

Government/Non Profit Initiative

Terms of Reference

1. BACKGROUND

The Government of British Columbia and the non-profit sector (NPS) work interdependently across a wide range of interest areas. Many NPS agencies, in addition to their own mandate which may or may not be related to government's mandate, provide essential services on behalf of Government. As an influential presence in the community the NPS helps inform public policy and impacts the ability to achieve public policy objectives. Government is a significant source of funding to many organizations in the NPS and makes policy that affects the constituencies and communities where NPS agencies operate. Recognizing that Government and the NPS each works within a larger network of partners and interests, the way that the two sectors work together has real impact on the quality of life in the province.

On May 30, 2008 a joint Roundtable on the Government/NPS relationship brought together leaders from both sectors to take stock of how Government and the NPS work together now and to explore ways to enhance the relationship to the benefit of British Columbians.

It emerged clearly at the Roundtable that Government and the NPS share a common imperative to achieve positive results and to provide high quality services that focus on client needs.

Finally, there was a true sense of optimism and a strong desire to capitalize on the opportunities, relationships and momentum created during the Roundtable by continuing with work that will lead to concrete action.

2. THEMES EMERGING FROM THE ROUNDTABLE

In order to enhance the ability to deliver results and client centered services, the Roundtable identified a number of strategies falling within three core themes. These are shown in the table below.

Theme	Strategy	Guiding Questions for Research and Policy Development
Working Together: Roles, Governance, Process and Structure	Develop a mutual understanding of the respective interests and goals of government and the NPS.	What are the elements of the government/NPS relationship? What are the terms of engagement across the full range of the relationship?
	Develop a mutual understanding of government's and the NPS's multiple	How can government and the non-

Theme	Strategy	Guiding Questions for Research and Policy Development
	<p>roles and how these roles interact.</p> <p>Develop an understanding of how the NPS and the for profit business sector differ and the implications of the difference for the government/NPS relationship.</p> <p>Develop a mutual understanding of how the two sectors will interact to make decisions, advance shared goals and share accountability</p> <p>Work across traditional sectoral and organizational boundaries to achieve integrated service objectives and complex policy outcomes</p>	<p>profit sector best work together over the long-term to adapt to change, align priorities and deploy resources strategically?</p> <p>What structures, agreements and processes best support working together in the long term?</p>

<p>Procurement, Funding and Performance Measurement</p>	<p>Ensure that grant, procurement and contracting practices are fair and transparent, and that they create the minimum necessary administrative burden and complexity</p> <p>Ensure accountability and value within a meaningful and practical framework.</p> <p>Explore how funding to the NPS can be keyed to outcomes and performance while recognizing that the ability of NPS agencies to sustain performance depends on the ability to sustain core operations</p> <p>Work together across traditional sectoral and organizational boundaries to streamline and improve procurement and performance measurement requirements and coordinate funding.</p>	<p>How can we best improve, simplify and streamline procurement, performance measurement and reporting/monitoring practices to reduce complexity and administrative burden?</p> <p>How do we best sustain open dialogue and consultation (for example in policy development and service design) while preserving procurement integrity?</p> <p>Consider procurement as strategic investment versus procurement as service acquisition.</p> <p>What are the different approaches to Non-Profit sector funding and how do different approaches to funding affect the NPS?</p> <ul style="list-style-type: none"> • Contracts • Grants • Funding for core needs • Time-frames <p>What are the meaningful outcomes, performance measures and results for government, the NPS and the two sectors together?</p>
<p>NPS Capacity</p>	<p>Explore how the NPS can strengthen capacity and sustainability, and the ways that government can support these efforts</p> <p>Work together across traditional</p>	<p>What is the purpose of building NPS capacity?</p> <p>What capacity and support is needed in the NPS? People development? Infrastructure? Financing support?</p>

	sectoral and organizational boundaries to build capacity within the sector to ensure the long term viability of the NPS.	Social investment? Others? What are the most efficient and effective approaches to build capacity and provide support? What support is available in BC? Are there efficiencies to leverage or gaps to fill in BC? All sectors face human resource challenges. What are the unique challenges in the NPS? In terms of staffing? Volunteers? What are effective ways to build social capital.
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3. PURPOSE

Building on the themes and strategies developed at the Roundtable, this initiative will produce recommendations for action to strengthen the way government and the NPS work together to improve the quality of life for the people of British Columbia.

