

BLUEPRINT FOR ACTION

BUILDING A FOUNDATION FOR SELF-SUFFICIENCY

A line art illustration of five diverse people. In the center, a man is seated in a wheelchair, looking towards the viewer. To his left, a woman stands with her hands on her hips. Behind him, a woman wearing a hard hat and safety vest looks forward. To his right, a man in a suit stands with his hands in his pockets. Further right, a woman in a lab coat stands with her arms crossed, holding a clipboard. The background features faint architectural drawings and a large, stylized graphic of a building or structure.

PREMIER'S COMMUNITY NON-PROFIT TASK FORCE

Dedication

First, we would like to recognize the courage and interest of Premier Shawn Graham in mandating this Task Force. He has provided maximum support, coupled with a minimum of interference into the process. His endorsement of the community non-profit sector has been laudable.

Second, this Report is dedicated to the third pillar of our society in New Brunswick — the Non-Profit Sector. The Premier's Task Force has been gratified and often exhilarated by the diverse and committed activity of this sector. It has been diligent in pursuing a sustainable quality of life in all the communities within our province especially for those who are marginalized and vulnerable persons.

We sincerely wish to thank all those persons — friends and colleagues — who have made our journey remarkable. They have demonstrated New Brunswick's best feature and contributor to quality of life: its people.

Members of the Task Force

Claudette Bradshaw
Sue Rickards



Fleurette Landry
Rick Hutchins

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News Release

Family and Community Services

A TASK FORCE TO LOOK AT NON-PROFIT SECTOR

Dec. 5, 2006

FREDERICTON (CNB) – A Task Force has been established by the province to examine challenges facing the non-profit sector in New Brunswick.

Premier Shawn Graham announced today that Claudette Bradshaw will be the lead member of the Community Non-Profit Task Force whose mandate will be to make recommendations to ensure that the work and development of non-profit organizations will continue to benefit society.

“This Task Force will establish a new relationship between government and the non-profit sector, a relationship that we intend to be productive and effective, and a model for other provinces to emulate,” said Premier Graham.

The mandate for the Community Non-Profit Task Force includes raising awareness and setting out the context of the non-profit sector, identifying strategies to enhance the relationship with government and identifying further activities in support of the Task Force goals. This initiative will involve a large consultation process with the non-profit sector.

“Our government has set the goal of self-sufficiency in this province, said Premier Graham. But to truly succeed we must succeed together, we need to move forward together.”

A final report from this Task Force is expected to be presented to our government by September 2007. It will include recommendations on how to strengthen the non-profit sector and on strategies to enhance relations between non-profits and government.

“Non-profit organizations are the cornerstones of New Brunswick communities,” said lead member of the Community Non-Profit Task Force, Claudette Bradshaw. “Our quality of life, our economic strength, and the vitality of our democratic institutions depend on the vibrancy of these independent sectors and the support they provide to each other.”

The Community Non-Profit Task Force will offer the opportunity to engage community-based non-profit organizations all across New Brunswick who are delivering services, utilizing citizen volunteers, acquiring/providing funds and resources, and identifying emerging community needs. The Department of Family and Community Services will be the lead government department to provide support to this initiative.

MEDIA CONTACT :

Marie-Andrée Bolduc, Office of the Premier, 506-447-2189;
Robert Duguay, Family and Community Services, 506-444-3684.

September 13, 2007

Dear Premier Graham:

I want to thank you for entrusting me with this very important challenge. Our Task Force team believes this was the best experience in our collective professional lives. When the Task Force was first announced, many non-profit organizations shared their skepticism with us. However, I was very confident in your resolve for two reasons:

- You told me you wanted the non-profit sector as your Third Pillar of New Brunswick society; and,
- In many of your speeches during last fall's campaign, you highlighted: "...changes must be made in our systems if we want self-sufficiency. We must listen!"

After meeting over 1,000 people in the non-profit sector, I can assure you, Premier Graham, that we have listened. I am proud to present to you a comprehensive blueprint of what needs to be done in the non-profit sector. In the Premier's Office, you have a world-renowned advisor on matters of Public Services and Regionalization of Government, Mr. Donald Savoie. By combining your vision and Mr. Savoie's expertise, I have no doubt that the **Blueprint for Action** will translate into concrete actions and real results.

There are several important facets to this Blueprint. The main report provides the recommendations presented by all of the groups and individuals we have met. Each recommendation incorporates actual quotes from people who work and volunteer for the betterment of our Province, day in and day out. The main report is divided into two parts, one French and one English, to reflect the bilingual consultation process as it was conducted throughout the Province. Most importantly, I believe the **Blueprint for Action** provides a collective voice to a sector that is too often overlooked. I hope you will be as moved as I was by the passion of their words, the strength of their message and the importance of their ideas.

The introduction, conclusion, agency, and recommendations contained within the **Blueprint for Action** provide an amalgam of views that were consistently presented in both linguistic parts of the Report.

Throughout our meetings, the non-profit sector voiced the need, and its wish, to work in partnership with the public service and the individuals in that sector. The sector wants to involve public servants directly in the important community work that they do. Reading the report reveals how often they speak of respect, and of not having a line of respectful communication and collaboration available to them.

Many groups expressed the need for a responsive Ministry, while many other groups recommended a Secretariat. As a consensus of these consultations, I am presenting you with the concept for an Agency governed through the Premier's Office. I believe this Agency will be an important first step in addressing the many needs expressed by the non-profit sector. Mr. Savoie's experience can be leveraged in the development of the Agency, since it would be similar to the Atlantic Canada Opportunities Agency, that he was actively involved in formulating.

The community non-profit sector feels it would be a significant endorsement **to appoint a Deputy Minister (bilingual) for the Agency by December 1, 2007**. Mr. Savoie and the Agency's deputy minister should be in place to further develop the **Blueprint for Action**, in keeping with the many recommendations.

The four key recommendations presented to you in the Task Force Report were expressed by 90% of the community professionals and volunteers in the non-profit sector. Therefore, we are asking you to acknowledge and **include these recommendations in your next provincial budget, and in your next Speech from the Throne**. The non-profit organizations believe in your sincerity when you say you want them to be the Third Pillar of New Brunswick society (along with government and economic sectors). But, the reality is that they will not be able to become the Third Pillar if things don't change. Substantive changes and actions need to be taken by your government.

All of the other recommendations are important to the non-profit sector, but the professionals and volunteers understand that everything can't be realized right away. However, they deserve to know when they can expect to see change. I feel this can be carried out through the staff in the Premier's Office, by working with the Policy Secretariat, to prepare **a government-wide action plan by March 15, 2008**. (Imagine what would happen to the skeptics if you had a press conference on March 15th with the non-profit sector in full force.) With a government-wide action plan, and with the Agency in place, we could see major changes in the quality of life for our citizens in the province of New Brunswick.

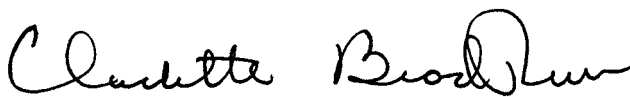
In closing, I want to thank you for allowing me to choose the Task Force team. Rick Hutchins has worked in the community sector for many years and has adeptly taken care of all our logistical needs. Sue Rickards has given her life to youth and community development. Fleurette Landry has worked professionally in non-profit community services for many years. Sue and Fleurette listened compassionately and recorded the issues expressed by so many community leaders in this province.

This is a blueprint for change! With the implementation of this blueprint you will witness the SELF-SUFFICIENCY of New Brunswick --- GUARANTEED. In your press release announcing this Task Force, you said, **"This task force will establish a new relationship between government and the non-profit sector, a relationship that we intend to be productive and effective, and a model for other provinces to emulate."**

I can assure you that the stage is set for a new and better relationship with the community non-profit sector. In many ways, the sector represents the heart and soul of our province. Their voices offer opportunity. Their commitment to the community offers the foundation for the Third Pillar. In partnership with amazing individuals from throughout our province, there is no doubt that the made-in-New Brunswick solution will ultimately create a model that will draw people from other provinces and other countries to New Brunswick to see what can be done.

The blueprint is ready; it is now time for action.

Again, sincerely thanking you,




Claudette Bradshaw

Chair, Community Non-Profit Task Force

BLUEPRINT FOR ACTION

Observations



The concept of the three pillars of socioeconomic stability brings to mind a vision of three separate entities supporting society at different points. But pillars look suspiciously like silos, and this image distorts the reality of sectoral interdependence. The fact is that the government sector, the private sector and the community non-profit sector are intertwined. Each sector touches each person in some way every day. To be realistic and practical, then, we must design a blueprint which bridges the gaps and recognizes that all three sectors are equally vital; they must be able to interact readily and support each other.

The community non-profit sector has been stressed by years of neglect and instability, but its spirit remains unbowed. To revitalize the sector, the starting point is the establishment of the recommended agency as a voice within government and as a mechanism to connect the sector internally, while linking to the private sector at every point of contact.

In order for this model to work effectively, some profound changes are necessary. According to 21inc., a group of young leaders initially brought together by the University of New Brunswick to mobilize around a vision for the future,

“...the vision of a vibrant voluntary sector is embedded in the notion of New Brunswick as a sustainable province that is positioned as a world leader in transformative development... This means drastic shifts in our community-based and collective

responses to pressing social issues... In order to reach this goal, we must grow a culture of engagement. If we want to be more than a nostalgic tourist destination ten years from now, we need to adopt an attitude of transformation today.” (21inc.)

What does it take to effect this transformational change?

First, it takes courage. Premier Graham said it best himself on the first page of in his Charter for Change, the Liberal platform for the 2006 election:

“I never want to look back and think ‘We could have done something really important for that community or that family or that person but we didn’t have the courage.’”

The community non-profit sector has been exhausted by tweaking and tinkering, trying to walk a thin line between rigid policies and divergent needs while operating on a shoestring. It is time for the government to work with us to develop a partnership which will provide our province with the sturdy foundation for self-sufficiency. As Donald Savoie warns, however, *“moving a few organizational boxes around will achieve little.”* (p. 321 op.cit) We have the opportunity to do it right; we must go bold or stay home.

Next, we have to throw out old assumptions which limit the effectiveness of the partnership and replace them with new perspectives.

1. CHANGE NEEDED: AN ATTITUDE SHIFT AND AN INVESTMENT STRATEGY

Funding for the community non-profit sector is not an expenditure; it's an investment with dividends just like an investment in the business sector. It benefits the public by enabling people to learn and grow. It saves money by reducing the costs related to illness, poverty, lack of education, crime, etc, while improving the quality of life for everyone. It reduces pressure on government services and adds value to local economies.

« Afin d'atteindre les objectifs visant l'autosuffisance du N.B., il est plus que nécessaire d'investir dans le développement de la ressource humaine qu'est le bénévolat. Des organismes communautaires à but non lucratif qui sont capable d'intervenir efficacement dans les régions et d'offrir des services et programmes permettant à la population de s'épanouir sont la clef du succès au N.-B. Mais pour se faire, il faut investir en ressources humaines et financières pour solidifier la présence des organismes à but non lucratif et faire en sorte qu'ils puissent vraiment assumer leur mandat et leur mission. » (Tiré du document présenté par le Secteur sportif et loisir du Restigouche)

“The Liberal government is focused on self-sufficiency. In order to get there we need an enterprising culture. Non-profits engaged in creating that culture must be viewed as full partners and investment opportunities. The return is convincing.” (Saint John)

« Chose certaine, si tous les OSBL cessaient leurs opérations, nous assisterions définitivement à une crise économique, politique et sociale. L'apport des OSBL est presque incalculable. » (Tiré du document présenté par RADO d'Edmunston)

2. CHANGE NEEDED: A REGIONAL, LATERAL, INTEGRATED APPROACH TO COMMUNITY-BASED SERVICES

The silo structure for public services is ineffective because it provides one-dimensional approaches to multi-dimensional challenges. There is no department whose focus is people or communities; existing departments deal with separate components of life without connecting the causes and effects. This approach results in fragmentation and duplication of services and builds the same walls between community non-profit organizations as it does between government departments.

The Task Force advocates a structure which works horizontally through community organizations rather than vertically through function-based silos. Regional organizational structures and regional autonomy for service delivery make flexibility possible and encourage an integrated rather than a piecemeal approach to individual and community issues.

Non Profit agencies *« ... sont près de la population, connaissent les besoins des communautés, ont une facilité d'approche avec les gens, ont la confiance de la population, ont un dynamisme contagieux » (Tiré du document présenté par Réseau communautaire en santé, Bathurst).*

“There should be someone minding the ‘whole store’... Many different priorities are pursued seemingly without any knowledge of how it all works together [or doesn't.]” (St. Stephen)

3. CHANGE NEEDED: THE STABILITY TO ALLOW NON-PROFITS TO WORK AT THE LEVEL OF ROOT CAUSES RATHER THAN SYMPTOMS

Prevention is a more efficient and cost-effective approach to many socioeconomic issues, but it is not usually an option for community non-profit organizations who could do it well. Competition for resources forces them into a crisis-response mode, both in terms of the services they provide, and in terms of their organizational viability.

« Comme vous savez, les organismes sans but lucratif ne sont pas suffisamment valorisés. Ils se heurtent à plusieurs barrières pour assurer leur développement et surtout leur survie, alors qu'ils devraient plutôt devenir des partenaires, considérant la valeur ajoutée qu'ils contribuent et l'impact qu'ils ont dans les différentes communautés ». (Tiré du document présenté par Le Phare de Bouctouche)

“Current government involvement with non-profits is extensive... but there is no consistency or longevity in how these interactions are delivered or forethought to design for long-term success... Much better for government to start with a solid program plan [a well thought-out development strategy and basic... funding package for participants] that is likely to result in sustainable non-profits...” (Charlotte County)

4. NEEDED: A TRANSFORMATION FROM “CIVIL SERVICE” TO “PUBLIC SERVICE”

In recent decades we have depended on the government for social services, but now it is evident that the government cannot be all things to all people. It has neither the proximity to the issues nor the resources to be effective in every sector. The balance has shifted so that government departments now depend on non-profit organizations that are on the ground to serve the people. With stability and flexibility, they can be stronger partners for government in carrying out its mandated responsibilities. The appropriate role of the government is to facilitate service delivery, not to do it. This requires close and cooperative ties to the non-profit sector, with ongoing communication and consultation. It also means developing a relationship between bureaucrats and the sector in which all partners have a better understanding of, and greater respect for, each other's roles and strengths.

“...[would it] make the most difference to have a position where someone goes into a community and plainly and simply asks, ‘What do you really want to accomplish?... Let's see if I can help you accomplish that.’” (Stanley)

« Les programmes de financement devraient être ajustés aux besoins des gens et des communautés et non le contraire ». (Tiré du document présenté par MACS, Caraquet)

5. CHANGE NEEDED: INVESTMENT IN COMMUNITY-BASED ECONOMIC DEVELOPMENT

The economic sector has traditionally been categorized as the income generator, while the social sector was the spender. This assumption ignores the huge contribution made by the non-profit sector to the economy, not only by providing cost-effective services, but also by employing large numbers of people. The non-profit sector provides all kinds of jobs, from entry level for people in transition to the workforce, to skilled professional positions. A job in a community organization may be the first step on the road to self-sufficiency for people who have been marginalized by poverty, illness or personal circumstance; for young people who want to stay here; and for immigrants who need to earn a living. Investment in employment development in the “social economy” can help to alleviate labor shortages by facilitating the movement of people into the workforce. The dedicated professionals who find a career in the non-profit sector are highly skilled; enabling them to focus on what they do best, rather than on constant fundraising, will greatly improve the productivity of the sector.

