

SCENARIO PLANNING WORKSHOP REPORT

FULL REPORT
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Wild Rose Foundation
Nonprofit Voluntary Sector Initiative

Future of the Nonprofit Voluntary Sector in Alberta

Scenarios – Full Report

May 2007

Introduction

The purpose of this report is to describe four scenarios developed at workshops on February 23 and March 15, 2007 with approximately 25 participants from across government departments and the nonprofit voluntary sector (NPVS) including representatives from large and small agencies and foundations. The scenarios describe a range of future outcomes for the non-profit voluntary sector. They are intended to open thinking about the future of the sector and identify important issues that need to be addressed for Alberta to achieve a strong, vibrant and sustainable non-profit voluntary sector in the future.

The report is organized into four parts. First, the process used to develop the scenarios is briefly outlined. Second, the scenarios are described. Each includes a brief overview and longer story looking back from 2017. Third, key messages emerging from the scenarios are identified. Fourth, a summary comparison table of characteristics across scenarios is presented as a reference.

Scenario Development Process

The scenario development process focused on three main questions:

- 1) What is the key issue facing the Nonprofit Voluntary Sector in the future?
- 2) What are the forces driving change in the sector?
- 3) What are the critical uncertainties defining the range of future outcomes?

Focal Question

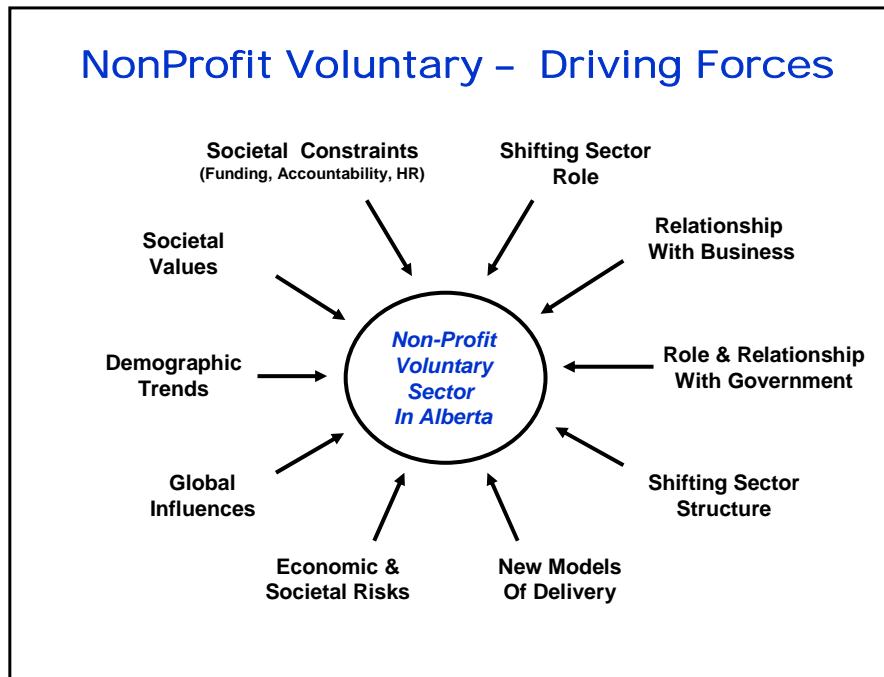
The focal question highlights the central issue to be addressed by the scenarios:

*How can Alberta achieve a strong, vibrant and sustainable
Nonprofit Voluntary Sector for our future generations?*

Driving Forces

Major forces and factors shaping the future of the nonprofit voluntary sector were identified. These driving forces are present in all scenarios but interact and play out differently across the scenarios.

Figure 1



Scenario Framework

Each of the forces represents an important dimension of change in describing the future. Some of these dimensions describe forces whose outcomes are predictable while others are highly uncertain. Forces that are *both* important and uncertain are defined as critical uncertainties. These critical uncertainties are vital in developing the scenarios because they are factors that lead to divergence, i.e. distinctly different futures.

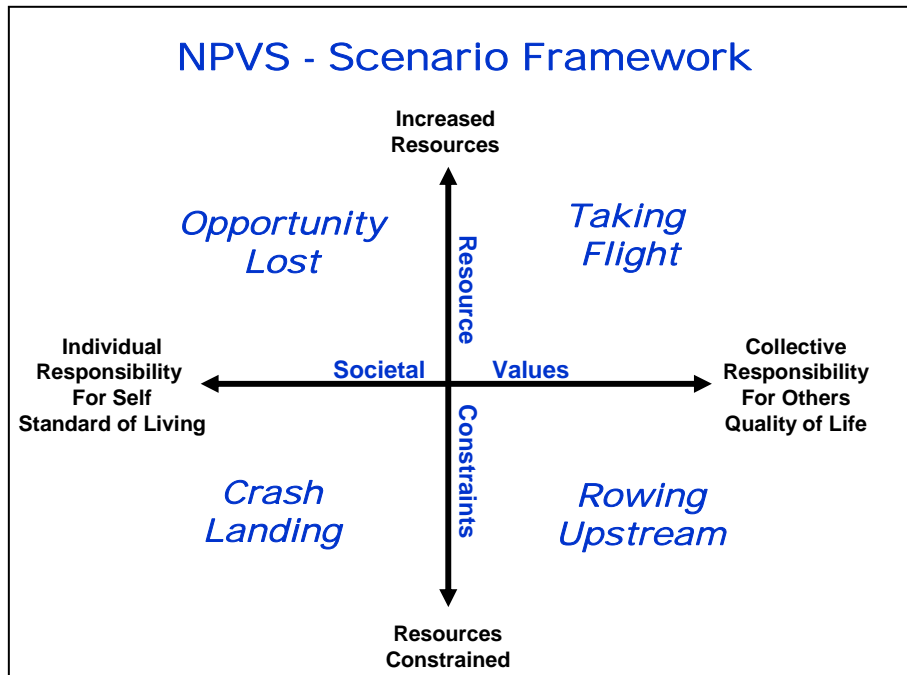
Two critical uncertainties were identified: resource constraints and societal values.

Resource constraints focuses on sector access to resources of people, money, technology and support. Will the sector increase access to funds, paid and volunteer human resources and technology or will access to resources be limited and constrained?

Societal values focuses on how society views and values its responsibilities. Will society value individual perspectives, taking responsibility for one's self and emphasizing standard of living measures of success? Or will society value collective perspectives, reflecting mutual responsibility and emphasizing quality of life measures of success?

These key uncertainties may be interpreted as continuums and represented as orthogonal dimensions as shown in Figure 2. The key uncertainties provide a framework for developing scenarios. Each quadrant represents a unique combination of outcomes of the two critical uncertainties. For example, the upper right quadrant defines a future in which the sector has access to resources and societal values emphasize the collective common good. Given that combination, the scenario question becomes: how does that future come about? What developments need to occur for this future state to emerge? What are the major characteristics that would describe this scenario? Subsequently, the scenario in the upper right quadrant was named “**Taking Flight**”. The other names are shown in Fig. 2.

