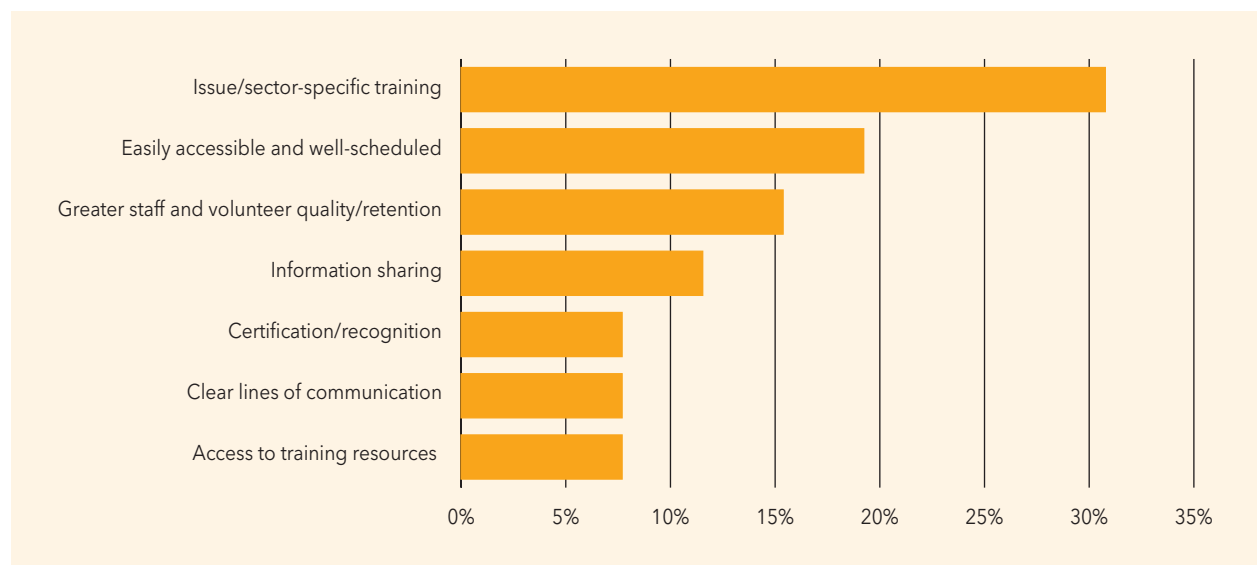
QUESTION ONE

What role, if any, do you think government should play in this area and what role should non-profit organizations take on?



QUESTION TWO

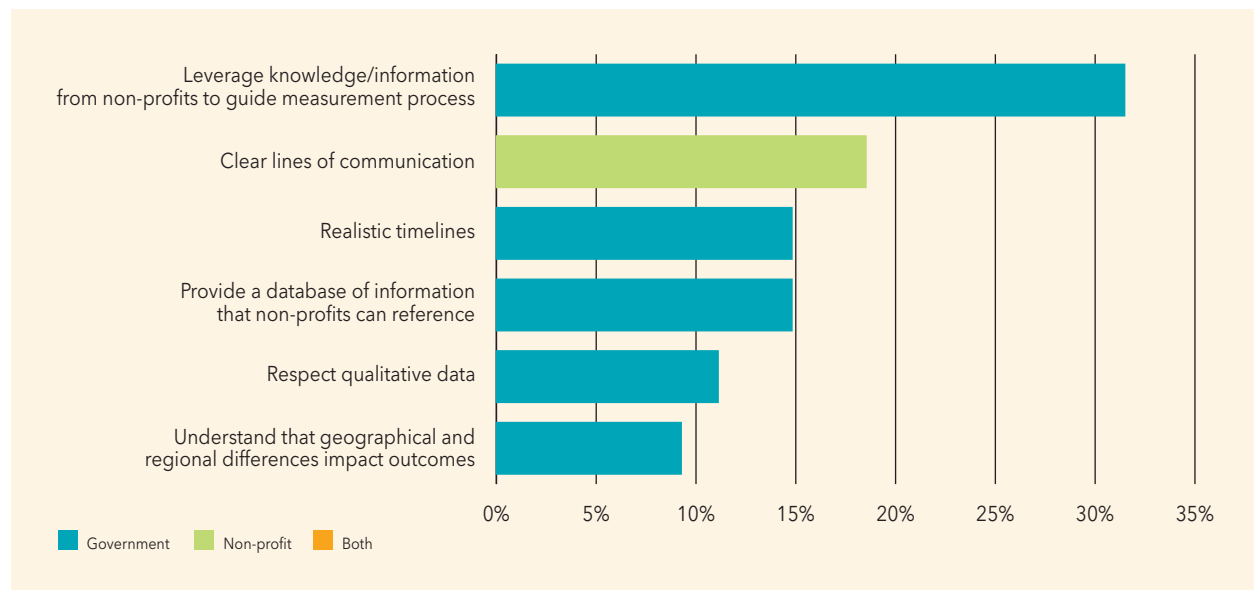
What would success in this area look like to you? In particular, please share any ideas or models you have used or heard of that you feel could be successful.