The government should “...increase the capacity of non-profit organizations to improve socioeconomic conditions in their communities through the creation of employment or training opportunities...” (St. George)

« Les organismes communautaires font partie, avec les entreprises d'économie sociale, les organismes bénévoles et autres entreprises à but non lucratif, de ce qu'on appelle de plus en plus le tiers secteur de l'économie. Les organismes communautaires ne représentent plus une quantité négligeable. Il s'agit d'une réalité en pleine expansion qui devient de plus en plus significative non seulement sur le plan de la dynamique sociale mais aussi sur celui de la réalité économique, notamment en termes d'emplois créés...

Mais cette reconnaissance est encore incomplète et elle le restera tant qu'on continuera à méconnaître les organismes communautaires. » (Citation de Jean Pierre Bélanger tiré du document présenté par Mairseail Ceilteach de Tracadie)

6. CHANGE NEEDED: RECOGNITION OF THE VALUE OF VOLUNTEERING AS A MEANS OF ENGAGEMENT, AND A STRATEGY TO ENCOURAGE IT

Civic engagement cannot be legislated. Volunteering in the non-profit sector is an important means of civic engagement. It offers people a window into worlds other than their own, and invites them to engage as citizens in issues and processes of which they might not even be aware. A culture must be created in which volunteering is viewed as essential and rewarding, rather than as an add-on to lives already over-burdened.

“We do not think government help should take away from community, volunteerism or people actually helping to keep their community strong and their citizens cared for. Rather it is government’s role to recognize their value... and provide infrastructure... (Woodstock)

« La responsabilité première des gouvernements est d’appuyer le secteur communautaire sans but lucratif afin qu’il demeure vibrant et en mesure de contribuer au développement socio-économique de notre province et de nos communautés... » (Tiré du document présenté par Réseau communautaire en santé, Bathurst).

The bottom line is that transformational change begins at the community level, and community non-profits are ready not only to participate in change but to lead it. The importance of community-based development is recognized not only in the non-profit sector, but across the board in the economic sector. In his report on establishing ACOA, Donald Savoie “pointed to endogenous development as the key to the future of Atlantic Canada... (the people themselves) will have to provide the energy, the skills and the imagination to conceive and organize economic activity if the region is to prosper.” (op. cit., p. 148) The same holds true in the community sector; its strength comes from within. It needs only stable financial and organizational infrastructure to thrive.

Community organizations are in good hands with experienced generations moving on and a small, dedicated core of younger people holding on. The non-profit sector today is struggling and its compassionate volunteers are disheartened. But community roots are deep. Community spirit has persisted despite socioeconomic pressures which threaten to overwhelm it. With courage, vision and appropriate investment, the Government of New Brunswick can strengthen the community non-profit sector and lead the nation in innovative sustainable socioeconomic development.

“New Brunswickers have a special warmth and sense of community... It makes us unique, it makes us special, and it should continue to make us proud.” (Miramichi)

« Il faut travailler ensemble pour créer une société en santé, plus juste et plus humaine. » (Tiré du document présenté par le Centre habiletés Sud Est, Cape Pelé)

Recommended Creation of the Agency



RATIONALE

Presenters to the Task Force made it clear that there must be a mechanism for implementing the multitude of positive recommendations which came forward. This mechanism needs an independent voice in government decision making; stabilization funding for the non-profit sector; efficient, timely and relevant services to the sector; and a means of linking the sector internally and with its government partners.

The stated preference is for a regionally-based agency, with a mandate and the ability to cut across all of the components of the community non-profit sector. There appears to be considerable interest in closer collaboration within the sector if its major impediment is reduced: that is, the financial instability which forces non-profit organizations to compete with each other for diminishing resources.

A major advantage of a regional focus is that it helps to break down the walls between organizations, opening doors to integrated approaches to problem-solving. The departmental structure of government could also benefit from the development of a regional approach. For example, in his recent book, *Visiting Grandchildren: Economic Development in the Maritimes* (University of Toronto Press, 2006), public administration expert Donald Savoie recommended that federal economic development programs be regionally rather than functionally focused.

“The regional perspective is in large part a matter of politics... The fact that the federal public service is still organized along functional or sectoral lines, with line departments pursuing specific sectoral objectives, not regional ones, is a political matter... central agencies should decentralize part of their operations to those regions where a new capacity needs to be created (p 321)... the federal government could do away with sectoral departments and replace them with spatial or regional departments... simply by submitting a bill to Parliament and securing its approval.” (p 318)

It is reasonable, then, to suggest a regional approach to the provincial government; it is innovative but there is a precedent.

Although a separate government department was suggested in presentations, it was the overwhelming opinion of the consultation sessions on the draft report that another department would only perpetuate the current silos. Since presenters also voiced a requirement for fewer layers of bureaucracy, reduction of red tape, more flexibility and more local autonomy in program design and implementation, the Task Force attempted to create a model which would be lean and efficient in operation but well-resourced for its purposes and inclusive in its perspective. Its scope must be broad enough to address the needs of every community non-profit group, from million-dollar charities to the rural women’s club, from the permanent organizations

focused on meeting needs which will always exist, to the community coalition which springs up to address a specific issue.

Here's our proposed model. It is a hybrid of ACOA, New Brunswick's Enterprise Network, and the Heritage Branch of the Department of Wellness, Culture and Sport. It requires two kinds of funding: an operating budget for the agency itself, and a community development fund to resource the community non-profit sector.

POSSIBLE NAME: COMMUNITY SERVICE DEVELOPMENT AGENCY (CSDA)

(the voice and arm of the community-based non-profit sector)

Concept: Our agency is adapted from one described by Donald Savoie (op. cit. page 149.)

It is an independent agency which “sits on the boundary between a government department and a Crown corporation...

a stand-apart agency operating in full autonomy from any other department and

with easy and unencumbered access to effective decision-making authority

(Cabinet and Cabinet committees)”).

It must have the capacity to

1. represent and advocate for the interests of the sector within the decision-making processes of government
2. establish a process and be responsible for the allocation of stable funding to which all community non-profit organizations can have access
3. seek advice and guidance from the sector on an ongoing and comprehensive basis; coordinate functions and activities
4. provide needed services and access to resources through local and regional centres dedicated to serving the sector

COMPONENTS OF THE ORGANIZATIONAL MODEL AND THEIR FUNCTIONS:

1. **Deputy Minister** responsible to the Premier (an important link to government)
 - must be bilingual
 - represent the sector at the Cabinet level
 - direct the activities of the secretariat as they relate to policy development and advocacy
 - link the sector with government departments as needed
2. **Board of Directors** (regional and sectoral distribution – like the Villa Madonna consultation process)
 - have equal representation from three sectors (government, business, non-profit)
 - provide guidance to the Deputy Minister
 - consult with the sector on issues and procedures
 - integrate planning and priorities within the sector and in their alignment with government
 - support and encourage the development of strategic clusters where community non-profit organizations wish to collaborate or integrate
 - make funding allocations through a democratic, non-partisan process
 - operate through an efficient committee structure

3. Administrative Secretariat

- provide support services to the Deputy and the Board
- maintain constant contact with the service centres
- coordinate and collect research as needed
- maintain the databases which will include the following:
 - funding sources within both levels of government
 - funding sources external to government (e.g. foundations)
 - lists of provincial non-profits
 - lists of national and international non-profit networks
 - case studies of best practices in the community non-profit sector
 - create and maintain an interactive website (central portal) through which the partners can communicate with each other

4. Local and/or regional service centres

(These could be attached to Enterprise NB offices for now. There should also be a regional representative of non-profit organizations on the Community Economic Development Agencies' boards of directors. It is possible that with closer collaboration and co-location of some non-profit organizations, the service centres could be located under the same roof as the non-profit collaboratives.)

- offer walk-in, telephone or on-line assistance with information of all kinds (sources of funding, applications for government programs, orders for bulk purchasing, applications for government rates, or anything else)
- provide assistance and support for volunteer recruitment and training
- where no Volunteer Centres exist, create an accessible local/regional directory of volunteer opportunities and a registry of potential volunteers
- provide assistance, support and opportunities for board and staff training
- provide expertise in planning, financial management, accounting and bookkeeping to ease the threat of liability and the pressure on volunteers
- provide permanent outreach workers to maintain continuous contact with community organizations, offer assistance, and make sectoral linkages
- provide affordable access to qualified facilitators for community processes and projects

This model would provide the community non-profit sector with lateral connections while giving it an equal voice as an important partner at the government table.

BLUEPRINT FOR ACTION

Main Report



KEY RECOMMENDATIONS

The purpose of the Premier's Community Non-Profit Task Force is to recommend to the Government how it can develop a partnership with the non-profit sector that will strengthen the ability of the sector to function effectively as the third pillar of socio-economic development.

The task force report offers detailed recommendations based on presentations from some 1000 non-profit organizations of all sizes and structures. It is anticipated that the Premier and his Government will use the report as the BLUEPRINT FOR ACTION.

A substantial majority of presentations emphasized that the priority action is to include the following four key recommendations as commitments in the Throne Speech and as funded items in the next provincial Budget.

ISSUE ONE: STABILIZATION OF FUNDING

- Non-profit organizations will be funded on a five-year basis for operational purposes, with program and financial statement audits every three years, and the funding will include an immediate cost-of-living adjustment and annual increases thereafter based on the cost of living.
- Boards, volunteers and staff will be protected with sustained liability insurance as a major component of stabilization.
- Property taxes will be removed from all buildings owned by non-profit organizations.

These three measures will allow non-profit organizations to concentrate on their work and to attract and retain committed volunteers and qualified staff, particularly young people who would like to stay in New Brunswick and work in this sector.

ISSUE TWO: RESPECT AND RECOGNITION

Respect for the non-profit sector and recognition of the value of its work will be demonstrated by the creation of an Agency which will connect the non-profit sector with the government and with organizations within the sector itself. The components of the Agency will be a Deputy Minister, a representative Board of Directors, an administrative Secretariat and regional Service Centers. Its mandate and responsibilities are given in this report. This infrastructure will establish the non-profit sector as a socioeconomic pillar of the same stature as the government and the private sector. It will demonstrate the Government's acknowledgement of support of the non-profit sector as an investment which reaps benefits, and not as an expense which drains the economy.

ISSUE THREE: A CULTURE OF VOLUNTEERING

The ability of non-profit organizations to employ qualified staff will be enhanced through stabilization of funding, allowing them to attract, train and support volunteers. There will be an active outreach to youth, seniors, and others, particularly marginalized groups of people whose potential for engagement has been unrecognized or underdeveloped. Steps will be taken to embed volunteering within the concept of civic engagement, particularly through the public school system.

ISSUE FOUR: REVITALIZATION OF THE PARTNERSHIP

To enable the government and the non-profit sector to work together more effectively and collaboratively, the Government will undertake to develop authentic consultation processes, address bureaucratic issues, and promote regionalization and collaboration in service delivery.

The rationale and methods for implementing these key recommendations are discussed in the body of the report which follows.

ENGLISH COMMUNITY REPORTS NOTES ON THE RECOMMENDATIONS

The recommendations which follow are listed in their order of importance to the non-profit sector, as determined by the frequency with which they were mentioned or emphasized to the Task Force. The quotes which support the priority recommendations were selected from among hundreds of possibilities; they were chosen because, overall, they represent the various regions and functions within the sector. Some sources are cited (province-wide advocacy groups); otherwise the source of a quote is identified only by where it was presented.

Many of the recommendations brought forward were ideas and had not been thought out to any detailed extent. Others are quite specific. They are offered as given, without any attempt on the part of the Task Force to research or analyze them. That will be the Agency's job.

ISSUE ONE: STABILIZATION OF FUNDING

The community non-profit sector has been devastated by decreased and unreliable funding over the past twenty years. Governments eliminated core operating funding, which has resulted in ongoing competition within the non-profit sector for project funding, draining time and resources away from programs and into proposal-writing. Aggressive fundraising by the quasi-public MUSH sector (municipalities, universities, schools and hospitals) siphons money away from smaller, community-based non-profits. Research indicates that while hospitals, universities and colleges represent less than one percent of non-profit organizations in Atlantic Canada, they account for over one quarter of revenues.

Foundation and private sector funders demand innovative projects, forcing non-profit organizations to skew their proposals towards the objectives of the funder, often resulting in "mission drift." Federal support has diminished or disappeared. Professional staff have been forced to leave the sector in search of adequate wages with benefit and pension plans.

Young people seeking employment in the non-profit sector must leave the province; with looming student loans, they cannot afford to work here. Volunteers continue to burn out from a steady round of fundraising activities which drains enormous energy for often meager returns. The lack of stable, long-term core operating funding is the most serious challenge facing the non-profit sector in New Brunswick today, and threatens it with collapse.

"Because of the continuous withdrawal of government funding, agencies have experienced a downloading of responsibility to community, the need to frequently change priorities to obtain funding, a trend towards funding for short term project initiatives, an increased competition for limited funds, and increased pressure for the development of on-going partnerships." (Moncton)

"There must be support for administration of the organizations that are expected to provide the services." (Saint John)

Recommendations: investing in the fiscal infrastructure A. direct financial support

1. **Stable core administrative funding** for five years, with program and financial evaluation after three years and notification in year four of acceptance or rejection for the next funding cycle. This money is intended for organizational infrastructure: competitive wages, pay equity and benefits with annual increases for cost-of-living; office space; utilities, etc. Decisions about how core funding will be distributed, to whom and in what amounts will be determined by a collaborative process through the Agency.

"Core funding creates the foundation from which we can leverage the many grants, partnerships and other funds... our core funding base has enabled us to secure anywhere from a quarter to a half million dollars in project funding each year..." (NB Public Legal Education and Information Services)

“As many of our clients are recommended by provincial [departments and agencies], we ask that the provincial government consider providing some program funding so that we have a consistent resource base that we can depend upon each year.” (Saint John)

“Funding to non-profit groups should not be based on the ‘issue of the month.’” (Fredericton)

It is important to note that rural organizations require particular consideration in funding decisions because of their geographic challenges, which increase operating costs. For example, for every one day per week of services to the island of Grand Manan, an additional \$10,000 per year is needed to cover travel expenses.

2. **Project funding** for pilot projects, innovation, and specific programs, with 20% included for operating costs and administration. This is flexible money for time-limited and special purpose initiatives, but it includes funding for overhead.

“Revive programs such as Section 25, Community Pride, etc. which assisted non-profit organizations to carry out projects of public value, while giving people meaningful employment, valuable experience and increased employability.” (Hillsborough, Albert County)

3. **Interest-free loans or grants for capital costs and equipment** for service clubs, recreational facilities, museums and other buildings owned by non-profit organizations. Many of these are direct contributors to community health and wellness. There should also be funding available for maintenance of multipurpose buildings like community centres in rural areas, for community buildings being used as emergency centres, and for service clubs in smaller centres

which are de facto community centres utilized for a variety of purposes.

4. **Total funding for basic equipment for emergency services**, to be determined when provincial standards are in place and re-organization of the sector has been considered and is being implemented.
5. **Dedicated funding for advocacy groups**, coalitions and umbrella groups which contribute to research and policy development, as well as working with government departments on specific issues such as women, transition houses, youth, etc.
- B. **indirect financial support through the reduction of non-profit capital, overhead and administration costs**
6. **Access to affordable liability insurance** for organizations and individuals. See Health Benefit Planning in Appendices for details.

“[We’ve had a] 500% increase in liability insurance alone... [with] no liability claims in over 60 years.” (Salisbury)

“Province of NB needs to ensure that no non-profit needs to reduce or end service because of the costs of insurance [of any kind].” (Woodstock)

“Cover staff automobile insurance premiums if they are required to transport clients. Currently we have staff refusing to transport clients simply because they cannot afford the million dollar liability premiums.” (Sussex)

“At present we have no liability insurance... because we are only 11 people, no insurance company will touch us. This is important.” (Sussex)

Various possibilities for blanket liability policies were mentioned in presentations, and will be considered as required (cooperative coverage, province as underwriter, etc.)