Figure 2



How to Read these Scenarios

Scenarios are alternative descriptions of the future. They are stories designed to challenge assumptions, explore issues, gain insights, and broaden understanding of the range of future possible outcomes. They are not predictions. The intent is to stimulate thinking and provide a context for identifying critical issues for the non-profit voluntary sector.

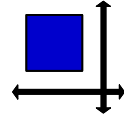
As you read the scenarios we want you to be an *active reader*. For each scenario, ask yourself the following questions:

- 1) What is the key insight provided by this scenario?
- 2) What are the key issues raised for the non-profit voluntary sector in the scenario?
- 3) Across scenarios, what are the key messages or conclusions for the sector?

The Scenarios

The four scenarios are described below. Each scenario includes a brief overview followed by a story presented from the perspective of an observer looking back from 2017.

Opportunity Lost



Overview

In “Opportunity Lost” wealthy donors and profitable corporations contribute to a growing pool of funding for the nonprofit voluntary sector. Donors are generous but not personally engaged. Despite a growing economy, social disparity and social problems increase. Government and society views emphasize that individuals are responsible for their own actions. This precludes increases in government funding to most organizations in the sector. Demands on organizations increase and competition for funds, people and priority of issue intensifies. Collaborative relationships are undermined; self-interests dominate. Despite more funds, a fractious, fragmented and ineffective sector emerges.

The Story – Looking Back from 2017

In 2007 the economy of Alberta was experiencing an extended boom. Government revenues and corporate profits were soaring. Industrial, commercial and residential construction was exploding. House prices were literally going through the roof. Wealthy individuals were multiplying. Yet amidst this surge of wealth and prosperity was poverty, violence, child abuse, homelessness and a range of social issues. Infrastructure needs from roads to rinks were rising. The gap between the rich and poor was rising. The gap between urban and rural was rising, at least in some areas. Government funding for social services had declined previously and had not recovered. The nonprofit voluntary sector was struggling to fill the gap. Burnout among dedicated, over-worked and underpaid staff, as well as among volunteers, was rising. An exodus of people to higher paid public and private sector jobs, with better working conditions, benefits and prospects for advancement, threatened the sector. The “realistic” view was that if the sector did not get more money it would collapse. If only there was more money, the problems would disappear. They were wrong.

Wealthy Donors

High energy prices and robust investment in the oil sands meant extended economic growth for Alberta. Government revenues and corporate profits remained embarrassingly high. Wealthy individuals proliferated creating a great pool of potential wealth for the non-profit voluntary sector to tap into. And they did.

Astute and sophisticated NPVS organizations were quick to grasp the significance of this new wealth opportunity. Large campaigns were organized and were highly successful at targeting wealthy individuals for large donations. These campaigns served to raise both

the number of donors and the size of donations, although donor fatigue was a serious problem. Attracting new donors had some spill over effects to other smaller organizations who did not have the capacity to undertake public campaigns. This usually did not happen in smaller communities. Some principles, however, were transferable. Small organizations, for example, could identify and target their “natural publics”, thereby avoiding any crowding out effects from large organizations. It was not a zero-sum game, although turf wars were a problem in some cases. Small organizations could also utilize new communication tools like websites and internet connections to communicate with potential donors and supporters.

Generous – Not Engaged

The fund-raising campaigns were successful, in part, because they used targeted, well-designed messages to prospective donors. Some were personally involved or had a personal connection to the charity or mission of the organization. But many were not. They simply wanted to make a donation, fulfill a duty and feel good. Some form of recognition was also satisfying; they wanted to be seen to be “good” among their friends and colleagues. The fact that the government initiated a tax adjustment to allow greater write-offs for large donations and property in kind also helped.

Corporate Largesse

The enlarged funding pool from individual donations complemented increases from corporate community investment funds. Cynically, being seen to be a good corporate citizen was as important as being one. Demonstrating corporate social responsibility was a growing pressure on corporations, particularly large ones, and companies responded. Like individuals, many just wanted to make their donation to their selected priorities and then get on with business. In this game, large charitable organizations had an advantage. Corporations preferred dealing with a few large NPVS organizations rather than many small ones. Not all corporations were this detached. A significant number, often driven by a passionate CEO, were actively involved as partners in providing encouragement, expertise and leadership as well as financial resources to the nonprofit voluntary sector.

Patronizing Government

While individual and corporate funding was increasing, government funding was “stunningly stagnant”. Tax incentives for private donations were lauded, but the stance of government was less than supportive. There was a sense that the sector involved good people doing good things but not very well. They were to be encouraged but not taken too seriously. The government should be careful about spending money on people who were unwilling to help themselves. Government assistance should be measured and not too generous as to encourage people to stay on government support. The attitude was real if unspoken.

Individualistic Values

This was not out of step with society. There was a strong view that individuals should and must take responsibility for their own actions. A few were in situations beyond their control, and help should be directed to them. But most were where they were because of their own decisions. If society wanted to provide social services, then the community

should foot the bill. Donations from the public should be the primary support for nonprofit voluntary organizations.

Isolated advocates challenged this view but neither the government nor society were swayed. Even within the sector there was a view that charitable status or existing government funding could be jeopardized if the organization was too vocal in its demands. As a result, as social and economic disparity and the demand for social services increased, the bulk of those increased needs fell to the nonprofit voluntary sector to meet – or not.

Competition & Self-Interest

While expectations and demands were rising, the pool of funding to the sector was also rising. One might have expected a closing of the gap between needs and services. But there was no mechanism to allocate this conceptual pool of funds to real needs and on-the-ground organizations. Competition for funds was fierce. Self-interest permeated the sector, just like society, as organizations jockeyed for donors, volunteers and priority of place in social issues. Conflict and mistrust escalated. Collaborative efforts frequently ended acrimoniously. There was often little charity amongst the charities.

This created an increasingly fractious and fragmented sector that, ironically, attracted more organizations focused on niche areas of concern. In this environment, new membership-driven organizations evolved focused on satisfying member needs and desires. This encouraged loyalty and stimulated financial and volunteer support within their targeted constituency. Some seemed to be more in the business of creating rather than responding to social needs. Others, however, young and brash, brought in new ideas and creative approaches to problems. Diversity, in this way, contributed to innovation and resilience in the sector.

More Staff – Fewer Volunteers

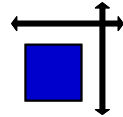
Unexpected consequences also affected people in the sector. Increased funding allowed greater infrastructure investment both for umbrella organizations and overhead and operating costs within organizations. This was vital in an inflationary economy with rising rents and wages. Salaries increased and the number of paid staff increased. Dedicated workers could enjoy a more balanced life, although burnout and shifting values had reduced the passion for unpaid overtime in many organizations. The turnover of staff declined and professionalization of the sector increased. The casualties in this otherwise positive trend were volunteers. Society defined success by money. Staff aspired to increase control of organizations. As a result, the value of volunteering and consequently the number of volunteers declined.