Recommendations will address ways the two sectors will work together strategically in the long term on matters of shared interest, as well as opportunities for short-term “wins” to demonstrate effectiveness and build momentum.

The commitment to work together within the framework of this initiative will also help promote and sustain:

- Shared understanding and mutual trust
- Longer term commitment to work together on complex shared issues and priorities
- A forum for collaboration to shape the services British Columbians need

4. SCOPE

The initiative will develop recommended actions for decision makers in Government and the NPS.

The initiative will focus primarily on the social and health sectors bearing in mind the potential impacts in other sectors and the potential opportunities to develop transferable best practices.

The initiative addresses the Provincial Government/NPS relationship. Relationships with other levels of Government and the For-Profit Business Sector are acknowledged but are out of scope.

The initiative covers community based agencies that have a role in service delivery, serve as an umbrella agency for such organizations, or play a part in fund raising and funding such organizations.

5. PRINCIPLES

All participants in the initiative will operate according to the following principles:

- The NPS and Government are coming to the table as equal partners to listen, learn, share and move forward.
- The work and discussions of the Steering Committee and Task Forces and their members will maintain a strategic focus and will bear in mind the collective and long-term purpose and interests.
- The work of the Steering Committee and Task-Forces will be guided by the mutual interest in serving client needs and producing positive results for British Columbians as a whole.
- The work and discussions of the Steering Committee and Task Forces will be conducted appreciatively, will acknowledge strengths and learn from what is working well, and will celebrate successes.
- Steering Committee and Task-Force materials, drafts, recommendations and decisions other products of the initiative are confidential until approved by the Steering Committee for public circulation.
- For purposes of consultation, Steering Committee and Task-Force participants may disclose the concepts and themes of discussions but they may not attribute views and remarks other than their own.
- The themes and strategies to be examined by the three Task-Forces are interdependent and will be coordinated.
- The NPS and Government commit to take recommendations and action plans forward to the appropriate decision makers in a timely manner.
- The NPS and Government will communicate with each other the decisions made and action plans as approved.
- Steering Committee and Task-Force meetings will be co-ordinated around the availability of co-chairs.

6. STRUCTURE, ROLES AND DECISIONS

This initiative is structured into three joint Government/NPS Task-Forces, each developing options for one theme. The Task-Forces will report to a joint Steering Committee. The Steering Committee and each Task-Force will have two co-chairpersons, one from Government and one from the NPS. Each Task-Force will have an assigned researcher (by contract) and an assigned policy support person (half-time).

Each Task-Force will provide direction on draft material produced by its assigned researcher.

Researchers will conduct research and policy development, develop drafts of materials for consideration by the Task-Forces and modify these to reflect Task-Force or Steering Committee direction.

Task-Force co-chairs will approve the penultimate drafts of materials for presentation to the Steering Committee. The six Task-Force co-chairs will also work together to coordinate the work and recommendations of the respective Task-Forces.

The Steering Committee will provide direction on penultimate drafts, including oversight to ensure that the deliverables of the three Task-Forces are coordinated and complementary.

Steering Committee co-chairs will give final approval to deliverables.

The Policy Support Team will provide project management and secretariat support to the Task-Forces and Steering Committee, act as liaison between the Task-Forces and Steering Committee, and facilitate coordination to promote consistency. Overall project management will be provided by the Executive Director, Strategic Initiatives, Ministry of Public Safety and Solicitor General.

7. DELIVERABLES AND TIMING

Each task-force will produce a discussion paper with options within its assigned theme. The development of the discussion paper will be phased with a deliverable corresponding to each phase:

- Phase 1 will produce an outline of each Task-Force's discussion paper and the approach that will be taken to gather the relevant background and conduct the required analysis.
- Phase 2 will produce an interim presentation to each Task-Force which clearly sets out the issues and sets out a range of potential options based on best practice.
- Phase 3 will produce a discussion paper with options and recommendations

A round of focus groups will be conducted based on the interim presentations to the Task-Forces to gather a reasonable sample of more regional and grassroots operational feedback on the options under consideration. Attendance at a planned four to six focus groups will be by invitation. Consultation results will be documented and will provide input for the Task-Forces in finalizing their recommendations.

The final discussion papers will form the basis for discussions at a second Roundtable in July 2008.

A high level action plan showing the phasing of deliverables is appended.