7. Removal of provincial property tax from buildings owned by non-profit organizations

8. Access to health and pension plans and other government benefits for non-profit staff. This could be done through employer contributions to individual employee RRSPs, as is the practice in some businesses.

“Low wages, lack of health plans and pension plans lead to retention problems — staff turnover, poor organizational memory and strategic succession planning.” (Saint John)

“Due to a deficit in 2004-05, staff medical and dental benefits were cancelled and have not been reinstated... because they are too expensive. The office administrator position has not been filled since June 2005, the bookkeeper’s position has not been filled since April 2006. The Executive Director has assumed these duties along with the other duties assigned to [her] position.” (Sussex)

“A young person comes on staff, energetic and impassioned... is quickly attracted away by a better salary and better working conditions offered by the provincial government.” (NB Advisory Council on the Status of Women)

9. Access to government rates for such services as telephone, utilities, printing, translation, web design, hotel and vehicle rentals. Set up a system for bulk purchasing of supplies and equipment.

“...give non-profit organizations the same rate for hydro as they [government] get rather than the commercial rate we now pay... allow eligible non-profit organizations to be connected to the government internet server and phone system.” (St. George)

10. Authorization for retention of surpluses up to 50% of annual budget by non-profit organizations

“It is not responsible... if you have had a good year fundraising to have to try and spend it all by the end of your fiscal year. If agencies... run a deficit, the Department does not cover that deficit.” (Sussex)

11. Access to surplus government buildings and vehicles for qualified non-profits who could show evidence of ability to operate and maintain them

“Notify non-profits of provincial auctions or sales of vehicles; provide opportunities to utilize government garages for repairs... and for fuel at provincial prices.” (Saint John)

12. Other ideas for reducing costs:

- a. free screening and police checks for volunteers
- b. reclassification and realignment of WHSCC rates to reflect the safety record of the non-profit organization
- c. exemption of non-profits from HST on services such as power; possible refund of provincial portion of sales tax like federal government rebate
- d. elimination of incorporation fees for non-profits
- e. reduction of red tape and costs of obtaining a liquor or lottery license
- f. incentives to private sector to provide goods or services (e.g. rent, advertising) to non-profits at affordable rates

C. in-kind support from government

13. Access to professional expertise within government, particularly specialists in accounting, tax guidance, proposal development, legal advice, and others identified through the Agency

“...there are likely government employees who could assist in the development of specialized training for staff on issues like substance abuse, addictions and mental health issues.” (Woodstock)

14. Access to government-sponsored training programs, with free seats allocated to non-profit organizations

“Many non-profits are expected to have bilingual capacity but they do not have access to language training...” (NB Advisory Council on the Status of Women)

15. Access to free or low-cost government meeting, office and warehouse space

“Every dollar that non-profit organizations pay in rental fees is money lost to community efforts.” (Moncton)

16. Community use of public schools

A special plea must be made here for the standardization of policy regarding the use of public school facilities (buildings, athletic fields and grounds) by non-profit organizations. While in some districts there is a cooperative relationship between school officials and community groups, this is not the case everywhere. A major obstacle lies not with the provincial policy itself, but with the decisions of specific district officials and school principals about who can use the school, when, and at what cost.

This is especially problematic for sport and recreation in rural areas where students do not have access to other appropriate facilities, such as municipal buildings and playing fields, church gyms, or service club buildings. It is very important for the provincial government to address this issue quickly, possibly through regional sport and recreational organizations.

17. Community use of school buses

This is another issue which has a major impact on the ability of rural students and community groups to participate in academic, sport and other events around the province. As well, school buses could be used as a mode of transportation for rural people who live on a bus route but have no vehicle of their own, so they could get to town for appointments and shopping. Transportation was named most frequently by rural non-profits as an obstacle for the people they serve and as an expense for their organizations, one which can be mitigated by provincial policy and action.

“A van or bus would provide us the opportunity to take children, youth and seniors on outings. Social opportunities, educational travel for children and youth... trips to the sugar bush for both seniors and children would... be an experience.” (Petitcodiac)

Some presentations offered suggestions for improved funding procedures, such as allocations for evaluation, start-up and developmental costs (including proposal preparation if necessary). Some expressed a preference for grant-based, fee-for-service and letter-of-understanding formats rather than contribution agreements.

In every recommendation about government funding, non-profit organizations stressed that they try to be wise managers and good stewards of the taxpayers' money. They want to be accountable for the ethical use of the millions of dollars entrusted to them.

“(All funding) must include new models of financial accountability that reduce the burden on organizations while providing funders with assurances that funds are being used appropriately...” (Moncton)

Alternative funding mechanisms

A variety of recommendations was made about the sources of funding for non-profit organizations. Apart from the current departmental contracts and projects, the following alternatives were suggested:

18.a government-established trust fund for non-profits, possibly based on the model of the NB Wildlife Trust Fund or the NB Arts Council, both arms'-length funding mechanisms which make allocations through a government-appointed Board consisting of members of the sector who are well qualified to assess the viability of specific funding applications. This may be included in the mandate of the Agency.

19. Tax-related mechanisms

- a. tax incentives: Nova Scotia, Manitoba and New Hampshire have tax credit programs *“to enhance community-based investment and therefore increase the impact non-profits... can have in the community. Nova Scotia has over 29 Community Economic Investment Development Funds in which individuals can invest and receive a provincial tax credit and a guarantee in the first five years.” (Saint John)*
- b. *“Community Benefit Tax”*: *“Non-profit funding is not just the responsibility of the government but of the community as a whole... What about taxing large profit companies a reasonable ‘Community Benefit Tax’ which can create a pot of money accessible to all non-profits... that serve the community.” (Fredericton)*

20. Endowment funds: *“[the Government should]...systematically encourage non-profits to set up their own endowment funds at the local community foundation to relieve them from the burden of yearly fundraising to support their basic operations.” (St. George)*

21. ‘Violet Foundation’: *“[Government should]... create a ‘Violet Foundation’ [like Ontario’s Trillium Foundation] from unclaimed lottery winnings. Permanently endow these funds, the investment earnings of which will... grant core funding, through an application process, to non-profits that support the Government’s priorities.” (Hampton)*

22. Matching funds from government or private sector: This approach was suggested to demonstrate that non-profits can and wish to pull their weight in fundraising. It would be especially useful for rural communities where there is a smaller private sector to call upon. *“For every dollar that the hall raises during the year the government could match it by a cheque at the end of the year, simply by us sending in a financial statement. This amount would be used in so many positive ways...” (Sussex)*

23. Funding from foundations which could be distributed through a charitable umbrella for community projects, with groups like the YMCA applying for funding because they can *“give receipts and filter money to smaller groups that don’t have charitable status.” (Sussex)*

24. Payroll deductions (the United Way model). The establishment of an agency modeled on United Way to encompass all of rural New Brunswick was suggested. It was also recommended that civil servants be permitted to continue to have United Way contributions deducted from their pension payments when they retire.

In closing this section on fiscal infrastructure and stable funding, there are two important considerations to be mentioned.

Poverty reduction. A large percentage of non-profit organizations serve the population which lives in poverty, suffering educational, health and economic stresses, which would be greatly eased or prevented with access to a higher income. Organizations in the social services sector would see their costs decrease, and would be able to help people move beyond passive support, if the issue of poverty were addressed with a coherent reduction strategy. While this is not the direct mandate of this Task Force, poverty reduction should be flagged as a critical socioeconomic goal on the road to self-sufficiency.

“If government continues to focus its efforts only on alleviating poverty rather than having a comprehensive strategy to reduce poverty, then our Province cannot achieve self-sufficiency. ... Poverty reduction strategies exist in Quebec and Newfoundland-Labrador.” (Saint John)

Community economic development. CED goes hand in hand with poverty reduction and self-sufficiency. If the government wishes to help the non-profits that are striving to put themselves out of business by moving those they serve from socioeconomic dependency into the mainstream, the government must open up funding for community economic development and encourage it.

“...help communities develop appropriate employment opportunities that include everyone, so that people can have sustainable income; increase the capacity of non-profit organizations to improve socioeconomic conditions in their communities through the creation of employment or training opportunities...” (St. George)

ISSUE TWO: RESPECT AND RECOGNITION

In the non-profit sector there is a pervasive sense that its value and work are not respected by the government. Volunteers and staff in non-profits generally feel that the divide between government and community is growing. Instead of a true partnership between two equally well-intentioned bodies, they feel that one group is exerting power and control, while the other group is being pressured to meet objectives beyond their means and resources.

The irony is that much of the non-profit sector is funded largely by government to provide services which it is mandated to offer. Government tends to view the non-profit sector as an extension of itself, thus subjecting it to the same policies and procedures which guide its bureaucracy. But this is an inaccurate perception, because the non-profit sector does not operate like government.

“The fingers of the not-for-profits stretch deep into every village and city of the province. We know each other. We see what there is for need, and we have the volunteers to see that those needs are met, when we have the proper tools to do it.” (Port Elgin).

“In almost every instance, the work/service provided by non-profits is work that the government could not provide at all, or if they did it would be at a significant increase in cost.” (Fredericton)

“Too many basic needs of our society are now being provided by voluntary groups just trying to fill the void left by the downsizing of government services and elimination of other services.” (Sussex)

“There is a real need for... genuine partnerships between formal ‘paid for’ services and informal natural systems. This involves significant departures from traditional policies, programs and practices that bring mainstream monies to community-based agencies with real community connections...” (Woodstock)

The value of the community non-profit sector far exceeds its social service benefits, however. Many presentations came from organizations in parts of the sector whose impact is rarely fully appreciated — sport and recreation, libraries, environment, heritage and cultural tourism, including annual fairs and festivals throughout the province. They told the Task Force how their presence and their work affect the quality of community life, promoting participation, engagement and cohesion. They explained how they contribute to the economy by attracting tourists, providing employment and generating revenue. These contributions are often ignored when investment and funding decisions are made, leaving these groups marginalized when they should be integral partners in health, wellness, education, cultural awareness and economic development.

Presentations to the Task Force continuously emphasized that what the non-profit sector wants most from the government is the recognition and respect which are owed to the sector by virtue of the work it does at the community level. This recognition and respect require that the government accept some basic facts: that the non-profit sector is essential to the effective functioning of government; that money invested in the non-profit sector pays dividends for the public; that government’s responsibility is to strengthen the capacity of the sector by investing in non-profit infrastructure, instead of creating more bureaucratic superstructure; and that the non-profit sector works best when it has the autonomy and flexibility to meet community needs. The Government’s own Self-Sufficiency Task Force confirms these facts: *“The... task force was impressed with a number of innovative examples of what can be accomplished at the community level... [Each group] spoke eloquently for the need to allow for flexibility in government programming, to allow local agencies greater control over the development of local programs. The Task Force concurs and encourages the Government of New Brunswick to consider ways to more effectively support and employ community groups in the development of community-based solutions.” (The Road to Self-Sufficiency, 2007 p.8)*

Respect and recognition cannot be mandated or legislated. But they can be operationalized through a respectful process which values, supports and encourages the work of the non-profit sector. The priority recommendation, then, is for an arms-length agency dedicated to the non-profit sector and connected to the government at the highest level, with a service component focused on the needs of the sector. Other recommendations involve strengthening the non-profit infrastructure and creating awareness of its purposes and roles by addressing these issues.

25. Professional staff: sufficient stable funding and benefits to enable organizations to recruit and retain skilled professionals. Presentations stressed that it is the staff who are is the key to stability in the non-profit sector. Without a securely embedded staff, organizations flounder and volunteers are left to take on responsibilities for which they are ill-prepared.

“The volunteer sector is an increasingly difficult place to build a career; short-term employment contracts, inadequate salaries, and lack of training opportunities make the work unappealing.” (Frederickton)

“The reality is that we do more to help the community have fun than help our clients... each [fundraising] event takes several hundred volunteer hours... If no one is available it falls in the hands of the Executive Director. One only has to look at staff turnover to recognize that many... stay a very short time... as they try to find a place where they can still have time for personal lives.” (Frederickton)

“Last year, [we] experienced an unprecedented complete staff turn-over. The resulting loss of expertise, agency knowledge and client familiarity has proven to be challenging on an already over-burdened agency.” (Frederickton)

“My rate of pay was \$15/hr and for this I had a 3-page job description that included everything from financial management, public relations, Board development and support, public education, funds development, volunteer and staff supervision, and on and on.” (Frederickton)

One Executive Director reported that a significant percentage of his staff has a second job; even he gets \$11.11/hr working part-time at a grocery store — a competitive wage with less stress. Another described government adult literacy programs as being run with a “bargain basement mentality,” recalling how she cleaned the building where her class was meeting to help defray the cost of rent and utilities.

The reality is that non-profit staff and workers are treated like second-class citizens in terms of their wages and working conditions. This must stop.

26. Cross-sectoral experience: Non-profit organizations would welcome the participation of civil servants in the work of their organizations; volunteer hours, exchanges and secondments were suggested, with non-profit staff working within government as well as civil servants coming to community groups.

“..perhaps there is an opportunity for the provincial government to make it attractive for individuals who are close to retirement or early retirement to be ‘seconded’ into the sector before moving to full retirement.” (Fredericton)

27. Education and training: Non-profit management is not established as a profession in New Brunswick. Presentations suggested: more exposure to the sector in school career guidance programs; college or university programs in non-profit management. Revitalizing the role of government researchers, with strong links to the non-profit sector and to academic researchers, would provide another career path and a presence for the sector at the level of internal government policy formation and analysis.

Recognition and respect are two-way streets. Volunteers and professionals in the sector must respect themselves for what they do, respect others in the sector for what they do, and respect civil servants for their wish to serve the same public. The development of cross-sectoral rapport and cooperation is vitally important; the damage resulting from the “we/they” perspective must be addressed not only by the government, but by the non-profit sector as well.

ISSUE THREE: A CULTURE OF VOLUNTEERING

The number of volunteers is decreasing as the population ages and few young volunteers fill the gaps left by the retirees. The shrinking numbers are due to many factors, such as:

- lifestyle changes which require two parents to be in the workforce, leaving little time for volunteering;
- the cost of volunteering, especially in rural areas, where many stalwarts, particularly seniors on fixed incomes, can no longer afford to volunteer due to rising costs of transportation;
- the threat of being held liable if something goes wrong in the process of volunteering, resulting in years of litigation and irrecoverable and significant personal loss;
- the lack of interest in serving on volunteer boards who must spend most of their time fundraising;
- burn-out due to the increasing complexity of volunteer tasks.

“Bookkeeping! We are so excited to be approved for a SEED position! Then comes the phone call at tax time to say, ‘where is your T4 Summary.’ ‘What is a T4 summary?’ ‘You seem to be \$3 off in your remittances.’ Let me check with my volunteer treasurer who works a full time job and has three small children and volunteers for other organizations and has a family she likes to spend time with to check the books she keeps without any training...” (Stanley)

The volunteer shortage is compounded by the instability of staffing in non-profit organizations, as noted in Issue Two. The challenge of attracting and retaining qualified staff impacts not only the volunteers who are the “worker bees”. It also deters people from serving on Boards of Directors. Too often, tasks which should be done by salaried staff must be taken on by volunteers or other paid staff who are already overworked.

Another complicating factor is the changing nature of volunteering, especially the complexity of demands made on volunteers. In the struggle to stay afloat, training for staff and volunteers is pushed to the bottom of the priority list. Lack of training not only contributes to burn-out, it also increases risks of various kinds, from personal liability to actual physical harm. But training takes time, energy, resources and access that are beyond the reach of many non-profits.