2017

The nonprofit voluntary sector has changed dramatically over the past decade. Self-interest has driven society to both increased generosity and reduced involvement. More people are giving more money but are less engaged and personally involved in social issues or political action. Many NPVS organizations, particularly large sophisticated ones, have grown and prospered in expanding their mission. A spectrum of smaller

organizations has also survived, some exceptionally well, in this highly competitive environment. Overall, the sector has become highly fragmented with little collaboration, few lasting partnerships and a distrust of sharing of resources or information. This precludes concerted efforts on major complex social issues, which remain largely unresolved. Waste is evident across the sector. Small innovative organizations at the periphery offer some hope for change in the future. But in an environment of increased resources the sector has underperformed. It is difficult to imagine the sector regaining the opportunity lost.

Crash Landing



Overview

In “Crash Landing” financial, accountability and human pressures lead to an environment of destructive competition, divisiveness, frustration and resentment. Collaborative and partnership initiatives collapse. Disparity in society increases. Social issues multiply. The “sector” becomes fragmented and dysfunctional. A series of closures of nonprofit voluntary organizations and facilities providing a range of services raises social hardship but only becomes a “crisis” when business and the economy is threatened. Government reaction leads to a costly bureaucratic model of direct service provision with limited participation by nonprofit voluntary organizations. By 2017, constrained funding and destructive behaviour has led to a thin, divided and dysfunctional sector with declining capacity and credibility. While the cost to the sector is huge, the cost to society is bigger and more devastating.

The Story – Looking Back from 2017

In 2007 the economy of Alberta was booming. Government revenues and corporate profits were soaring. Incomes were rising and most people were happy and optimistic. A revolving number of social issues were visible from homelessness and family violence to pornography and drug abuse, but the major political issues were oil and gas revenues, land use regulation and the effect of greenhouse gas emission constraints on the economy. Social issues were not a priority on the political radar screen. No alarm bells were going off about current or future difficulties. Advocates for the nonprofit voluntary sector were few and unheard. Efforts to raise the identity and credibility of the sector had not yet succeeded. Even within the sector there was apathy to the identity of “the sector” and ambivalence to organizations and individuals who attempted to take leadership roles and speak for “the sector”. Were these trends a signal indicating the irrelevance of the sector or a signal of impending social problems? Both were right.

Ongoing Funding Support

While the government was preoccupied with a number of political economic issues, basic government support for the nonprofit voluntary sector remained. Support for the Alberta Nonprofit Voluntary Sector Initiative was a case in point. Funding for the sector,

although reduced previously, was rising modestly. The funding structure, however, focused on short term support for contracted services – the “service-delivery-arm” model rather than the previous “support model” – which was consistent with prevailing societal values – an economic and individual focus. Organizations dependent on these funding relationships effectively accepted reduced independence in defining and pursuing their mission. This business-as-usual trend, however, was the calm before the storm.

Accountability Pressures

Within the nonprofit voluntary sector, however, conditions were less than calm. Societal pressures for accountability, a fallout from the Enron and related fiascos, and competition for scarce funds was putting pressure on organizations to alter their operations and adjust their mission. Hard accountabilities for both financial and project specific outcomes created new demands on staff, increased funding development efforts and raised costs. The benefits of well-defined outcomes were often compromised by the rigid formats of business and foundation funders, themselves focused on “strategic investments”, and lost in the frustration of increased workloads. No one wanted some one else to tell them how to conduct their business.

Destructive Competition

Frustration, resentment and overwork intensified an already competitive environment. Competition was not only about money: it was about prestige, power and priority. Caught in what was perceived as a win-lose climate, “causes” competed for priority in the public consciousness. Organizations competed for the moral high ground. Was cancer research more important than homelessness? Was it ethical for publicly funded universities and hospitals to “suck hundreds of millions of dollars” from local communities? Such questions, often subtly phrased, were both divisive and unproductive. Such rhetoric undermined any sense of common values, identity or trust within the sector.

Collaboration Collapse

The simmering competition not only undermined the identity of the sector, it undermined the goodwill needed for collaborative and partnership initiatives. Organizations had difficulty sharing resources, sharing trust or sharing recognition. Some collaborative projects did proceed and were successful, but this often stemmed from the power and discipline imposed by a major funder on the project rather than the cooperation across participating organizations.

Fragmented and Dysfunctional

As the sector slowly evolved into this increasingly fragmented and dysfunctional state, social needs increased. A growing and aging society, albeit wealthier, meant an increase in need for social services. Poverty, homelessness, family violence, prostitution and drug abuse, to name a few, remained embedded in society. With respect to many issues, social conditions were deteriorating. Part of the problem was the increase in disparity in society. The wealthy were increasingly rich and the poor were increasingly desperate. The wealthy could hibernate themselves off in secure gated communities or locked door condos removed from the reality outside. The poor, in contrast, were left to take care of themselves. The physical and psychological divide in society was increasing.

Social Reality

Of course, the poor and others were not left entirely on their own. Social agencies and other organizations in the nonprofit voluntary sector were active across a variety of social service areas. But their effectiveness was declining. Inadequate funding and lack of cooperation meant more and more people in need were falling through the cracks. Even if resources were available, knowing how to access them was limited. The capacity of the sector was declining because of a lack of resources, increased stress and burnout of staff and volunteers, and increased fragmentation and lack of collaboration across nonprofit voluntary organizations.

The effect over time was a growing mismatch between social needs and social services. The decline in social conditions was gradual over many years and largely invisible to the public. Parts of the sector were affected more than others. Sports, recreation and religious organizations, for example, with more independent funding were able to maintain operations and services. Large health and education organizations maintained access to basic funding. Lone voices raising concerns and advocating change were ignored. Within the sector – assuming that definition still applied – self-proclaimed leaders were treated with suspicion. There was no unifying vision or sense of identity; and no recognized leaders who could speak for the sector as a whole. At the same time, business and political leaders, observing the discordant and dysfunctional nature of the NPVS, were increasingly sceptical of proponents for change.

Crisis and Response – An Inevitable Surprise

The real effect of increased disparity and social malaise could not be suppressed forever. Like the musician who becomes an instant pop star after 20 years of struggle, so the social crisis emerged “instantly” in Alberta. First developments were a series of non-profit organization failures. The list was long: closure of a group home for the developmentally disabled; termination of programs for recovering alcoholics and drug addicts; cut backs at seniors facilities; sports team coaches quitting for lack of equipment and facilities time; churches ending collection drives for food and clothing for lack of volunteers; meals on wheels declaring cut-backs in the number of people they could serve; health clinics restricting hours because of lack of volunteers.

While the social impacts were dramatic, desperate and extensive, the crisis only fully grasped the attention of the government and society when social conditions began to impact business and the economy. Violence, drug abuse, homelessness, panhandling and other “problems”, rightly or wrongly, were linked to criminality and a threat to security and business. A series of public marches and threats of civil disobedience further raised the heart beat and blood pressure of governments, as well as business. The law and order mentality demanded action. A string of events followed.