Theme 4: Measuring Outcomes

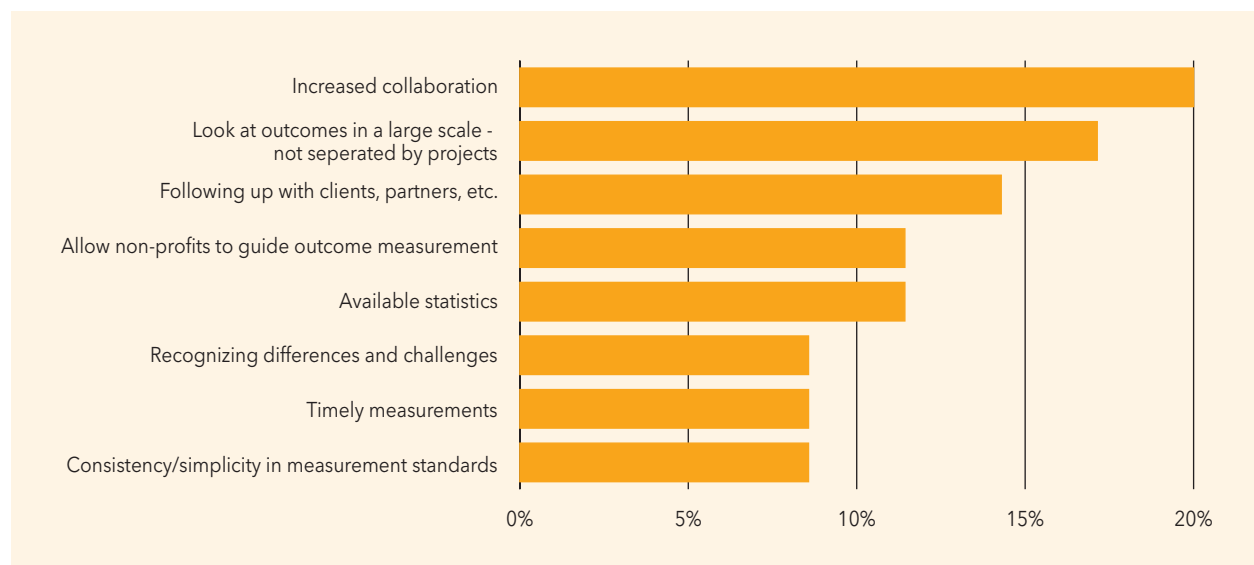
QUESTION ONE

What role, if any, do you think government should play in this area and what role should non-profit organizations take on?



QUESTION TWO

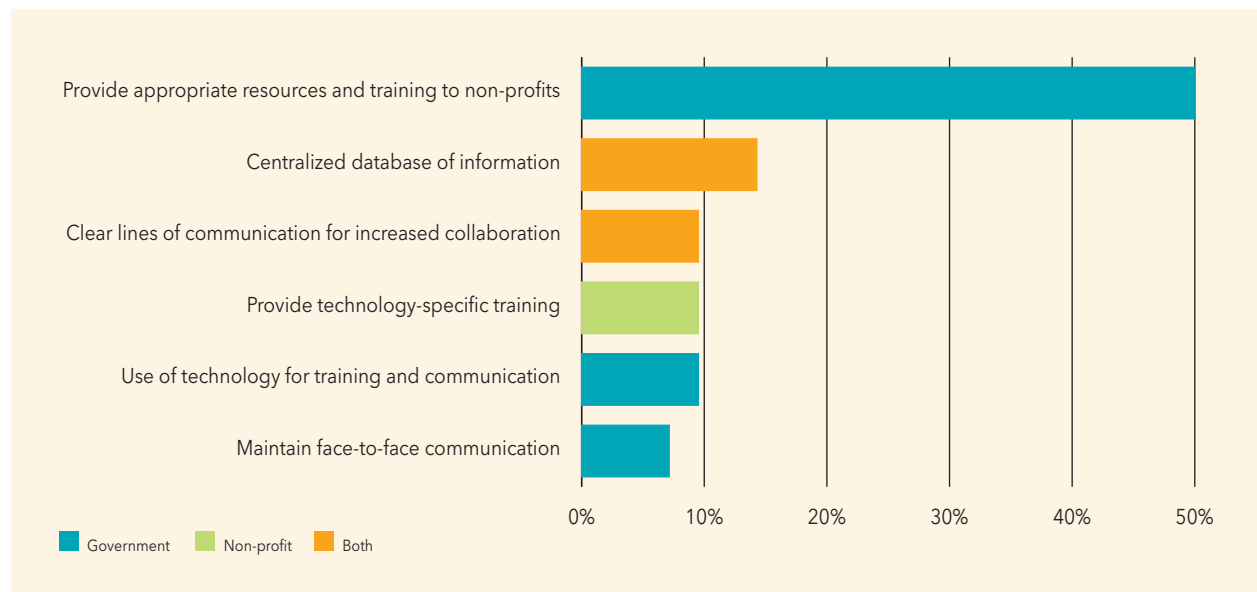
What would success in this area look like to you? In particular, please share any ideas or models you have used or heard of that you feel could be successful.