“The local fire department is no longer a truly volunteer organization — it now requires professional firefighters who are unpaid. The transformation over the last 25 years has taken the rural fire service from ‘somebody bring the fire truck and the fire will draw the crowd’ to the response of the properly attired firefighter whose certification is as good as any firefighter in North America. What has been missed in this transformation is the impact on the volunteer.” (Woodstock)

The issue of the shrinking volunteer sector must be addressed through a variety of approaches. Primary among them is funding the organizational infrastructure of the non-profit sector on a sustainable basis, as recommended in Issue One. It is very difficult, if not impossible, for volunteers to run an organization which has any kind of formal structure without consistent administrative support.

“Most non-profit organizations are built from passion. Many... lack the level of volunteer management skills required to recruit, retain and screen the volunteer resources needed to support the delivery of community-based services.” (Moncton)

“I had decided since I am retired that being on the Board of the Society would ‘fill the gap’... I thought that it would require a few hours a month. Since that day, I am facing many hours every day.” (Grand Manan)

“...we have receptacles... to raise much-needed funds for recreational purposes for our youth... Although this is a creative initiative, it takes a long time to count to \$1000 a nickel at a time.” (Blacks Harbour)

“The congregation was asked [by the Government] to provide child care services to families who were experiencing some degree of crisis... [the Government] failed to provide an adequate daily fee... The large gap between cost versus fees set [us] on the brink of closure... We appealed to the provincial government... who replied that they wish they could help us but the day care assistance fee was not designed to pay the full cost for service; but we wish you luck and keep up the good work...” (Saint John)

A. valuing, respecting and protecting volunteers

While many presentations recommended adoption of a Good Samaritan Act such as those of Nova Scotia or Manitoba, virtually every presentation asked for access to affordable liability insurance.

“The legal information that a person needs to do this job effectively... is overwhelming and the threat of financial penalties is prohibitive to people willing to do it, so some resign.” (Hillsborough)

Stable funding and liability insurance were by far the top two priorities voiced by volunteers. There were others:

28. Timely payment of government funds, so that volunteers do not have to cover costs incurred in payment gaps.

“[Our organization] currently has its own experience of waiting for months for funding and the uncertainty of government commitment. I have no idea how non-profits cope with this. It has been an eye opening experience for me...” (Saint John)

“Due to the inconsistency... of income flow... it would be helpful if the government could provide loan guarantees to financial institutions to cover overdrafts so that individual board members do not have to sign personal guarantees.” (Sussex)

29. Legislation to protect volunteers from SLAPP suits

“Voluntary organizations need to be able to publicly comment on matters of public interest without the threat of unfounded lawsuits - so called SLAPP suits. Strategic Lawsuits Against Public Participation are designed to intimidate voluntary organizations from speaking publicly about controversial proposals or initiatives.” (Fredericton and others)

30. clarified and streamlined procedures and processes, making them more comfortable for volunteers

“When you find a program that appears to apply to your need, the forms are drafted in a manner, and made so difficult that the layman cannot understand.” (Minto)

“...the repetitive makeup of reports is annoying to say the least. It can sometimes feel the designer of the reports is looking to trip someone up in answering a question.” (St. Martins)

“We would like to recommend the government supply an official to guide groups in filling out forms.” (Grand Bay-Westfield)

B. making volunteering affordable

Volunteering costs money, especially in rural areas where transportation is a big expense. “It should not cost money for people to volunteer and help your community and it does... I would like to find some way to get people to see how important volunteering is and not have it cost dollars to do it.” (Minto)

Suggestions were made about how to reduce this financial burden on volunteers through tax measures:

31. Tax credits: provide provincial tax credits for volunteer hours formally receipted by non-profit organizations

32. A rebate on the gasoline tax: *“last year I drove 24,000 kms on my vehicle, of which over 11,500 kms was in direct support of my volunteer activities... my out-of-pocket gas expense... for helping others is a staggering \$1819, but..., horror-of-horrors, at least \$560 is tax.” (Riverview)*

33. Tax write-offs for expenses such as travel; *“Many of our best volunteers are tapped out and just can’t afford to give any more...” (Sussex)*

C. developing a strategy for recruitment and retention of volunteers

Volunteer recruitment and training are challenges. Many organizations indicated that in their area there is no mechanism for connecting potential volunteers to volunteer opportunities. As well, new volunteers frequently have little understanding of their responsibilities, especially as Board members. It is important to have an appropriate set of skills represented on the Board, and to have a productive working relationship with the staff. These issues can be addressed through the Agency as recommended in Issue Two. Recruitment and training would be part of its mandate.

34. Incentives for volunteering: a number of suggestions were put forward, including incentives for employers to encourage their employees to volunteer, recognizing volunteers with rewards for service, and focusing on the recruitment of retirees and students:

“Retirees within communities and those relocating or returning home provide a rich and diverse talent base... Outreach must be made to them to allow them to participate and contribute.” (Boiestown)

“One group that should be pursued are the large numbers of people who are about to retire. Our concept of retirement and of seniors has to change. People like and need to be needed... We should not underestimate the value of encouraging people to help others.” (Rothesay)

35. Rebates on student loans to graduates who have volunteered at some specified level during their years of post-secondary education.

D. easing the pressure on volunteers

Many presentations recommended easing the pressure on volunteers by increasing organizations’ access to summer student and short-term employment programs. Both the SEED program (summer student employment) and the Workability Program were highly praised by non-profit organizations. The sector relies extensively on summer students, especially in recreation, children’s programs, museums and festivals, and many organizations welcome the additional help from employment programs.

36. Suggested improvements to the SEED program

- advance payments so student wages can be covered from the start of the employment period
- earlier notification of student allocations so non-profits have more timely access to the student pool
- higher wage allocations for non-profits who cannot afford to top up the minimum wage
- flexibility in switching students to different positions within an organization
- possibility of compensation for a student supervisor
- automatic re-employment for a student who wants to return to an organization which wants him/her back the next year
- more general location codes
- inclusion for funding for WHSCC insurance costs where necessary

37. Workability Program: This program is extremely important to non-profits who cannot obtain volunteers. It is also invaluable to immigrants. It should be more flexible, with longer terms, more resources, and no loss of assistance when employed by this program.

38. Employment for seniors in the “shoulder seasons”. Museums and other tourist destinations can extend their seasons into early spring and fall when students are not available if they are able to hire seniors during those months.

Museums would also benefit from a program to employ local people who are interested in history and would like to volunteer, but can't afford it. *“..the abilities of such people are of great value... it is important to find ways for them to contribute to institutions such as museums.”* (Grand Manan)

Enhancing the paid staff of non-profit organizations in these ways would lighten the load on volunteers. *“With many volunteers being in their senior years, they have a hard time keeping up with [government] expectations. It seems we are constantly trying to put a square peg in a round hole.”* (Hillsborough)

E. nurturing a culture of volunteering

The Task Force heard expressions of regret that the value of volunteering seems to be diminishing. *“There seems to be a shift in societal thinking — it is no longer what can I give to the community... but what does the community owe me.”* (Salisbury) The concept of giving back to the community — of being an engaged, responsible citizen - is fading and must be restored.

39. “Service learning” in the school system. Many presentations spoke of the need to promote a culture of volunteering that begins in the early years and continues through school.

“Nurture volunteerism as a societal value in the schools... add community volunteering into the school curriculum, to instill this as an important part of formal society.” (Charlotte County)

“Civic duties are one of the key pillars of a democratic society, yet our public education system does not provide students with hands-on experience as active citizens.” (Fredericton)

It was also suggested that students be taught about the various levels of government, how they work, and the responsibilities as well as the rights of citizenship.

Clearly, the non-profit sector is aware not only of the importance of volunteers to its work, but also the importance of its work to volunteers. The non-profit sector is the home base of citizen engagement.

“Although the labour power of volunteers is important, the main value of the volunteer experience is to have an informed citizenry... the true power to transform problematic situations comes from hands-on involvement.” (Fredericton)

“Make volunteering appealing and personally satisfying... the intent is to create a volunteering culture in New Brunswick.” (Kingston Peninsula)

It is the volunteers themselves who are the models for engagement. They too have a responsibility to learn and grow as volunteers and to guide the next generation on the same path.

ISSUE FOUR: REVITALIZATION OF THE PARTNERSHIP

There are major issues around how government departments and agencies interact with non-profit organizations; these include bureaucratic red tape, lack of communication, confrontational relationships and systemic/structural obstacles. Achieving a balanced partnership is hampered by two major factors: the contradictory attitude of government, both politicians and bureaucrats, who view the non-profit sector as a lesser appendage while continuing to rely on it for basic community services, and the silo structure of both partners (government and the non-profit sector), which unnecessarily complicates funding, service delivery and communication. The Task Force has attempted to address these issues through its recommendations, specifically stable funding and the non-profit Agency, but other obstacles remain to be discussed here: erratic and sporadic consultation processes, bureaucratic inefficiencies, lack of understanding or respect, and lack of collaboration to provide services.

A. building an authentic consultation process

There is no regular mechanism by which non-profits can have input into government decision-making processes, unless they are part of a coalition or have an advocacy group to represent them; even then, their participation depends on the willingness of the government to include them.

“As there is no turf occupied by public servants with responsibility for the non-profit sector, the issues and interests of the non-profit sector are absent from policy development.” (Harvey)

Non-profit organizations told the Task Force that there are major flaws in how the government currently consults with the sector:

1. The government chooses who to consult with. The sector has no voice in selecting a spokesperson.
2. The government organizes the process without regard to the costs to the non-profit sector.

3. The government does not engage the sector at all stages of the program or policy development, usually only at the beginning.
4. The government may never release the findings of the consultation.

“Consultation programs are seemingly initiated without consultation from partners and especially from clients and potential clients. Consequently, we are left with programs that do not serve people, that demean people, that are difficult to access and ultimately will fail in their true goals.” (Woodstock)

The political factor in policy development must also be acknowledged; it may derail a consultation process at any stage.

“In many cases, the decision whether or not issues will be addressed and/or services will be enhanced is determined by politics alone. Decisions are made in response to the political temperature at a particular time and not always because of what is in the best interest of people.” (Fredericton)

The non-profit sector recommends

40.A comprehensive, timely and respectful process, including the following steps:

1. defining the issue
2. establishing terms of reference
3. consulting with stakeholders
4. developing solutions

In the process of such a consultation, attention must be given to compensation for non-profit organizations that make a financial sacrifice in order to participate. While most are willing to spend the time in consultations that they feel are meaningful and not unreasonably time-consuming, they indicated that they are rarely compensated for the expertise they bring to the process, and thus feel devalued. Sometimes their expenses are not even covered.

“Every day that an Executive Director spends in a meeting in Fredericton represents ‘time lost’ for activities... that need to be carried out back at the office... government needs to recognize that there is a cost involved to the non-profits.” (NB Advisory Council on the Status of Women)

The non-profit sector acknowledges the difficulties inherent in a comprehensive consultation process.

“It is not reasonable to expect any government to engage in a consultation for every program and policy that it develops. However, establishing a forum for periodic community consultation, at least annually, would allow for ongoing sharing of information and ideas.” (Saint John)

B. addressing bureaucratic inefficiencies and systemic obstacles

Expressions of frustration with bureaucratic processes were widespread throughout the Task Force’s tour. Recommendations can be summarized in one word: simplify.

41. Simplify access to information by providing

- a website for the sector (through the Agency)
- a “gateway person” in each department to act as the designated liaison with its related non-profit organizations

42. Simplify application and reporting procedures and forms by

- avoiding government jargon and writing instructions in everyday language.
- standardizing the forms so that the same information about the applicant is required for any government funding proposal or application, and so that reporting criteria are standard from year to year.
- keeping a data base of organizations who have been funded so that their background information is available to all departments and does not have to be repeated for every application

- keeping an ongoing file for programs which are repeated annually, such as SEED, and streamline the re-application process so that a new application doesn’t have to be made from scratch every year.

43. Simplify accounting procedures and methods of demonstrating accountability. It was suggested that, for organizations registered with Revenue Canada as charities, the provincial government use the reports already prepared for the federal charitable status annual report and do spot-check audits on organizations selected from the federal forms.

Non-profits also asked for a major revision to the schedule for applying for and receiving funding so that there are longer lead times and quicker responses.

44. Adequate time for volunteer boards to prepare funding proposals with deadlines that are reasonable for them

45. Timely funding approvals and up-front funding well before the starting date for the program so there is no gap between approval and receipt of payment, thereby ensuring the availability of qualified staff

“Government year end is March 31 and budgets are not finalized... this means that we could be up to 3 or 4 months without money to operate.” (St. George)

C. refocusing the partnership

Civil servants should be encouraged to treat non-profits as working partners seeking to achieve the same goals as the government, rather than agents who are meant to carry out government directives with a minimum of resources. Public service is a privilege, but many non-profit organizations noted that the allegiance of the bureaucrat is to the system and not to the public.

“...many policies seem to exist in such a way as to manage risk and reduce abuse of the system rather than focus on resources needed to meet real needs.”
(Charlotte County)

“...my concerns do not surround a civil servant’s ability to make intelligent decisions; rather, their fears to let go and let other intelligent people manage within the parameters...” (Moncton)

This re-focusing on an equal partnership can be achieved by such initiatives as

46. Designation of a specific person in each department as the initial contact for its non-profit organizations.

47. Regular meetings of all partners

48. Exchanges and secondments of government and non-profit employees

49. Ongoing participation at the community level by departmental staff through committees, boards, coalitions, working groups - anything which helps to develop a mutual understanding of the roles played by each sector.

Developing relationships with individuals within the system is time well spent; as one executive director put it, “it’s very important to have personal links within departments who have compassion for your cause.” (St. Stephen)

Sadly, many non-profits do not find those links.

“...the level of co-operation varies from person to person and the urgency to solve the problem also varies from person to person.” (Fredericton)

“Make the program information providers do so with a little friendliness. This is missing in most cases within Government.” (Minto)

Dedicated liaison staff, annual meet-and-greet events, and efforts of government workers to get out to the communities can break down these barriers. Familiarity with the work of non-profits breeds respect (even awe) on the part of civil servants. Knowing civil servants as real people builds trust on the part of the non-profit organizations. A healthier, stronger and more effective relationship is the result.

The key to a successful partnership is not to make non-profit organizations de facto extensions of government departments, but rather to make them the base on which government builds and delivers programs and support to meet community needs, recognizing that it is the strength of the foundation which determines the stability of the superstructure.

D. collaborating to provide services

Non-profits providing government-mandated services in communities often find that they are dealing with the same people who are receiving services from other organizations and departments. Such fragmentation leads to duplication of costs and programs which could be reduced if services were based on the needs of the person served and not the limits of departmental jurisdictional mandates. Clearly, some of the major challenges in the non-profit sector arise from structural issues internal to the government.

“...working with horizontal initiatives may require policies and practices... that involve several departments... [and] will need to be handled differently from current practices... You already have some successful models with Business New Brunswick and Service New Brunswick. Perhaps we need... Community New Brunswick that brings all departments/agencies together... to work more collaboratively.” (Fredericton).

Just as government departments need to work more horizontally, so too do organizations in the non-profit sector. There are several cooperative initiatives underway within the sector. Presentations recommended that the government

50. Encourage this trend towards administrative and service collaboration in the non-profit sector

“...every community would benefit from having a community centre which could house non-profit organizations, provide free meeting places, program space, and help to streamline the resources in communities so duplication is not taking place and partnerships can be more solidly formed.” (Sussex)

This kind of co-location is being planned in Sackville, Oromocto and Moncton; shared facilities exist in St. Andrews. These initiatives should be supported with funding and in-kind government donations of buildings, equipment and expertise.