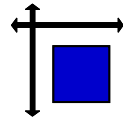
Public and business pressures forced government to action. The action could not depend on the failed efforts of the non-profit voluntary sector. Business demanded direct delivery of services from government with rigid accountabilities attached. Critics stressed that this bureaucratic response could be a disaster in financial, social and human terms, but they

were ignored. Indeed, critics from the nonprofit voluntary sector were particularly ineffective: they had no voice because the sector itself had no credibility.

2017

The sector has shrunk dramatically. Lack of resources and self-inflicted destructive competition has left a smaller, fragmented and dysfunctional “sector”. Many social functions have been reclaimed by government with direct provision of services at huge cost. The sector, government and society have all lost. In this win-lose game, there are few, if any, winners. Nevertheless, new voices are now finally emerging. Belatedly, new leaders are rekindling a vision for the sector based on collaboration, sharing, trust and participation supporting a vibrant civil society. Why couldn’t this have happened before?

Rowing Upstream



Overview

In “Rowing Upstream” funding and people challenges put pressure on the nonprofit voluntary sector. Creative responses focus on renewed mission focus, increased volunteer participation, engaged donors and new ways of collaborating to address complex social issues in integrated ways. New technologies enhance communication and networking and the growth of social capital in the community. These trends, often driven by desperation, have positive results, but lack of adequate funding slowly takes its toll. By 2017, a creative sector embracing collaborative and integrated approaches has sustained capacity beyond expectations, but the effects of chronic under funding have become obvious. Despite adaptation and dedication, burnout of managers, staff and volunteers has hollowed out the sector. Organizations are failing. The sector is in decline. There is no time to rest in the rising stream.

The Story – Looking Back from 2017

In 2007 the economy of Alberta was experiencing a boom. Government revenues and corporate profits were soaring. Incomes were rising. Yet amidst this surge of wealth was poverty, family violence, child abuse, homelessness and a range of social issues. Government priorities were focused on the environment, royalty review and land use. Social and community concerns were well down the list. Within the sector there was both pessimism and optimism. Some were frustrated about the scope and complexity of problems and the lack of resources and capacity to address issues. Others were hopeful, given the sectors repeated ability to respond to crises, to survive tough going, and to find creative ways to tackle difficult problems. Would the reality of limited resources overwhelm the sector, or would it find a way to sustain its mission? Both were right.

Distracted Government

If a vibrant and healthy sector depended on government funding, then the conditions for success quickly deteriorated as the booming economy slowed abruptly. Rising costs and

volatile markets, including uncertainty from greenhouse gas emission policies, halted investment in new projects and slowed growth. It also consumed all the attention of government. Funding for the nonprofit voluntary sector was constrained at existing levels with no prospects for increases. The government was sympathetic but distracted: a patron but not a partner.

Under Pressure

The effect was a financial squeeze for many organizations that depended on government funding for the bulk of their dollars. Demand for services increased and expectations remained high, but for many organizations capacity was declining. Funding was eroding as inflationary pressures raised operating costs without compensating adjustments from funders. As demands increased and resources declined the pressure on staff and volunteers mounted. Burnout and stress took their toll. A growing number of organizations were unable to continue and closed their doors. Rationalization by extinction helped neither communities nor other organizations.

Self-Determination

The sector as a whole was in an increasingly desperate state. And there was a sense that, indeed, the whole sector was under siege. There was no sense that the problems facing the sector were limited to a few organizations. The collective identity, initiated with the federal and Alberta nonprofit voluntary sector initiatives, was reinforced as the sector desperately tried to survive.

The challenges facing community organizations were the challenges facing communities. The interconnectedness of communities and sector organizations became stronger as social problems became more visible and close to home. This created both a new level of awareness and engagement and a common sense that “we were all in this together”. Equally, there was no one to rescue us, but ourselves.

Under pressure the response was collective action for the common good – plus a lot of creativity, hard work and perseverance. The “resilient” sector responded in a variety of ways.

Mission Focus

There was a renewed focus on mission and outcomes. Chasing funds that didn’t quite fit the mission provided short term gain and long term pain. Refocusing on the mission and debating and clarifying outcomes – the mission being the number one outcome – was a valuable process. Qualitative, not necessarily quantitative outcome measures, were acceptable. The key result was a purpose-driven and focused organization.

Attracting Volunteers

Focused organizations were often more effective at attracting volunteers. Volunteers wanted to do meaningful work with identifiable results. The shift to episodic volunteering was reversed as experienced and skilled individuals from the growing number of “young” retirees were willing to devote considerable time and energy in making a difference in their community. There was also outreach to the 25 – 40 age group both as volunteers

and staff. These were the next generation leaders that needed experience in the sector and the community.

Collaboration

There was recognition for the need to increase collaboration and partnerships. But this was hard. This required leadership, management attention, sharing of resources and trust in a sensitive balance-of-power relationship to be effectively sustained. Not an easy task. But desperation and perseverance overcomes many hurdles and new working models evolved.

Integrated Model for Complex Issues

A critical element of any collaborative effort was the overlap of missions or common cause. As social issues became more complex, there was a growing recognition that no single organization could solve major problems alone. Whether the issue was homelessness, poverty reduction, family violence, pornography or prostitution, to name a few, there were no simple solutions or simple approaches. Multiple organizations with multiple contributions through integrated approaches were needed.

This model, often initiated by one of the sector umbrella (or infrastructure) organizations, had been developed earlier. Now it took on new importance. Multiple organizations coming together to understand and develop joint integrated actions to deal with a major social issue, with an umbrella organization providing coordination, became an effective model. Further it expanded interpersonal networks, demonstrated collaboration and attracted broad support from foundations, the community and business. The publicity from large efforts increased support in terms of money and people, encouraged new leaders to come forward, and enhanced the reputation of the sector. The challenge was to be inclusive: to ensure organizations large and small were included in meaningful ways.

Creative Communications

Creativity was not limited to new models of collaboration. Technology was a tool not only to improve operations, but to communicate with a variety of stakeholders. Donors, both business and individuals, were particularly important. There was a new expectation of NPVS organizations that they not only do good work but that they can show how they make a difference. This accountability for outcomes was not focused on quantitative performance measures but more anecdotal. People wanted stories, pictures and testimonials of real successes on the ground. Donors wanted to be engaged, at least at an intellectual level, in the work of organizations. In many cases, the largest and most committed donors were volunteers. It wasn't enough to give and forget; donors wanted reinforcement that the money really did good things. New media were ideal for providing the feedback and connection between donor and recipient.

Social Capital

Collaborative projects, new volunteers and extended communication channels all served to expand inter-personal networks. In effect these were avenues that enhanced social capital in the community. With increased volunteers, expanded social networks, increased collaboration and partnerships and dedicated, often passionate staff, the capacity of the sector was sustained for some time. But there were limits.

