

Recommendations: CAPACITY BUILDING TF

1. Finance Sustainable Programs and Services

Short term initiatives

1. Address the challenge of sustaining stable financing for the wide range of resources essential to service delivery effectiveness and accountability of the not-for-profit sector.
 - a. Create a flexible multi-year funding agreement framework that is both innovation and outcome focused and fits the not-for-profit business cycle. The framework should accommodate: fiscal year deadlines that differ from the provincial governments, retention of funding surpluses, and cost-saving incentives, among others.

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1. Address the challenge of sustaining stable financing for the wide range of resources essential to service delivery effectiveness and accountability of the not-for-profit sector.
 - b. Develop a common definition of full cost accounting for not-for-profits and a standard template for whole cost accounting.

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1. Address the challenge of sustaining stable financing for the wide range of resources essential to service delivery effectiveness and accountability of the not-for-profit sector.
 - c. Research financial model options for different sizes and types of organizations; train both sides in how and in what circumstances to apply these options.

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1. Address the challenge of sustaining stable financing for the wide range of resources essential to service delivery effectiveness and accountability of the not-for-profit sector.
 - d. Convene regular information and training session for ministry and not-for-profit representatives on new forms of contracting such as the recently introduced “collaborative community models” and “third party agreements”.

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Short term initiatives

2. Identify and replicate current collaborative activities in the BC context that enhance “horizontal” integration within and between government, the not-for-profit and Aboriginal not-for-profit sector and their larger communities.

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Short term initiatives

3. Initiate a conversation among stakeholders that addresses the question about how to change the focus (i.e. language and program/service logic models) of contract agreements from a narrow concentration on outputs to a focus on social and health outcomes.

1. Finance Sustainable Programs and Services

Medium term initiatives

1. Develop a structure that facilitates the development of cross-sectoral and cross-ministry partnerships that are focused on exchanging information between the not-for-profit, the Aboriginal not-for-profit, government and the larger community.

1. Finance Sustainable Programs and Services

Medium term initiatives

2. Create a RFP process that reduces the costs, risks and labour-intensiveness for not-for-profits; this could include standardizing and harmonizing the process within government and across ministries.

1. Finance Sustainable Programs and Services

Medium term initiatives

3. Promote opportunities for government and the not-for-profit sector to partner on capital assets, particularly facilities, and invest in processes for partnership development wherever mutually beneficial arrangements can be achieved.

1. Finance Sustainable Programs and Services

Medium term initiatives

4. Establish a Social Innovation Fund for the not-for-profit sector, to enable field innovation and new program development.

2. Invest in Sustainable Human Resources

Short term initiatives

1. Map the emerging range of community and organizational capacity building resources in BC.
 - a. Analyze how this field is addressing: leadership development, succession planning, board training, targeted training in fund development, business development, partnership building/collaboration, marketing/communications and financial management. Use this info as the basis for the following strategy.

2. **Invest in Sustainable Human Resources**

Short term initiatives

2. Convene a two-day human resource strategy development workshop to develop a strategic plan for enhancing the human resources of the not-for-profit and the Aboriginal not-for-profit sectors. Current capacity task force members should attend, along with other relevant representatives in both sectors.

2. Invest in Sustainable Human Resources

Short term initiatives

- 2 Convene a two-day human resource strategy development workshop to develop a strategic plan for enhancing the human resources of the not-for-profit and the Aboriginal not-for-profit sectors. Current capacity task force members should attend, along with other relevant representatives in both sectors.

The HR plan should

- establish priorities, timelines, financial model and required resources
- outline developmental directions including accelerated leadership development programs, internship and co-op programs, and knowledge transfer initiatives
- Articulate how to coordinate human resource development activities in each sector across the province.

Once the plan has been developed, an independent coordinating body should be created to implement the plan and monitor progress.

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2. **Invest in Sustainable Human Resources**

Medium term initiatives

1. Create an inter-ministerial and inter-sectoral HR network in BC. The federal Human Resource Council for the Voluntary Sector is currently involved in several projects related to human resources in the voluntary sector and could possibly act as a coordinating source of development activity in BC.

2. **Invest in Sustainable Human Resources**

Long term initiatives

1. Establish HR “Centres of Excellence” in each of the regions throughout the province, leveraging existing assets such as volunteer centres and regional ministry offices. The centres should begin with a focus on HR but could develop into more diverse institutions.

3. **Develop Sustainable Governance for Mutual Accountability**

Short term initiatives

1. Design and deliver a series of workshops to develop a common understanding of what constitutes mutual accountability for the relationship between the BC government, the not-for-profit and the Aboriginal not-for-profit sectors. Specifically, the workshops should address questions about how to define mutual accountability in a culturally responsive way and how to operationalize concepts of mutual accountability in particular contexts.

3. **Develop Sustainable Governance for Mutual Accountability**

Short term initiatives

2. Commence a project to re-think how the legal requirements of a not-for-profit can be changed to accommodate the governance structures and cultural accountability methods of Aboriginal peoples.

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Short term initiatives

3. Develop a province-wide education and development plan for the full range of not-for-profit organizational capacities.

3. **Develop Sustainable Governance for Mutual Accountability**

Short term initiatives

4. Research and design a learning program with and for government, the not-for-profit and Aboriginal not-for-profit sectors, to gain knowledge and skills for how to use accountability measures as a management tool.

Develop Sustainable Governance for Mutual Accountability

Medium term initiatives

1. Based on the outcome of the exercise to conceptualize mutual accountability, establish culturally responsive mechanisms and guidelines that empower stakeholders to enhance each sectors' capacity to practice accountability and advance their respective social and health development goals.

Develop Sustainable Governance for Mutual Accountability

Medium term initiatives

2. Based on the conversations about moving programs and service delivery models toward outcomes-based models, research, design and implement a series of projects that are conceived according to the logic of an outcomes-based model.

Develop Sustainable Governance for Mutual Accountability

Medium term initiatives

3. Develop an “information clearing house” on applied social research occurring through government, the not-for-profit and Aboriginal not-for-profit sectors and the academic community. The clearing house should be co-managed and quality of information jointly assessed by stakeholders in each sector.

Develop Sustainable Governance for Mutual Accountability

Medium term initiatives

4. Establish a periodic applied social research roundtable of relevant organizations, government and academic institutions to elicit input for the clearinghouse design and function, as well as to identify new priority areas for applied social research in BC.

Develop Sustainable Governance for Mutual Accountability

Medium term initiatives

5. Develop a long term strategy that outlines how government can effectively exercise its ability to convene stakeholders in policy formation processes and the most appropriate ways that the not-for-profit and Aboriginal not-for-profit sectors can inform such processes. The strategy should also outline how to resource collaborative initiatives such as future versions of the GNPI, as well as structures that facilitate mutual accountability.

Develop Sustainable Governance for Mutual Accountability

Long term initiatives

1. Recognize and reward best practices in governance practices for mutual accountability and develop new capabilities for mutual accountability across sectors that are based on need, consensus, and/or smart practice from within BC and other jurisdictions.