“There are many organizations... that would benefit from the amalgamation of one or more of their services. The provincial government could provide more support and consultation for groups that see that there’s some overlap but do not know how to go about fixing the problem.” (Saint John)

Probably the greatest obstacle to collaboration within the non-profit sector is the competition for scarce resources, which will be removed with stable funding, making cooperation much more likely.

“Groups and individuals do their particular service to the community without good communication with others sometimes serving the same clientele. Groups may react in this way because each is guarding long-established practices and funding and see knowledge sharing as threatening their own existence...” (Woodstock)

“Although [we] have a great variety of matters on which [we focus], we have a tremendous similarity of needs: an increased volunteer base, office staffing, material resourcing, skills training... and financial management... these are areas in which we not only can help one another but where we can mutually benefit from direction and assistance from the provincial government.” (St. Andrews)

The non-profit sector is inching towards a more collaborative, horizontal method of working and problem-solving. A regional orientation of government resources would give momentum to this trend. For this reason, the suggested Agency to serve non-profits is regionally rather than functionally-based. The non-profit sector sees the value and understands the need to cooperate, but support and investment from the government are required to make it happen.

FRENCH COMMUNITY REPORTS

ISSUE ONE: STABILIZATION OF FUNDING

In New Brunswick, non-profit organizations and volunteers tell us they want to continue to be proactive and creative in delivering services to New Brunswickers, but they also say that the issue of funding requires urgent attention. These non-profit representatives and volunteers think it is a shame that they are too “often perceived as being able to do it all with very little money.” (Translated from document presented by Family Services in Caraquet)

“A study done by the Canadian Council on Social Development in 2003, Funding Matters, is very critical of the funding for non-profit organizations and maintains that, unless a major adjustment is made soon, Canada runs the risk of losing a number of organizations that play a vital social and community role.” (Translated from document presented by the Université du troisième âge du N.-O.)

Several major issues relating to non-profit funding were identified across the province. We have grouped them together as follows:

- **Dependence on one-time projects and/or annual contracts**
- **Red tape**
- **Indexation to the cost of living**
- **Inadequate funding**
- **Staff retention**
- **High insurance costs**
- **Property tax**
- **Fundraising.**

Dependence on one-time projects and/or annual contracts

“A major issue is vulnerability resulting from financial insecurity...” (Translated from document presented by the Mouvement acadien des communautés en santé)

The representatives of non-profit organizations that receive annual contracts say they have no power to negotiate with the government. The same contracts are mailed out (usually about six months

after the start of the fiscal year), and no meetings or negotiations take place. These non-profits recommend multi-year funding that would make long-term planning possible.

Also, project-based funding is often short term, and energy is constantly being expended on finding new projects. “Project-based funding encourages the adaptation of projects to the type of funding rather than the provision of funding to meet a need.” (From document presented by Moncton Community Chaplaincy)

It was recommended:

1. **That non-profit organizations receive multi-year funding, i.e., funding spread over five years, with a financial and program audit to be carried out three years, and that a negotiating process be established so that contracts could be renewed before the end of the fifth year.**
2. **That funding for one-time projects be available for specific projects only, and that this funding exist alongside multi-year funding with clearly defined criteria.**

Red Tape

The non-profits all agree that the funding application forms that have to be completed are too complicated and are constantly changing. In recent years, a number of new forms for annual contract renewals have needed to be filled out, and new reports are requested. It appears that the amount of red tape continues to grow and is even becoming even more intense than it was in the 1990s. The organizations therefore have to make adjustments every year, and they waste a great deal of energy filling out forms and writing reports. Certain organizations calculated that the time spent completing application forms for one-time projects was the equivalent of a half-time employee or more. Volunteers tell us that they have to spend up to 80 hours of volunteer time just filling out project application forms and that, in many cases, they do not have the expertise to complete the requested forms. There is a feeling that the government is demanding more and more from the non-profits without offering them more money.

Other volunteers do not understand why they have to complete the same forms year after year.

It was also mentioned that there should be clearly defined eligibility criteria for all of the available funding because too many organizations spend hours completing forms only to receive a negative reply a few months later. This leads to discouragement and is another cause of volunteer fatigue.

Certain groups tell us that their applications for grants under certain funds, such as the Environmental Trust Fund, have to be completed in December but that the responses to those applications are not received until the following June. Some of those groups tell us that they spend about four months a year, and others, 40% of their time, on project applications. Since most funding is provided on a project-by-project basis, from year to year, it is impossible to engage in long-term planning, and many have to work for months with no salary. They often have to prepare project applications without being paid. Even worse, one project director's employment insurance benefits were cut off because he was working on a volunteer basis in order to organize a new work season. Currently, the Service Canada policy is that no one may do volunteer work in their field of work. The reality is something quite different.

If non-profit representatives or volunteer groups telephone for information to complete the forms, they are generally asked by a machine to leave a message, but calls are often not returned. Few government resource persons are available to answer their questions. Some people mentioned the example of a help desk, which is available in certain sectors to answer questions and direct people to the right places.

Some forms leave little room to write in, are much too long, and need to be improved since, from one department to the next, the same words do not always mean the same thing in terms of the answer sought.

The comments about provincial red tape made by the different non-profit representatives and volunteer groups were well summarized in the document presented by the Mouvement acadien des communautés en santé (although this statement refers to federal red tape): *“Complexity with respect to the development of funding applications, slowness of the funding application evaluation process, lack of specific explanations as to why funding applications are rejected, changes in the government employees responsible for the management of government funding programs, submission of numerous progress and assessment reports that are extremely demanding and taxing for the organization, and inflexibility concerning the identification of objectives and activities to be carried out.”*

It was recommended:

3. **That the funding application process be simplified, that the forms be simplified, that the different departments agree on using similar forms with similar wording that means the same thing, and that more space be provided for answering the questions.**
4. **That the funding application evaluation process be accelerated.**
5. **That specific details be given to explain why an application has been rejected.**
6. **That funding be renewed via the previous year's form if there has been no change.**
7. **That an efficient handover of the file be ensured by the outgoing government employee (if such is the case) with the new employee and with a representative of the organization receiving funding.**
8. **That the measurement and evaluation procedures be simplified to reduce the reporting burden.**

- 9. That government funding programs have a longer lifespan.
- 10. That the government employees who implement these programs (at the provincial level) be available to answer questions and offer advice and/or that, in each department, a resource person be assigned to help non-profits with the completion of forms.
- 11. That volunteers be given special status to prevent the cessation of employment insurance benefits for persons/employees wishing to donate their time to their organization while waiting for funding to be renewed.

The non-profit representatives suggest that government employees come to see what is going on in the field rather than relying on the reports requested. That would give them a better appreciation of how the money allocated to the organizations is managed.

It was recommended:

- 12. That the performance of the funded projects be evaluated through visits or meetings with the organizations. This is already being done in the museum sector, and it seems to be working very well. Such visits would make it possible to evaluate performance, and more importantly, they would enable the organization to position itself positively with a view to renewal.

Many people do not know where to go, whom to ask, or where to look for information about how to access available funding or even how to contact other organizations working in the same sector.

It was recommended

- 13. That an easy-to-use mechanism for accessing the different types of information required, such as forms or statistics, be developed.

- 14. That non-profit organizations and volunteers have access to an information desk/site that would provide them with information about the federal and provincial funding available for their respective sectors (e.g., the Green Source site of Environment Canada).
- 15. That the government provide support for the community sector so that it can establish a directory/website of provincial non-profit organizations containing all of the relevant information (objectives, activities, headquarters, contacts, etc.) This site should offer hosting services for community organizations that would like to have their website included. It was suggested that the directory of the N.B. Environmental Network be used as a model.
- 16. That the government use this site to provide information and promote non-profit organizations.

Indexation to the Cost of Living

Groups across the province and in all sectors of activity mentioned that the budgets of non-profit organizations have not increased with the cost of living for the past 25 years or since the 1990s. For example, government funding for food banks has increased by only 6% over the past 23 years (since 1984). Yet, they are being asked to provide more and more food boxes and need more funding to feed the poor of this province. Funding for early intervention programs has increased by only 8% since 1992 whereas the real cost of inflation is 33%. Community residences lost 30% of their funding in 1997 owing to cuts and level-of-care funding. Since then, they have received only a small budget increase in 2005.

The organizations therefore feel that they are subsidizing this shortfall. Many organizations are currently operating in survival mode but have no means of negotiating. This has direct negative effects on the delivery and quality of the services offered to New Brunswickers.

“If we continue to cut corners, something is going to happen.” (Translated from presentation of the Grand Falls Early Intervention Program)

It was recommended:

17. That the budgets of non-profit organizations be immediately, and then annually, indexed to the cost of living.

Inadequate Funding

“The value of the contribution of non-profits is difficult to quantify. The services they provide always reflect the real needs of a region since they are managed by community volunteers. The volunteer boards of directors see that the money is managed properly and that none is wasted. This type of structure has stood the test of time. We would not have the communities we have now without the contribution of community organizations... However, these organizations have become impoverished and have been neglected by governments, and their real value has been underestimated. It is high time that some changes be made. The first possible solution involves recognition of the true value of the contribution of non-profits to our society. That recognition will inevitably entail adequate, ongoing funding for programs that have already been approved and put in place (for the most part) by the government.” (Translated from document presented by the Centre de développement de l’enfant inc., Tracadie)

Several access centres that have been very much used by the public will soon have to shut down because of a lack of funding. Those access centres are there for low-income New Brunswickers but cannot even pay the salaries of their employees.

Sports groups or centres can no longer afford to maintain their buildings and other infrastructures such as ski trails.

Food banks are run mostly by volunteers or dedicated individuals who work for almost nothing, since the funding received from the government is very minimal. For example, in the case of one food bank in the northern part of the province, the employees/volunteers receive about \$50 per week for the countless hours they work to keep the food bank open. The female volunteers make up to 10 blankets a month to collect money through a monthly bingo game. These organizations need more funding in order to be able to afford staff. Another food bank in the northwestern part of the province currently receives \$30,000 per year in provincial government funding but estimates that, if it were to shut down, it would cost \$948,500 to replace the amount of food they currently provide.

The Lions Clubs across the province receive little or no funding from the province, and yet they help many needy families during the course of a year with the meagre profits from their activities. In order for some of these clubs to renovate their buildings, they would have to stop helping those in need. One of these clubs mentioned that the only funding it had received from the government was \$30,000 in 2003 for a new roof. Since then, the same club has donated \$400,000 to the community. That’s a good return for the government.

School committees that provide lunches for hungry children need help to ensure these children have something to eat. For \$350 a week, some of these groups manage to feed more than 20 children every day. They hold fundraisers, but in small communities, it is becoming increasingly difficult to raise all of the necessary funds.

Seniors’ groups still do not have sufficient funding to provide adequate physical activities for their members. Yet, “as a society, it is in our interest to motivate and encourage seniors to stay in shape so that they continue to want to be engaged, to become involved with younger people.” (Translated from document presented by the Université du troisième âge du N.-O.)

“Provincial Francophone groups are fragile from the standpoint of their viability, yet they are the key to increasing and maintaining the vitality of Francophone communities. It would be very useful if certain initiatives could promote and facilitate the work of these groups.” (Translated from document prepared by the Association francophone des parents du N.-B.)

Organizations that offer services in both official languages receive nothing extra even though providing bilingual services is more costly and takes more time, particularly when it comes to translating documents. They are therefore penalized for this.

The recommendations that follow were made with a view to obtaining better funding as well as **lowering the operating costs of non-profit organizations.**

It was recommended:

18. **That the Department of Finance’s annual prebudget consultation process involving New Brunswickers be continued and improved so that they have slightly more influence over the government’s budget choices.**
19. **That budgets be adjusted to reflect the realities of the organizations (particularly in rural areas where they have to cover large distances to access various services or to get to people’s homes).**
20. **That the government allow non-profit organizations to connect to its Internet system and to benefit from lower communication costs.** The government system is generally more economical.
21. **That electricity rates for non-profit organizations be calculated so as to reflect their community nature rather than at the same rate that applies to commercial buildings.**
22. **That the N.B. government allow non-profit organizations to have access to a central store and/or a regional store that supplies the government for different purchases such as office supplies, in order to obtain lower prices by negotiating agreements with suppliers.**
23. **That criminal record checks be free for volunteers and employees of non-profit organizations.**
24. **That the Department of Supply and Services offer to volunteer associations and non-profit organizations certain goods (e.g., office supplies, furnishings, software) that are no longer being used instead of throwing them away or selling them. This is already being done to some extent, but it is a matter of making it more accessible and informing all the organizations that this exists.**
25. **That the government enter into agreements with various companies to provide non-profit organizations with access to certain government discounts, such as for hotels and car rentals.**
26. **That the government negotiate agreements with post offices enabling non-profit organizations to receive free postage or mail service.**
27. **That an amount of money be allocated to the organizations for the translation of documents.**
28. **That additional funding be available for non-profit organizations that offer services in both official languages.**

- 29. That there be ongoing consultation with organizations representing the Francophone community, with a view to putting in place mechanisms that adequately correspond to the needs and expectations of the clientele for whom the services and programs are developed.**
- 30. That no non-profit organization be required to return any surplus at the end of the fiscal year in order to allow for better long-term planning.**
- 31. That the formula for allocating funding to food banks be adjusted to meet the regional needs of the hungry.**
- 32. That 100% of the HST be refunded on all purchases as used to occur instead of 50% as it is at present.**
- 33. That travel costs to attend provincial meetings for regional organizations that are members of a provincial association be covered.**
- 34. That a special, community-type tax be established for large companies in order to create a pool of money that would be available to non-profit organizations that serve the respective communities in which these companies are located.**

The standards or contracts of all non-profit organizations that receive government funding stipulate that they must have a financial audit done by a chartered accountant every year.

Also, certain community groups cannot afford to incorporate, and that puts them at a disadvantage when applying for funding.

All these costs, such as financial audits and incorporation, reduce the real funding amount and eat up a considerable amount of money that should go to the planned activity or service.

It was recommended:

- 35. That the government cover the cost of the required financial audits that place a financial burden on the organizations.**
- 36. That the government make it possible for non-profit organizations to incorporate at a reduced cost.**

Organizations that operate on the basis of purchase of services report that the criteria set by the government for accessing services are often too strict or do not permit a case-by-case approach. The organization has to do a lot of work, including telephone consultations and other arrangements, to accommodate people who are in difficult situations but do not meet the criteria, without being able to bill for the time spent on these services.

Other organizations that have to bill individuals directly for services when fees apply are penalized if people do not pay. However, they do not have the means to absorb the losses.

It was recommended:

- 37. That core funding be available to organizations that operate on the basis of purchase of services (i.e. are paid per person or child served, for example) to cover unforeseen expenses.**
- 38. That the criteria for accessing different services be made more flexible to enable those who apply the criteria to show some latitude.**
- 39. That any billing for services be done by the government and not by the non-profit organization.**

It is difficult for small community organizations to pay rent, buy a photocopier, or cover other administrative costs. Also, non-profit organizations located in towns or cities are affected by rising rental costs.

It was recommended:

- 40. That community spaces or community centres be made available to these small organizations for the storage of equipment, documentation, etc.**
- 41. That, in regions where rents are very high, a building be constructed or renovated to enable non-profit organizations to be located under the same roof and thereby reinvest the high rental fees or administrative costs saved in direct services for the community. A number of projects are heading in this direction, and it is recommended that the province support such building construction or renovation projects (e.g., Siegfried Janzen Peace Centre in the Greater Moncton area).**
- 42. That, in areas where there are schools that have been closed, those buildings be made available to non-profit organizations that cannot afford to pay rent. This may already be possible, but the process must be made more accessible and people must be made aware of it. In addition, agreements could be entered into for the maintenance of those buildings.**
- 43. That non-profit organizations have access without charge to government offices and other unused buildings.**

Waste recycling is very costly for organizations that do it. For instance, it costs certain food banks between \$4,000 and \$9,000 per year to dispose of their waste and inappropriate donations from the community. That money could be used instead to provide goods and/or services.