Without people all is lost

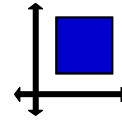
The sector was resourceful but the cost of doing more with less was ultimately unsustainable. The critical resource was people. Managers, staff and volunteers, although dedicated and committed, could not continue devoting extraordinary hours of work – 60 and 70 hours per week in many cases – supporting under funded organizations. There is a physical and psychological limit to high stress working conditions.

Volunteers and then staff began leaving one by one. Executive directors tried to sustain the mission using creativity, shared resources, and technology – whatever worked. But the elastic band could only stretch so far. Organizations began cutting back activities until one by one they ceased operations. They were not bankrupt of community demand or bankrupt of ideas, only bankrupt of people. Without resources to support people – even volunteers need resources – organizations cannot function. An inevitable decline was underway.

2017

The sector has declined significantly. Through collaboration and partnerships, through sharing and trust, through increased engagement and leadership, a high performance sector emerged. Under financial pressure organizations became more focused and effective both individually and through collaborative joint efforts. Sector-serving infrastructure organizations played a major role in enhancing sector identity and facilitating integrated approaches to complex issues. Relationships with governments, however, remained strained as frustrated sector leaders were treated with indifference and suspicion by many political leaders. They viewed the sector, always asking for money, as a cost to be controlled and not a value-adding sector of the economy. Despite creative and often successful efforts and increased participation and support by many volunteers in the community, the lack of resources meant decline of the sector was inevitable. A much smaller sector remains with many organizations still precariously funded, but the spirit of the sector remains and the struggle to survive continues. The survivors continue to row upstream.

Taking Flight



Overview

In “Taking Flight” a collaborative, long-term partnership between government and the nonprofit voluntary sector, supported by business, leads to the development and implementation of a strategic framework that supports an effective and sustainable nonprofit voluntary sector. An assertive sector, led by champions and advocates from the sector, business and within government, helps establish a new relationship of equality and mutual respect. This leads to a government commitment to provide stable, long-term financial and resource support to the NPVS. These financial commitments include both project and core funding, thereby creating a new level of stability for many organizations in the sector. Organizations are able to focus on values and mission and plan more effectively. Creative new approaches to building strong communities and addressing major issues are encouraged. High levels of trust support collaboration and effective partnerships, in and out of the sector, leveraging resources and enhancing outcomes.

By 2017, a buoyant and healthy sector contributing to healthy, caring and connected communities emerges. Young and talented professionals who want to do great work and make a difference in society are attracted to the sector. Bold visionary leaders drive results. The sector contributes to enhanced quality of life for all Albertans. A “wellness” rather than a “needs” model prevails. Mutual respect and shared responsibility – the “common good” – underpins healthy communities. Dialogue allows communities to explore and understand essential and emerging values. With increased resources and community engagement the sector and society take flight.

The Story – Looking Back from 2017

The relationship between governments and the nonprofit voluntary sector has a long history. Major changes occurred with the Voluntary Sector Initiative (2001-2006) that developed a national Framework and Accord defining the terms of engagement between the Federal Government and the non-profit voluntary sector. Then in 2004, the Alberta government and key NPVS leaders pursued the development of a “made in Alberta” framework to define the partnership and working relationship between the two sectors. The collaborative effort between the two sectors was not always easy but persistence prevailed and an interdependent partnership was forged. There was greater alignment between policies and programs and the actual needs of the sector so that society achieved improved benefits and quality of life. Funding stability and collaborative partnerships attracted new leadership, staff and volunteers. Service demands were being met and there was robust capacity growth in the sector.

Priority and Philosophy

While this deepened understanding and mutual respect, implementation was difficult. The sector was well down the list of government priorities. Other issues from royalty reviews and oil sands development to greenhouse gas emissions and lobbying controls were more

pressing political issues. Action was required. Funding was a critical issue: service demands were increasing faster than resources. Equally important was the issue of government attitudes to the sector. There was a political view among some that social expenditures were a necessary cost to be minimized. Charities should be funded by the public and not through government. Others had deeper understanding of the critical role that the non-profit voluntary sector played in creating healthy communities. In all its aspects, from sports and recreation to social services, art, entertainment and religious organizations, the sector was at the heart of a vibrant civil society. Investing in the sector was an investment in society.

Persuasive Advocacy

Two linked developments led to change. First, a growing number of prominent individuals from the sector, business and from within government began to actively demand that government understand and accept its responsibility in society. More for less was a long term recipe for disaster. Advocates were persistent and persuasive. Business leaders, for example, were useful in pointing out that these nonprofit organizations were cost-effective in delivering service – an economic argument. While others, threatening to strike for a day, were more confrontational, their message emphasized the critical role that the sector played in day to day life. Increasingly, the broad social message was heard that the sector played a vital role in creating healthy communities where we all wanted to live.

Convergence

These messages reinforced a second development. A convergence of social and political issues raised the importance of the sector among politicians. Homelessness, for example, grew as an important social issue but attention increased when it was linked to affordable housing, attracting people to the province and Alberta's reputation nationally and internationally. The convergence of social, economic and political issues heightened awareness and raised the priority of the sector.

Framework Agreement

This political reality created the conditions for a new relationship to emerge between the Government and the non-profit voluntary sector. With a new will to act, the conviction and commitment to co-create a robust framework to guide and inform an effective and engaged partnership was established. A measure of the commitment was a decision by the government to designate a lead ministry for the non-profit voluntary sector with a mandate to support and coordinate NPVS issues across ministries. This stewardship role focused the relationship but did not confine the sector to dealing with a single ministry.

A central element of the agreement was a commitment by the Government to increase stable, long-term financial support for the sector both for projects and programs and for core operational funding. At the same time, integrated, robust accountability standards and measures were developed and implemented. The agreement was seen as a partnership based on mutual respect and responsibility. Both sides had obligations to make it work and to be successful. A “relationship of equals” was an important step in recognizing and

reinforcing the identity of the sector – although for many the “sector” remained quite nebulous and fragmented.

The new partnership and framework was supported across the nonprofit voluntary and business sectors. A range of influential individuals endorsed the agreement and praised the government for its foresight in supporting this critical sector in society. The applause was not only welcome – champions were needed – but the visibility increased pressure on both the government and the sector to perform. Backtracking was not possible with such high expectations.

Increased Capacity

The agreement had major impacts on the sector. Resources increased capacity. The long-term resource commitments in the agreement raised expectations and created conditions for organizations to be more effective, while at the same time meeting challenging accountability standards and measures in the delivery of services. Nonprofits responded enthusiastically to the support and new conditions. With pressure removed from core operational funding issues, many nonprofits found creative ways to enhance efficiency and effectiveness in running their operations and delivering services.

Performance and Rigor

Financial support for key programs not covered by operational funding, allowed for more flexibility and customizing to suit different organizations and their particular ways of doing business. This new working model fostered respect and reciprocity. Strategic partnering and increased collaboration cultivated trust and goodwill contributing to a positive and energized workforce and community. The days of silo-ing, fragmentation and disconnection diminished, although never eliminated. Social entrepreneurs and small-to-midsize enterprise played a major role in contributing to long-term capacity development with organizations in the sector becoming a valued partner to the sector.