8. TEAMS AND TASK FORCES

The Steering Committee and Task-Force membership is appended.

The Project Policy Secretariat consists of:

- Mark Medgyesi, Executive Director, Strategic Initiatives, Ministry of Public Safety and Solicitor General
- Paula Carr, Executive Director, Collingwood Neighbourhood Services (Working Together)
- Leah Glick-Stal, Manager, Procurement Services, Ministry of Children and Family Development (Procurement)
- Carol Loski, A/Director, Strategic Project Office, Ministry of Employment and Income Assistance (Capacity Building)
- Ruth Paul, Policy Advisor, Strategic Initiatives

The Research Team consists of:

- University of Victoria School of Public Administration (Working Together)
- Sharon Halkett (Procurement)
- Social Planning and Research Council (Capacity Building)
- Center for Non-Profit Management (Consultation Design and assistance with second Roundtable)

9. BUDGET

Government and Vancouver Foundation are jointly funding:

- development of background and discussion papers
- costs of consultation
- support for NPS travel
- meeting expenses
- costs of the second Roundtable
- salary and travel for members of the policy team

	<u>NAME</u>	<u>ORGANIZATION AND TITLE</u>	<u>SUB-SECTOR</u>
<i>Steering Committee</i>	David Morhart (Co-chair)	Deputy Solicitor General, Ministry of Public Safety and Solicitor General, Ministry of Public Safety and Solicitor General.	Victims of Crime, Community Safety, Gaming
	Faye Wightman (Co-chair)	President and CEO, Vancouver Foundation	Multi
	Maureen Duncan	President and CEO, United Way of Greater Victoria (Representing United Way BC/Yukon)	Multi
	Janet Austin	CEO, YWCA of Vancouver	Community Services
	Suzanne Strutt	Chief Executive Officer, BC Recreation and Parks Association; Founding Chair, BC Healthy Living Alliance	Parks, recreation, culture, health
	Paul LaCerte	BC Association of Aboriginal Friendship Centers	Aboriginal Community Services
	Evert Lindquist	Chair, The Center for Non Profit Management; Director, University of Victoria, School of Public Administration	Multi, Research
	Tim Beachy	Chair, Center for Sustainability	Multi
	Lori Wanamaker	Deputy Minister, Ministry of Labour and Citizen Services	Multi, citizen centered services
	Lesley du Toit	Deputy Minister, Ministry of Children and Family Development	Children, youth and families
	Michael MacDougall	Chief Operating Officer, Ministry of Health.	Health Services
	Cairine MacDonald	Deputy Minister, Ministry of Employment and Income Assistance.	Income assistance, disability assistance and employment programs
	Cheryl Wenezenki-Yolland	Comptroller General, Ministry of Finance	Finance, procurement, governance
	Ida Goodreau	CEO, Vancouver Coastal Health Authorities.	Health Services

Working Together: Roles, Governance, Structure and Engagement	Heather Dickson (co-chair)	ADM, Labour Market Programming Transfer Office, Ministry of Employment and Income Assistance	Employment Programs
	Jennifer Charlesworth (co-chair)	Executive Director, Federation of Child and Family Services, BC	Children, youth and families
	John Mills	Assistant Deputy Minister, Sport Recreation and Volunteers, Ministry of Tourism Sport and the Arts	Volunteerism, recreation
	Jane Cowell	Director, Regional Support Secretariat, Ministry of Children and Family Development	Children, youth and families
	Lois Fraser	Assistant Deputy Minister, Ministry of Labour and Citizens' Services.	Citizen centered services, BC 211
	Steve Howell	Executive Director, Integrated Justice Secretariat	Crime prevention, holistic approaches
	Guy Cookson	Executive Director, Regulatory Reform Office, Ministry of Small Business and Revenue	Business, citizen centered regulation
	Carl Fischer	Director, Financial Reporting and Advisory Services, Office of the Comptroller General.	Finance
	Bruce Dewar	CEO, Legacies Now	Recreation, arts, literacy, volunteerism
	Vicki Dobbyn	Executive Director, Sunshine Coast Community Services	Multi community based services
	Mabel Louie	Health Director, Carrier Sekani Family Services	Multi community based services
	Adrienne Montani	Provincial Coordinator, First Call	Child and youth advocacy
	Bev Gutray	Executive Director, Canadian Mental Health Association, BC Division	Health, disability
	David Cheperdak	CEO, Broadmead Care Society,	Health
	Tracey Porteous	BC Assoc. of Victim Assistance and Counselling Programs.	Victims of Crime
	Colleen Kelly	Executive Director, Volunteer Vancouver	Volunteerism
	Kathleen Speakman	Executive Director, Center for Non-Profit Sustainability	Non-profit Capacity
Warren O'Briain	Executive Director, Communicable Disease and Addictions Prevention	Health	