It was recommended:

- 44. That the government eliminate the cost of disposing of waste/inappropriate donations for non-profit organizations that engage in recycling.**
- 45. That the population be made aware of the need to make appropriate donations to the organizations that accept them. For example, a broken toy is not appropriate for any child.**

Many buildings, such as seniors' clubs, Knights of Columbus halls, curling clubs, cross-country skiing clubs, community centres, agriculture exhibition centres, food banks, and homes for the disabled, are old, with very high heating and electricity costs. Also, many buildings are in need of repair (plumbing, roofs, floors, etc.), and the funding available for that purpose requires that the organizations cover 50% of the repair costs, even though they do not have the money.

It was recommended:

- 46. That government funding for energy conservation be given, on a priority basis, to low-income New Brunswickers and non-profit organizations that own and operate their own building.**
- 47. That funding for building repairs for non-profit organizations be available even if those organizations cannot cover 50% of the cost.**
- 48. That interest-free loans be available for renovations or the purchase of equipment for different recreational clubs or buildings, museums, and other buildings owned by non-profit organizations.**

Many non-profit organizations that serve the needy cannot afford to have vehicles at their disposal and find it very difficult to take their clients on outings or to transport participants to sheltered workshops.

Transportation costs in rural areas are even higher, and there is no form of public transportation. That affects many seniors, people who have to get to medical appointments, and even working people. If public transportation is too expensive, people want an affordable alternative. Currently, people living in rural areas speak about an injustice in terms of transportation costs because they do not have access to the same services as people in urban areas.

Food banks do not always have the vehicles they need to transport food and other goods.

Certain organizations recognize that it would be helpful if two or three non-profit organizations could share the use of a vehicle. For example, Resnet in Edmundston would need a truck only once a week for the collection and recycling of materials.

It was recommended:

49. That the N.B. government reactivate and improve the various programs (with the federal government) for funding vehicle purchases by putting priority on replacing vehicles already acquired by non-profit organizations.

50. That, after three years of use, government vehicles be given to non-profit organizations, and that repairs to those vehicles be made by government mechanics. In the case of leased government cars, that the government enter into agreements with the automobile companies to ensure that non-profit organizations have first choice at auctions.

51. That the government allowance offered to various community organizations for the operation of vehicles be indexed to the cost of living.

52. That a gasoline expense allowance be granted to non-profit organizations that transport people or goods, such as food.

53. That a shuttle system be set up to transport people from a same location to their hospital appointments.

Certain employees who provide home care receive no compensation for their mileage or for the time they spend on the road, even though they may have to go to the same homes at fairly considerable distances several times day. Those in rural areas are affected even more. Rising gas and insurance costs also contribute to high transportation costs.

It was recommended:

54. That the government provide funding to cover the travel costs and the travel time of all employees/volunteers of non-profit organizations who have to travel in connection with their work, and that the amount provided be consistent with the policy clearly established for government employees.

A number of advocacy groups mentioned the importance of adequate funding for their organizations. *“It is important to consider advocacy groups as being part of any democratic society and to give them the support they deserve. Advocacy groups are not there to provide services but to speak on behalf of the less fortunate and to lobby governments to adopt policies that respect all New Brunswickers. Their role is to ensure that governments remained focused a just, equitable, prosperous society for all of the people they represent.”* (Translated from document presented by a representative of advocacy groups)

It was recommended:

55. That the government provide the support necessary for the functioning of groups that seek to ensure that the human rights guaranteed under the Canadian Charter of Rights and Freedoms are respected.

It was also mentioned that the politics of the day (party in power) has an impact on the funding, the existence, and the work of non-profits.

It was recommended:

56. That partisan politics be eliminated so as to give everyone the same opportunity to obtain funding.

57. That a system be put in place to ensure that funding for non-profits is not affected by changes in or the reorganization of government following an election.

The presentations of different community groups often mentioned the importance of taking the necessary steps to **reduce poverty** in this province, because that has a direct impact on the demands placed on non-profit organizations and volunteers.

“About one in five persons in N.B. is living in poverty. Can we accept that?” (Translated from presentation of the Common Front for Social Justice)

There is a feeling that not enough is being done to reduce poverty. Social assistance benefits are inadequate, there is not enough affordable housing, the minimum wage is too low, and the policies are too old and no longer adapted to current needs. For example, a \$50.00 allowance to clothe a child for school, established many years ago, no longer makes the grade today.

“A country’s progress is measured not only by the benefits enjoyed by those who have a lot but also by

the manner in which they provide for those who have too little.” (Translated from document presented by Émilienne Basque of Tracadie)

Staff Retention

Staff working for non-profit organizations are passionate about what they do. However, the lack of government commitment threatens these organizations. Lack of funding means that employees of non-profit organizations are burnt out, discouraged, and demotivated. They do not earn enough, they have few benefits and vacations, and they also have to put in hours of volunteer work raising funds to keep their jobs and keep their organizations going. Some of them have to hold down two jobs just to survive. Certain literacy teachers even have to clean the building where they work in order to pay the rent on the room used for teaching. Those employees have almost no right to be sick because few funds are available for sick leave. They often feel that the government relies on volunteers to fund the community sector. Others wonder whether these poor working conditions are related to the fact that a large number of jobs in the non-profit sector are traditionally held by women.

For their part, literacy teachers wonder why they have to live on a salary that is close to the poverty line. They are paid \$14.14 per hour for 35 weeks a year. In 16 years, they have been given one raise of \$2.64 per hour, but the hours they spend teaching have dropped from 40 hours to 35 hours a week, thus reducing that raise to \$0.99 with no benefits. They then have to rely on employment insurance for 17 weeks.

One teacher spoke to us about her experience in the literacy sector since 1984. Initially, literacy education came under the community colleges. At that time, she was making between \$17.50 and \$22.50 per hour. In 1994, literacy education was transferred to the community, and her wages suddenly dropped to \$13.13 for the same work, and they are now \$14.14 per hour. She wonders why the same work should be remunerated less well in the community than in the public sector.

Employees who provide home care services are paid less than \$10.00 per hour after many years of service. As a result, employees stay barely two months, and more of them are leaving than entering the sector. The staff in place is aging: more than 75% of the Red Cross staff are aged 45 or older. More than 50% of workers who are recruited and given orientation change their minds and do not start work. Those who remain do not stay long and prefer to go to work in places with better working conditions. It was mentioned that, if this situation continues, the safety of those receiving home care services could be in jeopardy.

The same is true of residences for persons with special needs. Employees there make between \$9.30 and \$12.00 per hour, after 15 years of experience. The employees who remain in this line of work do so because they love what they do, but it is difficult to attract new employees with such mediocre working conditions. They too have trouble recruiting and retaining staff. They feel as if they are training centres for nursing homes, which pay 3 to 4 dollars more per hour. Currently, it seems that the best funding goes to organizations with unions that can push harder.

Employee retention is therefore very difficult, and the non-profit organizations complain that often the different government departments appropriate employees from the community sector by offering them \$10,000 to \$15,000 more in annual salaries, not to mention working conditions and fringe benefits. A serious look should be taken at the aspect of pay equity and efforts made to reduce the wage gap between the community and public sectors.

In the environmental sector, staff retention is affected mainly by uncertainty regarding the continuation of existing projects.

The managers of non-profit organizations burn themselves out recruiting and training new employees.

It was recommended:

- 58. That, with the aid of increased funding, the organizations, in consultation with the government, establish uniform, competitive salary scales province-wide in order to promote staff recruitment and retention. That these salary scales also be established with a view to reducing the wage gap between the community and public sectors.**
- 59. That the government, when it purchases services from non-profit organizations or when it is supposed to send grants to different non-profit organizations, ensures prompt payment because these organizations have no reserve funds for paying salaries. If it fails to do so, that it (the government) be subject to interest payments in accordance with government standards.**
- 60. That the government recognize the importance and the necessity of environmental projects and guarantee a community environmental agency in order to provide that sector with security.**
- 61. That the government establish a pay equity act in order to compel all public and private employers to abide by the principle of equal pay for work of equal value.**

Property Tax

The high cost of property taxes for non-profit organizations that own and operate their own building is a problem mentioned by the majority. As of January 1, 1998, under the Assessment Act, charitable and non-profit organizations have been able to apply for a reduction of the assessment of real property or a portion of real property. Since then, a number of organizations have taken advantage of this provision, others are unaware of its existence, and certain organizations have had to take extreme measures to obtain minimal reductions. One Acadian Peninsula organization explained to us that they had to make calls and write letters over and over again only to receive a very small reduction in the end. The process was even more frustrating given that most of the government officials responsible for this sector were unilingual Anglophone, so that the efforts required to make themselves understood were very difficult.

When a building is considered non-residential, taxes are much more expensive. Such is the situation for a number of non-profit organizations.

Many non-profit organizations would like to have the same privilege as certain animal shelters and be exempted (100%) from paying taxes on their building. Some of them have had to take out bank loans to pay their property taxes. One sports club, which is managed 100% by volunteers, told us that it owed close to \$1,000,000 in taxes, interest, and penalties. Not surprisingly, that debt frightens people off, and the club is finding it very difficult to recruit new volunteers.

It was recommended:

- 62. That the legislative provisions on the assessment of the real property or a portion of the real property of charitable or non-profit organizations be comprehensive, more easily accessible, and enable more charitable and non-profit organizations that own and operate their own building to qualify for complete exemption, as is currently the case for certain animal shelters.**
- 63. That the application, information, and review processes be offered 100% in both official languages.**
- 64. That each municipality be encouraged to establish a complete or partial municipal tax exemption for buildings that are owned and operated by non-profit organizations.**
- 65. That the government cancel the tax debts of non-profit organizations that own and operate their own building.**
- 66. That non-profit organizations that own and operate their own building no longer be considered at the commercial level.**

High Insurance Costs

“The risks of lawsuits and the high cost of insurance discourage many people.” (Translated from the presentation of Conrad LeBlanc, Memramcook)

The high cost of insurance, whether it be professional insurance, public liability insurance, insurance for members of boards of directors, building insurance, vehicle insurance, or the Workplace Health, Safety and Compensation Commission (WHSCC), is a major burden for most of the non-profit organizations met with.

Representatives of non-profit organizations told us they had to pay up to \$9,000 per year in insurance. If that situation is not remedied quickly, certain services will no longer be offered to the public. For example, volunteers are less and less willing to drive sick people to their appointments. Already, tourism activities such as horseback, kayak, and other excursions are no longer offered in the Kent region because of insurance costs and the risks associated with those activities.

Certain group such as the Scouts told us they had to engage in fundraising to pay for their insurance. In order to be able to purchase insurance for directors and officers, the representatives of another non-profit organization explained to us that they had to sell 3,000 chocolate bars.

Sports groups can no longer afford liability insurance for their members and their clubs.

A youth summer camp in the Grand Falls region now has to be insured for \$5,000,000, and that raised the cost of insurance by 45%, threatening the camp's survival.

A large part of the funds received in the form of government grants goes back to the government to pay the costs associated with the Workplace Health, Safety and Compensation Commission.

The increase in rates and way in which agencies' risks are classified by the WHSCC often add to the financial problems of non-profit organizations. For many organizations, such as child care services and transition houses, insurance costs are very high because, they tell us, they are categorized in a high risk section. For example, one agency told us that its rate rose from \$0.25 in 1995 to \$2.13 in 2007, without receiving any increase in its grant.

It was recommended:

67. That the government establish provincial plans so that all non-profit organizations are able to access all types of insurance at more reasonable or affordable costs.

68. That the government enact legislation to ensure and support the protection of volunteers and administrators of community non-profit organizations against errors and omissions where they have acted in good faith without seeking to obtain financial gain in activities related to their role within non-profit organizations. (See Appendix ?)

69. That the government review the way in which the N.B. Workplace Health, Safety and Compensation Commission classifies risks (and the related benefits) and that it absorb these WHSCC costs for the different non-profit organizations.

Fundraising:

It is incredible to see how much money the community sector can raise in the space of a year in order to offer services to its population. For example, a tiny rural community on the Acadian Peninsula raised \$109,000 over five years toward the operation of a community centre.

Yet, fundraising is becoming more and more difficult. Volunteers are burnt out, and the public is bombarded by donation requests. Non-profit organizations that raised up to \$30,000 in 1988 have seen their totals decline every year, and many no longer engage in fundraising because it is too demanding on the volunteers. Activities such as bingo are no longer profitable because fewer people attend and the competition is too strong (e.g., TV bingo).

Non-profit organizations and volunteers do not want to entirely give up fundraising. However, they would like to see a better partnership with government so that fundraising campaigns are no longer a necessity for their survival and a source of burnout.

It was recommended:

- 70. That regulations be put in place to ensure better control and more equitable use of fundraising activities.
- 71. That the funding of non-profit organizations be sufficient to cover operating costs so that fundraising can go back to being used for tangible things.
- 72. That part of the profits from the different lotteries be specifically earmarked for non-profit organizations.
- 73. That a source deduction model be established for smaller communities where there are no organizations such as the United Way.

Fundraising itself is another form of tax on the public. Many told us that the large fundraising campaigns by public institutions (colleges, universities, hospitals...) that can afford to assign professionals and monies for that purpose do enormous harm to the smaller non-profit organizations. These large institutions with their massive fundraising campaigns drain the community's resources, and non-profit organizations then have to make do with what little is left over.

Companies are less able to give as well because of the excessive amount of donation requests they receive.

Non-profit organizations and volunteers need training and support to learn how to engage in fundraising and thus manage to ensure financial diversification.

It was recommended:

- 74. That larger tax deductions be available for donations made by individuals or companies. That might encourage people and companies to give even more.
- 75. That, with the government's financial and administrative support, non-profit organizations be able to offer training to other non-profit organizations and volunteers on how to engage in fundraising and on which doors to knock.
- 76. That in each region it be possible to hire a community development officer or a coordinator of volunteer associations to look after community organizations. This person would see to fundraising campaigns for the region, together with the non-profit organizations, bring certain administrative and financial knowledge to the non-profit organizations, help community organizations to work together for their community and thereby strengthen their management capacity.

ISSUE TWO: RESPECT AND RECOGNITION

Volunteers and employees of non-profit organizations find that the division between the government and the community is deepening and that the value of the work done by non-profit organizations is not recognized.* The current relationship is perceived as one of power where one group (the government and its officials) dictates to the other group (non-profit organizations and volunteers) the objectives to be accomplished without, however, giving them the necessary means and resources, and even less so, respect. Volunteers and employees of non-profit organizations feel that they are not listened to and have no input into the development of policies.

In the view of some, the government often recognizes expertise if it comes from the private sector but seems to have difficulty in recognizing that of the non-profit sector.

“The impact of our participation and the investment we bring to involvement in both regional and provincial initiatives that are headed up by the government do not seem to be suitably recognized.” (Translated from document presented by Services à la famille Népissiguit inc.)

“Our work often complements that done by many departments and agencies... We should be recognized as full partners... The government employees are not obliged to work with us and inform us, so communications and exchanges of information are not assured but depend on the goodwill of the official concerned. That is not a sufficiently objective way of operating.” (Translated from document prepared by Pays de Cocagne Sustainable Development Group)

Others would also like the government and its officials to recognize that they depend on non-profit organizations and volunteers to offer services to the community that government employees alone could not provide.