Technology

Technology contributed to increased capacity. With reliable funding organizations could more systematically acquire and operate information technology. New internet strategies and resources opened up many opportunities to access new networks and alliances around the world, and increased sharing of key resources to leverage knowledge to effect positive change.

Mission Focused

As well as capacity and effectiveness, core funding stability allowed organizations to recommit to, and engage in, critical planning and implementation focused on their mission. Mission drift had been a serious concern. Funding commitments ensured that more nonprofits could stay true to their specific mandates in serving the public good.

New Models & Partnerships

Financial and organizational stability allowed the creation of new models and innovative partnerships. Stability was a critical condition for successful collaborations. Productive synergies and new working dynamics emerged across organizations and between sectors.

For example, new collaborative programs and services were developed to deal with growing demands from various populations including youth, immigrants, seniors, single men and women, disabled etc.. Progressive new programs added to the high quality of services and strengthened trust with the general public. Society and multi-sector recognition and acceptance of the NPVS as a valued, equal and foundational player in society revitalized the sector and led to inspired, impactful actions within the sector. Investment and cross-sector engagement increased and intensified.

Cooperation on Major Issues

An important element was the evolution of cooperative models to address major issues and a shift in perspectives from needs to wellness. One example was The Calgary Home Front Initiative bringing the justice system together with NPVS organizations to create a new approach to dealing with family violence – with great success. Another example was Rural Physicians Action Plan (RPAP), a community initiative to integrate and support physicians across rural Alberta.

These collaborative models often depended on independent infrastructure organizations to bring the broad range of nonprofit voluntary organizations together to work on a major issue. “Umbrella” organizations like the Calgary Chamber of Voluntary Organizations (CCVO), the Edmonton Chamber of Voluntary Organizations (ECVO), and Volunteer Alberta were increasingly important in supporting, representing and enhancing the identity of the sector and in providing leadership to bring together and link NPVS organizations to work collaboratively on major issues.

Wellness Model

Equally important was the increased emphasis on community health and wellness rather than social problems. Both were needed. The wellness model, however, asked the important question: what are the ingredients that make healthy communities? Of course, it was not a simple recipe, but the question raised understanding of the full and complex contribution of the nonprofit voluntary sector to society. For example, the work of minor sports organizations in support of youth activities, religious groups supporting the sick and the poor, hospice groups assisting the terminally ill and their families, and a host of volunteer activities and small acts of kindness are critical in building the relationships at the heart of a vibrant and healthy community.

Investment in People

The authority of the NPVS increased with time as an equal partner and contributor to social and economic strategy and policy. Effective messaging and information distribution, combined with the use of smart technologies, and the hiring of marketing and media talent, gave the sector new power to advance its work and advocate for the common good. Smoother staff transitions, especially at the level of Executive Director, produced long-term benefits and stability to sector organizations. Increased investment in leadership development, combined with increased commitments from sector leaders to coach and mentor emerging leaders made the sector a top place to work for aspiring leaders.

Exciting and Satisfying

The new NPVS became an “employer of choice”. Competitive salaries attracted motivated and talented people. Education and professional degree and non-degree programs proliferated. Mount Royal College’s Bachelor of Applied Nonprofit Studies and MacEwan’s Executive Leadership in the NonProfit Sector were examples of such programs. A major draw was the high level of satisfaction and fulfillment for people doing important and meaningful work in society. This attracted people from across society and contributed to caring, connected and engaged communities.

New Challenges

The first wave of change affected the capacity, relationships, performance, structure and attractiveness of the sector. With time the community agenda began to shift and mature. Collaborative initiatives and partnerships to address cross-cutting issues and reinforce activities for healthy communities remained. But the scope of ambitions expanded. The new relationship with government matured. The sector input on a broader range of issues became commonplace as the linkages across social, economic and political was recognized. Business, for example, did not thrive in failed communities. Economic prosperity depended on socially vibrant and healthy communities – as well as the reverse. The old “hand-out” model with the sector as a charity had transformed into a “hand-up” model of sector organizations delivering services to a new “hand-in-hand” model of equal partners working together to assess priorities and developing new and efficient ways of supporting communities. The dance had changed. The new relationship expanded the community agenda to include, for example, quality of life and civic engagement as well questions of ethics and morality.

Quality of Life and Civic Engagement

Developments in the sector and communities coincided with improvements in people’s quality of life. The focus on well-being allowed the sector to contribute positively to the well-being of individuals, families and communities. This capacity was enhanced by the transfer of wealth from aging boomers, which boosted contributions to the sector, and by increased citizen participation. The web of social relationships expanded social capital and community capacity to act. Citizens became increasingly active in developing policy and holding the government, media and the sector to account. An engaged and personally responsible public created a more direct civic and social activism, which strengthened the sector and society.

Old and New Talent

The growing wave of retirees provided a vast pool of talent, experience and wisdom to be tapped. Many seniors enthusiastically pursued opportunities to work with other seniors and other groups in the sector. Boards, particularly, benefited from the infusion of experience brought forward by these retirees.

At the same time, accessing and engaging the 20-40 age group was a challenging problem that was both frustrating and perplexing and positive and invigorating. An important values shift occurred in this group. Some seeking more meaning and authentic involvement in life were ripe for enrollment as workers and volunteers in the sector.

Many did, and many didn't. For those wanting to make a difference, the sector offered real opportunities. The trend of individuals taking personal responsibility for contributing to the common good continued to rise and the non-profit voluntary organizations benefited.

Global and Societal Influences

Ethics and morality was an increasingly hot and complex topic in society. Clashing and shifting values had been on the rise. Spiritual and religious renewal promoted hope and civility. Higher levels of transparency and acceptance of social issues made it easier for the sector and government to affect positive policy and to keep delivering solid programs and services.

2017

Dynamic and lasting changes have taken hold both in the sector and within government and business. The new governance and leadership structure that produced the framework agreement defining the principles and processes for engagement between the sector and government has proven to be highly beneficial to the sustainability and prosperity of the sector. An inter-dependent rather than co-dependent relationship has emerged. Alignment between policy and programs and actual needs of the sector have improved with benefits to society in terms of vibrant, healthy communities and enhanced quality of life. Funding stability and effective organizations pursuing their mission have raised effectiveness, capacity and performance of the sector, encouraged new collaborative arrangements and partnerships and attracted new leaders, staff and volunteers. Service demands are being met and robust capacity growth is now a consistent part of the fabric of the sector. The sector has truly taken flight.

Key Messages

The scenarios raise a number of important questions and challenges for the sector and society.

What Does Each Scenario Tell Us?

In ***Opportunity Lost*** self-interest and destructive competition undermine the sector.

Donors are disconnected from causes. Organizations are focused on their own self-interests rather than society needs or well-being. There are increased financial resources but a squandering of human resources. Collaboration may be difficult and costly but the lack of collaboration, cooperation and trust is devastating.