Services, procurement, funding, measuring performance	Tung Chan (co-chair)	CEO, SUCCESS BC	Multi, immigrant services
	Sarf Ahmed (co-chair)	Assistant Deputy Minister, Corporate Services Team, Ministry of Children and Family Development.	Children, youth and families
	Norma Strachan	Executive Director, ASPECT	Employment
	Murray Krause	Central Interior Native Health Society	Health, community wellness
	Darryl Burnham	Executive Director, Coast Mental Health Services	Health
	Janice Abbott	Executive Director, Atira Women's Resource Society	Housing, homelessness
	Bill Downie	Executive Director, Kelowna Community Services	Families, children
	Isobel MacKenzie	Executive Director, Beacon Community Services	Multi
	Fred Leonard	Co-Chair Downtown Eastside Task-Force, Vancouver Board of Trade	
	Lois Hollstedt	Board Chair, Community Living BC	Disability
	Gloria Back	Executive Director, Employment Programs Management, Ministry of Employment and Income Assistance.	Employment
	Richard Poutney	Assistant Deputy Minister, Common Business Services , Ministry of Labour and Citizens' Services.	Multi, government procurement services
	Barb Walman	Assistant Deputy Minister, Women's, Seniors and Community Services, MCS	Multi, community based services
	Bill Walters	Director, Settlement and Multiculturalism Branch, Ministry of Attorney General.	Multiculturalism, immigrant services, ESL
	Susanne Dahlin	Executive Director, Victim Services, Policing and Community Safety, Ministry of Public Safety and Solicitor General	Victims of Crime,
	Dave Collinsson	Office of the Comptroller General	Procurement policy, oversight

Non-Profit Capacity Building	Teri Nicholas (co-chair)	Executive Director, Family Services of Greater Vancouver	Multi, capacity building
	Derek Sturko (co-chair)	Assistant Deputy Minister, Gaming Policy and Enforcement Branch	Grant funding for community based endeavours
	Tom R. Jensen	Assistant Deputy Minister, Multi-Culturalism and Immigration	Immigration services, ESL, multi-cultural programs, anti-racism
	Paul Beardmore	Project Manager, Personal Supports Team, Ministry of Employment and Income Assistance.	Disability
	John Harper	Executive Director, Intergovernmental and Community Relations Branch, Ministry of Aboriginal Relations and Reconciliation.	Capacity building
	Mark Ely	Director, Housing Provider Services, BC Housing Authority	Affordable housing
	Wilma Clarke	Manager, Center for Non-profit Development, Labour and Citizen's Services	Multi, capacity building
	Eulala Mills-Diment	Executive Director, Chief ASD Executive, Labour and Citizen's Services	Government services in building productive partnerships
	Karen Stone	Executive Director, BC Non-Profit Housing Association	Affordable housing
	Lynn Moran	Executive Director, Affiliation of Multicultural Societies and Service Agencies of BC.	Multiculturalism, immigrant services
	Val Green	Executive Director, Volunteer Victoria	Volunteerism
	Al Etmanski	Executive Director, Planned Lifetime Advocacy Network	Multi
	Nancy Henderson	Executive Director, The Social Planning and Research Council of British Columbia	Accessibility, community development, income security, people with disabilities
	Kathy Bedard	Chair ASPECT BC, Executive Director Hecate Strait Employment Development, Society & Training Centre, Member Voluntary Sector Advisory Committee (Service Canada)	Employability and Career Based Training, community based services
	Michael McKnight	Executive Director of the United Way of Greater Vancouver	Multi
	Gilda Good	Executive Director, The Center for Non-Profit Management	Multi
	Teri Nicholas	Executive Director, Family Services of Greater Vancouver	Children, youth and families
	Dianne Bin	Gaming Grants - Liaison Officer, BC Association of Aboriginal Friendship Centres.	Aboriginal Community Services
	Laurie Woodland	Executive Director, Ministry of Health,	Education