Theme 5: Accessing technology and information

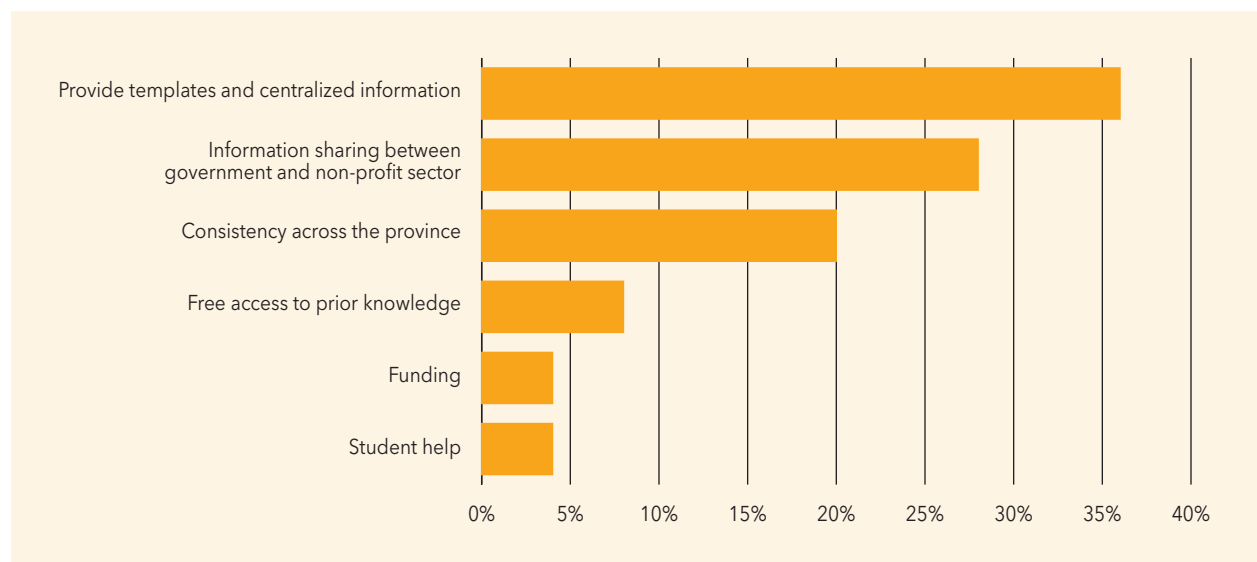
QUESTION ONE

What role, if any, do you think government should play in this area and what role should non-profit organizations take on?