In ***Crash Landing*** inadequate funding sets off the downward spiral of destructive competition that destroys the sector and translates into a crisis for society. The sector as a whole and nonprofit voluntary organizations individually see themselves as victims controlled by and unable to control events around them. Chronic underfunding is the main actor, but lack of leadership, confidence and trust are the supporting cast.

In ***Rowing Upstream*** lack of funding stimulates creativity and change. The sector embraces collaboration, cooperation and sharing of resources to accomplish ends. But the sector cannot live on dedication forever and chronic burnout is inevitable. The critical importance of human resources is highlighted as well as the risk of allowing devoted staff and volunteers to burn themselves out. In the end, good intentions, collaboration and hard work are not enough: financial resources are needed.

In ***Taking Flight*** convergence of purpose, commitment and respect transform and reframe the sector and its relationship to government, business and society as whole. Movement toward vibrant and healthy communities is possible. A common community agenda, focused on wellness as well as needs, collaboration and trust, adequate resources, leadership and confidence are some of the ingredients. Collaboration to address complex social issues is highlighted. A critical question is how to create the initial conditions for Taking Flight. Advocacy and leadership are important, as is a partnership agreement with government, supported by business. The sector must also perform. The scenario maps out a path: how can we get on it for the sector and society?

What Are the Key Messages from the Scenarios?

Collectively, the scenarios lead to a number of important observations.

Convergence of Partners and Purpose

The government has a critical role to play in recognizing, funding and supporting the nonprofit voluntary sector as a vital partner in creating vibrant and healthy communities

in Alberta. There needs to be a convergence of objectives, commitment and respect. There needs to be a reframing of the role and importance of the sector in society.

Slippery Slope of Inadequate Funding

With the current level of funding and support the sector cannot sustain the level of service and range of programs to society. Further, inadequate funding not only means a reduction of services but has the potential to undermine trust and cooperation to the point of destroying the sector itself. Funding comes with responsibility. The sector must perform and be accountable to society.

Collaboration Critical

Collaboration across sectors and within the sector is vital to the long term health and effectiveness of the sector. Working together is increasingly important as communities and issues become more complex. Organizations working in concert can be much more effective than alone.

Shared Leadership

Shared leadership is necessary to engage both sectors in a trusted relationship that builds leadership capacity and a dialogue of constructive and informed advocacy. This shared leadership model needs to constantly work towards seeking out win-win solutions that enhance the overall quality of life of Albertans.

Summary Comparison of Scenarios

| <i>Characteristics</i> | <i>Taking Flight</i> | <i>Opportunity Lost</i> | <i>Crash Landing</i> | <i>Rowing Upstream</i> |
|------------------------|--|--|---|---|
| Main Themes | <p style="text-align: center;"><i>“resources & engagement”</i></p> <ul style="list-style-type: none"> ▪ Assertive advocacy shifts view of sector & Gov’t perspective ▪ Strategic framework agreement; equal partners; performance expectations ▪ Commitment to long-term stable funding for organizations ▪ Strong sector leaders and advocates ▪ Business support for agreement & sector ▪ Increased investment in people, technology & facilities ▪ Expanded capacity & effectiveness ▪ Collaboration & partnerships ▪ Vibrant sector attracts old & new talent ▪ Active citizen engagement in communities | <p style="text-align: center;"><i>“resources without engagement”</i></p> <ul style="list-style-type: none"> ▪ Increased individual & corporate donations ▪ Generous & uninvolved; lack of civic engagement ▪ Limited funds from government ▪ Intense competition for money, staff, volunteers & priority of cause ▪ Self-interest & distrust ▪ Collaboration undermined ▪ Fractious & fragmented sector ▪ Divergent prospects between large & small ▪ Increased social disparity in society | <p style="text-align: center;"><i>“low resources without engagement”</i></p> <ul style="list-style-type: none"> ▪ Destructive response to resource pressures ▪ Financial, accountability & human pressures ▪ Destructive competition, divisiveness, resentment & frustration ▪ Collapse of collaboration & partnerships ▪ Increased social disparity ▪ “Sector” becomes fragmented, dysfunctional & discredited ▪ Social crisis becomes business and economic crisis ▪ Government reacts by taking direct control of services | <p style="text-align: center;"><i>“engagement without resources”</i></p> <ul style="list-style-type: none"> ▪ Creative response to resource pressures ▪ Collaboration, partnerships, engaged volunteers, donors & communities ▪ Integrated approaches to complex issues ▪ Sector infrastructure organizations critical catalysts in facilitating cooperation ▪ Dedicated staff & volunteers ▪ Lack of resources eventually takes toll: stress & burnout ▪ Declining ability for organizations to survive ▪ Slow then accelerating decline of sector through lack of resources to support people |

| <i>Characteristics</i> | <i>Taking Flight</i> | <i>Opportunity Lost</i> | <i>Crash Landing</i> | <i>Rowing Upstream</i> |
|-----------------------------|--|---|--|--|
| Societal Values | <ul style="list-style-type: none"> ▪ Quality of life, shared responsibility, collective good ▪ Common ground and purpose ▪ High community engagement; open dialogue across communities, government and business | <ul style="list-style-type: none"> ▪ Individual responsibility & self-interest; focus on standard of living; personal success trumps public good ▪ Widening gap between wealthy and poor ▪ Lack of engagement – donors & volunteers ▪ Inflated societal expectations | <ul style="list-style-type: none"> ▪ Individual responsibility & self-interest ▪ Competition to enhance efficiency ▪ Lack of engagement; lack of trust ▪ Widening gap between wealthy & poor ▪ Gap between societal expectations & sector capacity to meet expectations | <ul style="list-style-type: none"> ▪ Quality of life, shared responsibility; collective good ▪ Strong citizenship ethic ▪ High community engagement; social capital ▪ Committed staff & volunteers |
| Resource Constraints | <ul style="list-style-type: none"> ▪ Increased financial resources from government funding, higher public donations, and strategic investments from business ▪ Rise in sector wages attract quality talent. ▪ Collaboration & partnerships leverage resources | <ul style="list-style-type: none"> ▪ Increased financial resources from individual / public donors and business investments (Corporate Social Responsibility) ▪ Competition for funds and people intensifies ▪ Salary increases; empire building; less value on volunteers ▪ Collaboration expensive & unproductive | <ul style="list-style-type: none"> ▪ Decreased financial resources with constraints on gov't funding; declining donations from individuals & business ▪ Erosion of staff & volunteers over time; high stress & burnout ▪ Destructive competition damages & demoralizes sector | <ul style="list-style-type: none"> ▪ Decreased financial resources ▪ Creative responses lead to innovative solutions, volunteers, collaboration, partnerships & new working models ▪ Burnout and stress ultimately undermine NPVS organizations; widespread collapse of organizations |