“Government sometimes forgets that non profits do not work for them, but that they work for us... How would they deal with covering the cost of all our services if we closed our doors?” (Taken from document presented by the Bathurst Volunteer Centre)

Many non-profit organizations that offer services to the public and have no specific mandate to engage in lobbying talk about their reluctance to request a budget increase or a better partnership, for example, for fear of rocking the boat and causing their organization to be affected.

It was recommended:

- 77. That a program aimed at making government employees more aware of the existence and the legitimate, conscientious work of non-profit organizations be established in order to ensure it is possible to work with civil servants and be respected.**
- 78. That a policy and guidelines be developed (and implemented) with a view to identifying procedures based on the importance of positive work relations, mutual respect, cooperation, and a common desire to meet the needs of New Brunswickers as effectively as possible.**
- 79. That procedures for consultation with non-profit organizations be identified, involving organizations and the recipients of services from the beginning to the end, instead of only at the beginning and occasionally at the end. The organizations and service recipients should be involved in defining the problems, drawing up terms of reference, consulting and negotiating, developing solutions, and implementing plans or changes.**
- 80. That the government organize an annual conference for civil servants and the employees of non-profit organizations in a given sector in order to improve dialogue, consultation, and the sharing of best practices.**

81. That deputy ministers, program coordinators, and other persons involved in decision making, including the persons responsible for budgets, be present at those meetings.

82. That annual and/or biannual meetings be organized to discuss the program of each non-profit organization, its operation, the results obtained, and the difficulties encountered. These meetings should be part of the routine duties of senior officials (not exceptionally or only in times of crisis).

Non-profit representatives and volunteers also talked about the lack of respect and the prejudices of civil servants with regard to citizens or recipients of services.

“Many government organizations do not permit face-to-face communication between civil service employees and the persons who make use of their services. This is especially deplorable when it comes to the Department of Family and Community Services. Communications take place by telephone, by letter, or from behind a wicket, which dehumanizes the contact or makes a real human relationship impossible and too often lends itself to unfair and disrespectful language with persons who are already humiliated, suffering, and in serious need.” (Translated from document presented by the South East Abilities Centre)

It was recommended:

83. That departments that have a lot of dealings with the public and a clientele, such as Family and Community Services, review the way in which they receive and communicate with people in need, and that workshops be offered regularly to the staff of those departments in order to make them aware of the profound dignity of all human beings, the needs of the community, and the realities of the people they serve.

“Volunteerism and the community sector play an essential role in improving the quality of life of N.B. citizens. We cannot afford to ignore this sector’s important contribution any longer. By their nature, community organizations know the community’s needs, are close to it, and enjoy its trust. We all have much to gain by granting them the importance they deserve and the resources to carry out their individual and collective mission.” (Translated from document presented by the Association acadienne et francophone des aînées et aînés du N.-B.)

ISSUE THREE: A CULTURE OF VOLUNTEERING

“In 2004, according to Statistics Canada (Canadian Survey of Giving, Volunteering and Participating), approximately 44% of N.B.’s population did volunteer work. That represented the equivalent of 61,000,000 hours of volunteer work annually, or the equivalent of 30,525 full-time employees.” (Translated from document presented by the Secteur des sports et loisirs de Restigouche.)

Two years later, “the demographic data for all of N.B. are disturbing, those for northern N.B. are alarming, and those for northern N.B. rural communities are sometimes tragic. For example, according to the last Statistics Canada census in 2006, the village of Rivière-Verte in northwestern N.B. saw a population decline of 6.8%.” (Translated from document presented by the Association communautaire de Rivière-Verte)

This demographic phenomenon (especially the youth exodus) and the aging N.B. population are two very worrisome constraints.

The major problem that emerged during our meetings is that the non-profit organizations are no longer able to recruit volunteers. Their volunteers come mainly from an aging population and are burnt out. People wonder if it is normal for so much volunteer work to be necessary to meet the needs of New Brunswickers. They are asking themselves whether the government services offered are sufficient or whether the level of volunteering required reflects a lack in that regard.

Many volunteer hours are given, but it is becoming increasingly difficult, year after year, to meet the demand. In a small community like Acadieville, people added up more than 20,000 volunteer hours in one year. Imagine what would happen to that community should those volunteer hours disappear.

Many organizations tell us that, if they lose their volunteers, they will no longer be able to function. For example, in a southeastern N.B. nursing home, it would be necessary to hire two full-time employees to replace 15 part-time volunteers. In Memramcook, firefighters responded to 256 calls last year. How much would those services have cost if they had not been provided by volunteer firefighters?

The boards of directors of different organizations such as seniors’ clubs or curling clubs have had the same chairperson for years, in some cases more than 14 years. These persons would like to step down, but the club cannot find replacements.

Another question raised during the presentations is this: Does today’s generation recognize the importance of volunteering, and is it ready to get involved?

“We have to acknowledge that, today, the face of volunteerism has changed. In 2007, people’s commitment toward the community is no longer what it was. Job cutbacks and the increased duties demanded by employers have led to burnout and, indirectly, a reduction in hours of volunteer work in our community organizations.” (Translated from document presented by the Association communautaire de Rivière-Verte)

We therefore need some strategies and resources targeting the recruitment and training of volunteers. The “organizations should have funds so that they can adopt strategic plans, renew themselves, and acquire new tools. Some have become like Legions. There are no more veterans. The baby boomers have other interests and no longer identify with the current activities.” (Translated from comment of the Association acadienne et francophone des aînés et aînées du N.-B.)

The importance of involving the younger generation as early as possible is certainly a strategy mentioned by a large portion of the participants in the meetings. It is important to permit young people to volunteer by making them a part of our communities and thereby giving them a sense of belonging to their community. The community must agree to change in order to adapt to young people, and not the reverse. We must make sure that volunteering becomes a worthwhile social involvement for them.

It was recommended:

84. That different ways be found to encourage young people to appreciate volunteer activities and show them the benefits of feeling they belong to their community.

85. That academic credits and scholarships be given to high school and university students for skills developed by their social involvement in the community.

86. That the example of the Ontario Ministry of Education be followed:

“A few years ago, the Ontario Ministry of Education examined the same issue (youth involvement). It went on to set up a volunteer service program at the high school level. As part of the high school diploma requirements, each student must complete 40 hours of volunteer work in the sector of his or her choice between Grades 9 and 12. With that strategy, the Ministry is obtaining favourable results in that students learn about community volunteering and, in addition, the non-profit organizations benefit from workers...” (Translated from document presented by the Théâtre de l’Escaouette).

87. That the Youth in Action program be revived.

88. That each young post-secondary graduate who becomes socially involved in his or her community be allowed one credit on his or her student loan.

The N.B. government must play a greater role in volunteer recruitment and recognition efforts. It should set an example by encouraging volunteer activity among government employees. One aspect raised is that it is often difficult to get civil servants to participate in events that take place on the weekend.

It was recommended:

89. That the N.B. government publicize and participate actively in volunteer recruitment efforts, e.g., by developing a brochure.

90. That non-profit organizations have the means to develop television, radio, and newspaper advertising campaigns in order to make the public more aware of the needs of volunteers and at the same time promote social involvement within the community.

91. That the N.B. government task Communications N.B. with offering public relations advice and support to community non-profit organizations. Those services could include support in writing appropriate public messages aimed at raising awareness of the importance of volunteering in their community, as well as promoting examples of practices in the non-profit sector.

- 92. That the government provide communities with the necessary tools to ensure that volunteers receive more gestures of recognition. For example, that a certificate signed by the Premier be given after a certain number of hours of volunteer work.**
- 93. That the government establish policies to encourage government employees to volunteer with non-profit organizations. For example, that a community involvement element be incorporated into civil servants' professional development plans in order to encourage them to get involved with organizations in their region.**
- 94. That a program permitting secondments between the provincial civil service and non-profit organizations be put in place. During each twelve-month secondment, the civil servant concerned would be asked to alternate between different non-profit organizations working in his or her sector, which would help the civil servant become more aware of the various needs and challenges of these organizations and at the same time would help organizations facing staff shortages.**

Volunteers tell us that they can no longer afford to volunteer. Many expenses such as meals or travel are not reimbursed. Many volunteers work out of their home and cover the cost of faxes, telephone calls, photocopies, etc.

Others (especially volunteers sitting on boards of directors), owing to lack of insurance coverage, are afraid of lawsuits arising from their volunteer work.

It was recommended:

- 95. That volunteers who transport persons in need be able to obtain their automobile insurance through a provincial insurance program that would enable them to be covered for all risks incurred but at a lesser cost than under their personal insurance policy.**
- 96. That smaller non-profit organizations managed only by volunteers receive the necessary assistance to hire people to look after their administration because the volunteers are tired and can no longer do it, in cases where these non-profit organizations cannot afford to pay for an employee's salary.**
- 97. That hours of volunteer work be tracked in order to give volunteers a tax credit (according to specific criteria common to everyone) that would be calculated according to the number of volunteer hours provided. For example, it was recommended that a \$1500 tax credit be given for each 100 hours of volunteer work.**

Furthermore, members of boards of directors and other volunteers no longer wish to spend their time knocking on doors to raise funds. In small communities, it is difficult to raise all the funds required, and the few companies located in these areas are solicited for donations on all sides. "When the energies of volunteers have to be directed toward the survival of buildings, they unfortunately cannot be used for activities that could be more profitable for the community." (Translated from document presented by the Knights of Columbus, Lamèque)

“The government relies on local knowledge and capacities to do part of its work without, however, providing the necessary resources. Volunteerism alone cannot ensure the sustainable development... of a region.” (Translated from document presented by the Pays de Cocagne Sustainable Development Group)

Review section on funding for recommendations concerning these statements.

The lack of training available for volunteers versus their high level of responsibility, especially those sitting on boards of directors, was a concern that was often mentioned.

“For volunteer activity to serve as an economic and social force, those involved, i.e., the volunteers, must be properly prepared. In addition, most boards of directors are accountable for their actions to our governments. That partnership between the government and communities should be able to reassure the citizens for whom they aspire by acting in this manner to provide quality services... Training for members of boards of directors would strengthen that assurance of good services.” (Translated from document prepared by the CCNB, Péninsule acadienne)

Most non-profit organizations have excellent boards of directors, but some employees of volunteer-managed non-profit organizations told us they have no protection against abuses of power by certain volunteers on the boards. At present, the boards have the final say with regard to employees, and there is nothing to protect the employee.

It was recommended:

98. That the government support the community sector in the development of training tools, as well as in the monitoring and application of those tools, for governance, planning for results, administrative policies, risk management, and human resource management.

**ISSUE FOUR: REVITALIZATION OF THE PARTNERSHIP
Partnership with Departments**

The non-profit representatives and volunteers talked about the importance of a better partnership with the different departments. Various recommendations were made along those lines during the presentations given by the non-profit organizations; many of those recommendations are contained in the different sections of this report. In addition, other recommendations more specific to certain activity sectors were made by the different non-profit organizations that appeared before the Task Force. All of the documents presented at the community visits, including these specific recommendations, will be given to each of the respective departments.

Here are two examples of recommendations made in the presentations received concerning a particular department:

99. That the Department of Public Safety cover all costs of purchasing basic equipment for protective services (e.g., trucks and bunker suits for volunteer firefighters).

100. That N.B. Housing have funding available for the maintenance of transition houses. The housing service already has all the staff required for that purpose.

Several recommendations for a better partnership with the Department of Education and public schools were made by different sectors, and it was therefore considered appropriate to include them in this report.

Schools are part of communities, but non-profit organizations and volunteers working in and for those same communities find it unfortunate that far too many schools are closed to the community.

The organizations would like to see greater openness between schools and the community, especially when it comes to culture and sports. They feel that school facilities belong to the community, and non-profit organizations should be able to access these buildings after school hours.

Seniors' clubs told us that, to hold fundraising activities, they have to pay up to \$800 to rent space in schools. Theatre groups in small communities say they cannot afford to hold rehearsals in schools but have nowhere else to do so.

At present, schools are often closed to community ideas/projects, and the non-profit representatives and volunteers want them to be made more accessible (refer to Wellness Policy as example of potential).

It was recommended:

101. That the N.B. government draw up a memorandum of agreement (equitable for all) that would enable non-profit organizations and volunteers to use school facilities free of charge after school hours.

102. That the doors of the schools be open to community organizations that have worthwhile projects to present to the students.

School buses should be used to transport children to various activities in the community when they are not being used to convey students, i.e., at the beginning and end of the school day. For example, the buses could be used to take children to after-school child care services. They could also be used to transport children to plays instead of bringing plays to the schools. As an added benefit, that could help develop an interest in theatre in the children.

“There must be a willingness on the part of public systems for SCHOOL-THEATRE partnerships to work. We are counting on the provincial government to create a synergy between culture, art, and education.” (Translated from document presented by the Théâtre l’Escaouette)

It was recommended (when the school buses belong to the school districts):

103. That school buses be used for activities involving community organizations and schools (e.g. plays, visits to museums).

104. That school buses be used to transport preschoolers to outside activities, especially in rural areas, or to transport other young people to different activities in their community.

Partnership with Civil Service:

“Volunteers and community organizations contribute directly to improving the quality of life of New Brunswickers. Our government’s civil servants must collaborate and partner with us.” (Translated from document presented by the Association acadienne et francophone des aînées et aînés du N.-B.)

Procedures and policies must be changed in order to create better partnership relations between the civil service and the non-profit sector. Organizations say that the current partnership is just an illusion and that the quality of communications with government needs to be improved. Non-profit organizations feel they have no power to change things because civil servants never meet them halfway and believe there should be a better balance between these two sectors (community-public). Non-profit representatives and volunteers find it difficult to have to fight constantly with departments and civil servants.

The quality of work relations between communities and the government differs from one region to another. It was often mentioned that civil servants see themselves as professionals and that there is a lack of recognition of the expertise and professionalism of the community sector.*

It was recommended:

105. That the N.B. government offer various professional development sessions to its employees in order to make them more aware of the challenges associated with regional community development.

106. That a mechanism composed of representatives of different sectors be established to deal with the non-profit community sector, and that this mechanism report directly to the Premier.

107. That this mechanism act as an administrative support network for non-profit organizations, i.e., a service centre, in order to assist them in their initiatives and obligations.

108. That this mechanism ensure that the key persons in the non-profit sector are always included in social policy debates in order to offer the best possible services to the population.

“Civil servants control decisions but do not have the pulse of the population.” (Translated from document presented by the Université du 3ième âge du Sud-Est)

It is clear according to the non-profit organizations that civil servants could benefit from a work experience in the community sector and that stronger links between the public system and the non-profit sector are necessary. Models such as Santé en français were given by way of example.

It was recommended:

- 109. That civil servants be asked to perform at least one day of volunteer work per month with a non-profit organization in order to make them more aware of the needs of the non-profit sector, in addition to helping make up for the lack of volunteers.**
- 110. That civil servants in the different departments be more open to working with volunteers in the regions.**
- 111. That civil servants and politicians visit non-profit organizations regularly with a view to seeing the work that is done there.**
- 112. That work exchanges between government employees and volunteer workers or non-profit organizations be encouraged.**
- 113. That official community partners working to achieve common objectives be recognized by the various departments and that the sharing of tools and expertise to ensure the perpetuation of community successes be made possible.**
- 114. That non-profit organizations have access, free of charge, to training sessions offered to the employees of different departments.**

“It cannot be denied that consultation and dialogue very often prevent errors, duplication of efforts, and frustration among potential partners.” (Translated from document presented by the Association francophone des parents du N.-B.)

It was mentioned that the system tends to appropriate good ideas/initiatives from the community sector and take over by eliminating the community sector from the projects. Or else, new projects may be prepared by different departments without consulting with the community organizations working in that particular field. We were told that appropriation and competition should end in favour of a real partnership.