QUESTION TWO

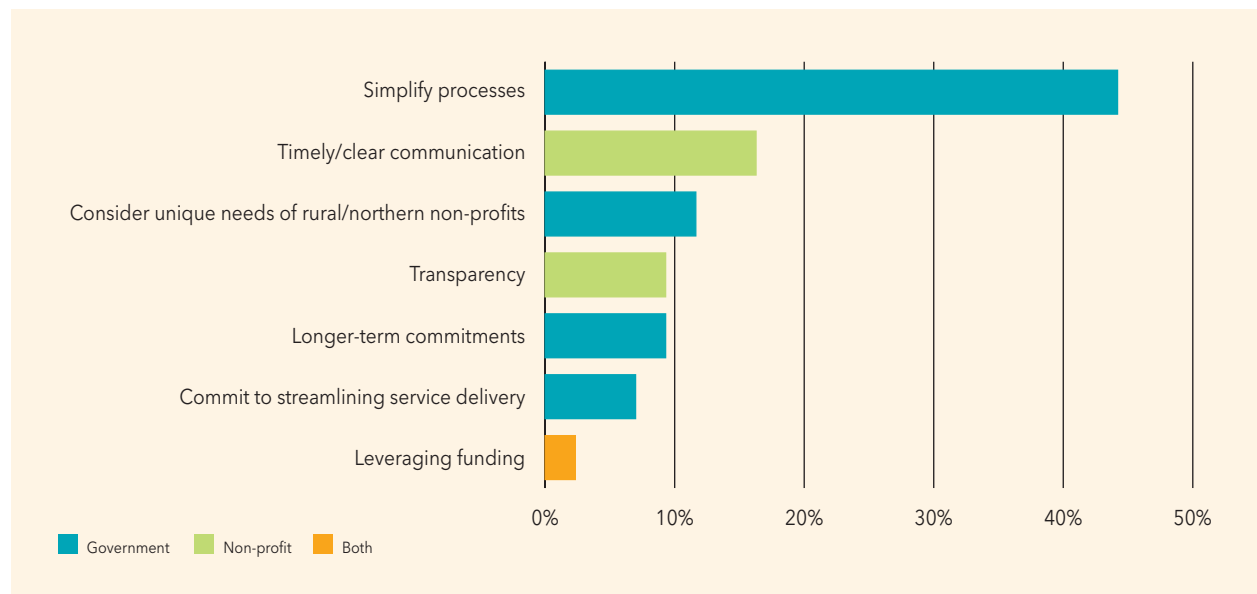
What would success in this area look like to you? In particular, please share any ideas or models you have used or heard of that you feel could be successful.



Theme 6: Reducing administrative burden/red tape

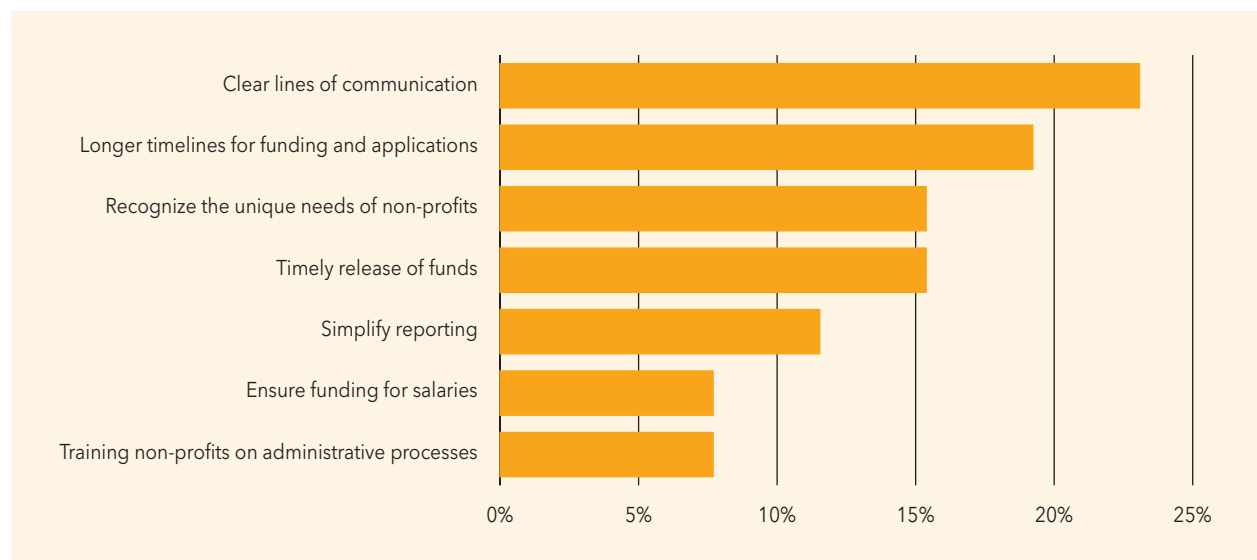
QUESTION ONE

What role, if any, do you think government should play in this area and what role should non-profit organizations take on?



QUESTION TWO

What would success in this area look like to you? In particular, please share any ideas or models you have used or heard of that you feel could be successful.









Available in alternate formats upon request.