| <i>Characteristics</i> | <i>Taking Flight</i> | <i>Opportunity Lost</i> | <i>Crash Landing</i> | <i>Rowing Upstream</i> |
|----------------------------|--|--|--|--|
| Economy and Society | <ul style="list-style-type: none"> ▪ Strong economic growth ▪ Many organizations flourished in new, progressive operating environments ▪ Real progress in dealing with social issues | <ul style="list-style-type: none"> ▪ Strong economic growth ▪ More money available to sector; less people volunteering ▪ Targeted contributions and engagement | <ul style="list-style-type: none"> ▪ Weak economic growth ▪ Sector shrinking, fragmented and dysfunctional ▪ Major increase in societal demands and unmet needs; lack of social cohesiveness | <ul style="list-style-type: none"> ▪ Moderate economic growth ▪ Increase in societal demands / needs ▪ Innovation, collaboration & partnerships sustain capacity until HR burnout creates social crisis |
| Role of Government | <ul style="list-style-type: none"> ▪ Strategic partnership agreement ▪ Stable and increased funding for sector; performance & accountability commitment ▪ Designated lead NPVS ministry ▪ NPVS recognized as critical investment for community & societal well-being | <ul style="list-style-type: none"> ▪ Government focused on economic issues ▪ Sector viewed as cost; belief that charities should be privately funded; individual responsibility for sector needs ▪ Patronizing attitude; little recognition of value to society | <ul style="list-style-type: none"> ▪ Government beset by more pressing economic & political issues driven by slow growth ▪ Sector viewed as cost; focus on reducing funding & commitments ▪ Cross-ministry issues create discord & confusion ▪ Eventually gov't increases control in provision of services | <ul style="list-style-type: none"> ▪ Government distracted by other issues; sector largely ignored ▪ Stable level of funding maintained; status quo |

| <i>Characteristics</i> | <i>Taking Flight</i> | <i>Opportunity Lost</i> | <i>Crash Landing</i> | <i>Rowing Upstream</i> |
|------------------------------------|---|---|--|--|
| Relationship with Business | <ul style="list-style-type: none"> ▪ Increased business investment – time, money & resources – in NPVS organizations ▪ Supportive of gov't / sector agreement ▪ Supportive of high performance & accountability standards across the sector ▪ Supportive of cross-over / exchanges of talent & leadership between the sectors | <ul style="list-style-type: none"> ▪ Increased community investment driven by demand for corporate social responsibility (CSR) ▪ Corporate investments focused on high profile donations often to larger organizations ▪ Some high profile community projects successful | <ul style="list-style-type: none"> ▪ Decreased business funding; focus on select orgs. in sector ▪ Strategic investment criteria affects mission focus for some organizations ▪ Imposed business accountability demands on NPVS organizations; step-up or shut-down ▪ Higher wages in business fuels HR exodus from NPVS | <ul style="list-style-type: none"> ▪ Business positive towards sector; performance focus ▪ Sharing of new operating models, plus technology ▪ For-profit workers moving over to the sector with improved wages and meaningful work and contribution available |
| Demography & Leadership | <ul style="list-style-type: none"> ▪ Attractive sector for staff & volunteers ▪ Seniors bring financial clout to invest in sector ▪ Boldness and creativity of youth combined with wisdom and temperance of elders creates dynamic duo ▪ New leaders infuse sector with vision and passion | <ul style="list-style-type: none"> ▪ Higher wages attract staff; volunteers less valued ▪ Emphasis on personal leadership & responsibility ▪ Aggressive leaders push new ideas and compete for attention ▪ Culture of excess leads to complacency | <ul style="list-style-type: none"> ▪ Dedicated staff & volunteers under high stress / burnout ▪ Ageing population raises needs ▪ Seniors step forward to help ▪ Government and business forced to act – sector loses authority with loss of credibility based on performance expectations | <ul style="list-style-type: none"> ▪ Sector attractive for staff & volunteers to make a difference ▪ 25-40 year olds step up to lead, learn and contribute ▪ “Senior power” valued & makes very positive difference; major pool of volunteers ▪ Eventually, stress & burnout leads to exodus from sector |

| <i>Characteristics</i> | <i>Taking Flight</i> | <i>Opportunity Lost</i> | <i>Crash Landing</i> | <i>Rowing Upstream</i> |
|---|---|--|--|--|
| Sector Structure, Capacity & Focus | <ul style="list-style-type: none"> ▪ Larger & more efficient sector ▪ More & more large organizations ▪ Renewed ability to focus on mission-centred strategy and execution ▪ Infrastructure orgs effective ▪ More collaborative efforts to address complex social issues ▪ Greater focus on “wellness” model; healthy communities instead of problems | <ul style="list-style-type: none"> ▪ Larger but inefficient sector; empire building; waste of resources ▪ Large orgs increase; advantage in access to business funding ▪ Infrastructure orgs not effective ▪ Collaboration limited; partnerships prone to failure & acrimony ▪ Complex issues not addressed; piecemeal approaches | <ul style="list-style-type: none"> ▪ Smaller and less effective sector ▪ Lack of funding leads to closure of non-viable organizations; major reduction in numbers, especially small unable to target “natural” publics ▪ Collaboration & partnerships lost in destructive competition; loss of trust & goodwill ▪ Ineffective in addressing complex issues | <ul style="list-style-type: none"> ▪ Collaboration, partnerships, innovation, sharing of resources & new models sustains sector capacity for awhile ▪ Eventually, stress & burnout undermines human resources ▪ “Rationalization” leads to fewer orgs & reduced capacity ▪ Creative approaches to complex issues; infrastructure orgs highly effective; efforts to shift to “wellness” model |
| Delivery | <ul style="list-style-type: none"> ▪ High touch and high tech ▪ New delivery models ▪ Successful collaboration and partnership models ▪ Accountability & performance standards push effectiveness ▪ Increased provision of services | <ul style="list-style-type: none"> ▪ Many individual orgs successful in own mission ▪ Traditional models & boundaries ▪ Pressure to accept business models; chasing funding diverts mission ▪ Increased overall capacity but inefficient delivery | <ul style="list-style-type: none"> ▪ Declining resources drive organizations ▪ Desperate competition for funds; mission often compromised ▪ Pressure on staff to reduce costs ▪ Major decline in services provided | <ul style="list-style-type: none"> ▪ Funding pressures drive new, integrated, inter-organizational working partnerships; desperation increases efforts to succeed ▪ Technology enhances networking & social capital ▪ Inadequate resources eventually leads to reduction in services |

| <i>Characteristics</i> | <i>Taking Flight</i> | <i>Opportunity Lost</i> | <i>Crash Landing</i> | <i>Rowing Upstream</i> |
|--------------------------|--|--|---|--|
| Global Influences | <ul style="list-style-type: none"> ▪ Progressive new models from other jurisdictions and countries improves operations, strategic planning and governance | <ul style="list-style-type: none"> ▪ High energy prices and investment in oil sands prolonged prosperity in AB – astute sector orgs. tap into this wealth | <ul style="list-style-type: none"> ▪ For-profit business thinking & ways are imposed on the sector – some orgs adjust & thrive, others don't | <ul style="list-style-type: none"> ▪ New models and ideas from other areas contribute to innovative models for collaboration, partnerships & service delivery |