Very often, new programs are set up when other programs that are being given short shrift could very easily offer the services to be offered by the new ones. Why not support existing programs, instead? For example, a number of Access Centres are in the process of closing across the province at a time when the provincial government is working to set up new learning centres. Also, it will cost close to a million dollars to establish the Disability Support Program, a program that is good in itself but whose monies could have gone a long way in the existing sheltered workshops.

It was also mentioned that the different departments act on their own when it comes to preparing projects or information directly affecting the community sector. For example, a brochure relating to early childhood was prepared without consulting any of the numerous non-profit organizations already working with young children.

It was recommended:

115. That services already in place in a given service sector be supported and funded adequately before adding new initiatives in the same sector.

116. That the government consult with the organizations involved and the persons receiving the services in question when the time comes to draft policies, make program choices, revise regulations, prepare brochures, etc. This would save time and money and prevent duplication.


117. That the central government give more decision-making power and flexibility to the regional offices.

118. That there be more personal contacts and more case-by-case assessments by government employees, given that the same procedures and solutions do not apply to all individuals.

The representatives of non-profit organizations ask that the government adopt and implement principles specifying that non-profit organizations work in partnership with “the different departments” and that the principle of horizontality in their relations with government employees be applied. The goal here is to facilitate contacts, regularize relations, and maximize the effectiveness and quality of the services offered to the people of N.B.

BLUEPRINT FOR ACTION

Conclusion



The community non-profit sector in New Brunswick is not a homogeneous group of do-gooders. It is diverse and complex, ranging from small, local, 100% volunteer-run groups meeting a specific need to large, multilayered organizations with salaried staff and a corps of dedicated volunteers. What they have in common is that they directly serve the public, they are self-governed, they do not distribute profits and they are at least somewhat dependent on volunteers and donors.

The Task Force heard issues and solutions from:

- community-based contractors with government departments who deliver services related to government mandates in health, education, justice, housing, social services, environment, employment and training
- national organizations with established offices and salaried staff
- service clubs that raise and distribute thousands of dollars locally, using volunteers only
- small informal local groups that raise money for specific purposes related to current community needs
- single-purpose groups that organize and stage one annual event
- community-based umbrella groups that sponsor diverse projects in a particular region

- hybrid local, regional and provincial organizations operating with a combination of salaried staff and volunteers who have goals related to community inclusion, enrichment and development
- advocacy coalitions often funded by government to represent the interests of a particular group of people or services

Not only is there a spectrum of concerns represented in the community non-profit sector, there is also a variety of organizational structures. Some groups are entirely voluntary and operate with a minimum of formality. Others are incorporated as non-profit organizations, which means that they are legal entities recognized in provincial legislation. Many are registered with Revenue Canada as charitable organizations, enabling them to provide tax receipts for donations.

All of these structures were represented in the presentations to the Task Force. As well, the range of issues addressed by the community non-profit sector was brought forward from groups focused on meeting basic needs; poverty reduction; employment training; a sustainable environment; early childhood development; support for seniors, women's groups, youth and people with special needs; emergency services; literacy; sport and recreation; arts and culture; health; education; justice; economic development; and advocacy.

Whatever their particular interest, all groups were quick to express their appreciation for the Task Force and for the Government which put it on the road. Their gratitude was, however, tempered by unease about the intent and willingness of the Government to act on the recommendations of the Task Force.

“We are encouraged by this effort... to offer mutual dialogue and consultation on such an important concept of improved partnerships. However, ...there is a significant level of skepticism in the community... [and] some concern that the government may wish to offload responsibilities to community non-profit organizations without addressing the fundamental issue of adequate financial and human resources...” (Disabilities Executives Network)

« Cette décision du gouvernement d’entreprendre une consultation et un dialogue commun sur la question des partenariats est certes encourageante. Nous tenons cependant à préciser qu’il existe un scepticisme réel au sein de la communauté. Les intervenants se demandent si cet exercice de consultation donnera lieu à un engagement tangible à moyen et long terme d’échanger des idées et des ressources afin d’atteindre des objectifs communs pour les deux partis en vue d’améliorer les services de notre... communauté et dans l’ensemble de la province. » (Tiré du document présenté par la Chambre de commerce, St-Francois)

Many presenters felt that the government does not understand how important the community non-profit sector is and always has been. All the benefits of the non-profit sector accrue to communities themselves, by strengthening their capacity to offer a healthy, sustainable quality of life to all New Brunswickers. But the sector sits on shaky ground.

« En reconnaissant que le secteur à but non lucratif est un partenaire, notre gouvernement devrait lui en être reconnaissant, en étant à l’écoute. Les organismes ne veulent pas attendre 5 ans pour des résultats, car pour beaucoup d’entre eux leur situation financière et en ressources humaines est précaire et beaucoup sont à la veille de fermer leur porte si des changements rapides ne sont pas apportés. Les gens du N.B. sont épuisés de travailler d’une année à l’autre sans savoir si leur organisme, club ou association sera en opération l’année suivante... Avec le temps, les difficultés s’engendrent et nous ne sommes jamais certains si nous allons pouvoir préserver notre organisme ouvert ou non. » (Tiré du document présenté par la Banque alimentaire de Grand Sault)

“Now ... I want you to imagine with me for a second ... that someone flips a switch..[snap] AND THEY ARE GONE. This city and other communities ... would literally SHUT DOWN.” (Saint John)

There is hope that recognition, respect and investment will follow once the government understands that the sector exists to serve communities, not to serve the government itself or those who work in the organizations.

« chaque association de notre communauté a pris naissance afin de combler un besoin communautaire qui a sensiblement amélioré la qualité de vie de nos citoyens sur une base individuelle et communautaire. » (Tiré du document présenté par l'Association communautaire de Rivière Verte)

“...the benefits offered to [our clients] indirectly affect the whole community in a very positive way — crime prevention, family services costs, drug and alcohol avoidance, and by simply allowing our children to grow into better adults who contribute to society.” (St. Stephen)

The Task Force report addresses these factors and others within a framework of four key recommendations for change. They are all grounded in the lack of recognition of the value of the sector and its work, recognition which is long overdue. The non-profit sector is ready and willing to take its place as a responsible partner with other sectors, and has demonstrated its abilities through years of well-developed community service. Now, the sector needs basic infrastructure so that it can make its contribution to a bright future for New Brunswick.

« Lorsque le gouvernement provincial prendra connaissance du bilan humain et financier contribué au bien-être de notre population par nos bénévoles, il sera certainement convaincu que la ressource principale de cette belle province n'est nulle autre que la contribution offerte bénévolement par de milliers de néo-brunswickois et néo-brunswickoises. » (Tiré du document présenté par le Comité de l'Arbre de l'espoir de Cape Pelé)

“I can recall being told at board meetings on more than one occasion that charities should be run like a business. Considering that Canadian charities hold assets of billions of dollars, have negligible debt, rarely go bankrupt, and are consumed by mission, driven by passion and achieve social miracles with limited resources - I would suggest that more businesses should be run like charities.” (Saint John)

The community non-profit sector seeks a commitment by this Government to become a full partner with the non-profit sector and to invest in the socioeconomic infrastructure on which self-sufficiency depends. The recommendations in this report contain the BLUEPRINT FOR ACTION, providing strategic support which will enable the third pillar to stand strong as the foundation for a sustainable society.

Appendix: Process utilized by Task Force Consultation

FIVE STEP CONSULTATION PROCESS

**Premier's Task Force on Community Non Profit Groups in
New Brunswick**

**"This has been a powerful exercise, which has involved a few thousand citizens of New Brunswick. This is grass roots feedback straight from the trenches, spoken clearly with solutions offered. This is what New Brunswickers are thinking and feeling. The messages are consistent across the province. The current government of New Brunswick has an opportunity to implement and then to establish significant and lasting change; to leave a legacy."
- Mike Laaper, P. Eng, Kingston Peninsula**

In a nine month period, many thousands of kilometers were logged, and many hours of group and individual consultations were held. The goal was to gain some understanding and appreciation of the conditions facing our community life. The Task Force members had the great pleasure of meeting some of the most outstanding and dedicated citizens of our province, and witnessed some very outstanding community-based programs.

The immediate problem faced was to initiate contact, to ask for 'Issues and Recommendations', and to draw together fragmented and incomplete listings. One of the outcomes of this consultation will be to pass over a more complete database to the province that will incorporate contact information on these groups.

We initiated mailing contact with over 2,700 organizations, and had personal contact/consultations with 1,099 of those groups and/or their representatives during Phases I, II, and IV. We initially faced much skepticism and resistance, and heard pleas of overwork on their part. We were treated to many expressions of having previously participated in similar processes to no avail. The Task Force personally assured these groups of the Premier's good strong interest, and of the good timing for this new government in New Brunswick.

1. ENGAGEMENT AND PLANNING PHASE I

(55 days - Dec. 5, 2006 to Feb. 16, 2007)

- Received Mandate from Premier
- Planning and Compilation of Contact Information, mailed out 2,700 letters
- Informed Members of the Legislative Assembly of Process
- Developed Web Site for Task Force information
- Visitations to engage and ensure participation of sector.
- During Phase I, consulted with 221 individuals and groups in all regions of New Brunswick to determine process to follow. (attached list)
- Scheduled developed for Phase II - Full Community Group Consultations

2. CONSULTATION PHASE II

(82 days - Feb. 19, 2007 to June 15, 2007)

- Consultations with 774 individuals and groups (attached list)
- Covered All 55 Provincial Electoral Districts
- Meetings with Special Interest groups, Deputy-Ministers, Regional Directors, Provincial Advisory Status Groups, Municipal leaders, previous Study Groups
- Zones Covered
 - i. Fredericton & region
 - ii. Saint John & region
 - iii. Greater Moncton & Southeast New Brunswick region
 - iv. Miramichi, Kent Co., & region
 - v. Dalhousie, Campbellton, & region
 - vi. Saint John River Valley region
 - vii. Grand Lake, Charlotte Co., & Isles region
 - viii. Acadian Peninsula region
 - ix. Edmundston, Madawaska region

3. DRAFT REPORTS PHASE III

(38 days - June 15, 2007 to Aug. 10, 2007)

- a. Reviewed Notes & recordings
- b. Follow-up visits to special interest groups
- c. Reviewed Briefs & submissions from community non profit groups
- d. Writing of Draft Reports

4. REVIEW OF DRAFT REPORTS PHASE IV

(7 days - Aug. 12, 2007 to Aug. 18, 2007)

- a. Based in residence at Villa Madonna Retreat House
 - i. Eight regions, 104 representatives of the sector (list attached)
 - ii. Group Discussions on Revisions, Deletions, & Additions to Report

5. FINAL REPORT PHASE V

(19 days - Aug. 19, 2007 to Sept. 13, 2007)

- a. Rewrite of Reports, French and English Community Responses
- b. Compilation of 671 Profile returns for Data Section (Appendix attached)
- c. Translation of Final Report
- d. Printing of Final Report

PRESENTATION OF REPORT TO PREMIER –

Sept. 13, 2007

CONSULTATIONS/ENGAGEMENT BY TASK FORCE – PHASE I

Moncton

United Way of Greater Moncton/SE NB
 Family Service Moncton
 Volunteer Bureau of Greater Moncton and SE NB
 CVA (Volunteer)
 MAGMA (Multicultural Association)
 Early Childhood Stimulation Inc.
 Elizabeth Fry Society
 Conseil Économique/Economic Commission
 Food Depot Alimentaire
 Early Childhood Coalition
 Mike Jeffreys (Individual)
 Advisory Group on FASD
 Mental Health
 Laubach/Literacy
 Atlantic Lotteries
 Moncton Community Foundation
 Executive Directors Group (40 +)

Fredericton

United Way of Fredericton
 Council on Status of Disabled Persons
 Council on Status of Women
 Women's Issues Directorate
 Muriel McQueen Ferguson Centre
 NB Seniors Federation
 Centre Ste. Anne
 Jeunes Entrepreneurs Atlantique
 Sport NB
 Recreation NB
 Fredericton Anti-Poverty Organization
 Literacy Coalition
 Alphabétisation
 Environmental Advocacy
 Mayors of Seven Cities of NB
 United Way Agencies (12 + agency reps.)

Woodstock

Family Resource Center
 Food and Clothing Bank

St. Stephen

Transition House for Women
 Food and Clothing Bank

Saint John

Canadian Red Cross
 United Way of Saint John
 Community Health Center
 Carolyn McNulty (Individual)
 Business Community Anti-poverty Initiative
 United Way Agencies (20 +)
 Saint John Boys and Girls Club

Acadian Peninsula

Barbara Losier (Individual)
 Leo Paul Pinet (Individual)
 Centre Développement l'Enfant-Tracadie
 Raymonde Gionet (Individual)
 Secours Amitié
 Ami Soleil
 Comptoir Alimentaire-Allardville
 Elda Savoie (Individuel)
 Foyer St. Bernard-Neguac
 Coop Food Bank-Tabusintac

Miramichi

Volunteer Center
 Food Bank
 Sheree Allison (Individual)
 Salvation Army Center
 Women's Wellness Conference

Bathurst

Volunteer Center
 Food and Clothing Bank
 Youth Center
 Community Development
 Santé Communautaire
 Mayors-Municipalities Northern NB (16)

Campbellton

Centre de Ressource
 Salvation Army Center
 Food and Clothing Bank
 St. Quentin
 Claire Bossé (Individual)

Edmundston

Paula Murchison (Individual)
 Atelier RADO
 Grand Sault
 Glen Rioux (Individual)

Sussex

Representatives of 6 community Groups

Cocagne

Denise Arsenault (Individuel)

Grand Digue

Womens Groups of SE NB

Port Elgin

PEDVAC- Food and Clothing Bank

Hampton

Dick Gorham (Individual)
 Georgie Day (Individual)

Sackville

Literacy/Laubach
 Representatives of 12 community groups

CONSULTATIONS/PRESENTATIONS TO THE TASK FORCE – PHASE II

The names of the Associations listed below are given in the language that their presentation was made.

Fredericton

Opal Family Services
 Community Kitchen
 Meals on Wheels
 Fredericton Sexual Assault Crisis Centre
 CHIMO
 Jobs Unlimited
 VON
 YMCA
 Oromocto Food Bank
 CPAWS
 Arthritis Society
 Partners for Youth
 Literacy Coalition of NB
 Nature NB
 Muriel McQueen Fergusson Foundation
 Big Brothers/Big Sisters
 21 Inc (Leadership)
 Chrysalis House/Youth in Transition
 Boys and Girls Club
 Leadership Fredericton
 Making Waves
 Social Planning, Fredericton
 Fredericton Emergency Shelter
 Sport NB
 Speed Skating
 X-country Skiing
 Basketball
 Fencing
 Curling
 Pentathlon
 Swimming
 Lawn Bowling
 Coaching Education
 Equestrian
 NB Trails Council
 Rowing
 High-performance Athletes
 Gymnastics
 Hawkins-Neville Community Access Centre
 Connect NB
 Canadian Paraplegic Association
 Alzheimer Society
 Coalition for Pay Equity
 Saint John Ambulance
 Community Health Centre
 AIDS NB
 Doane St./Wilson Row Community Centre
 Family Resource Centre
 Doane/Wilson Tenant Associations
 Salvation Army Family Services
 Frontier College
 Nashwaaksis Baptist Church
 Hawkins/Neville Tenant Association
 Northside Youth Centre
 Bullying Reduction
 FAPO (F'ton Anti-Poverty Org.)
 Palnet (Palliative Care Network)
 Neil Squire Society
 NB Public Legal Education & Information Services
 CMHA (Mental Health)
 Learning Disabilities Association
 NBNPHA (Non-profit Housing)
 NBANH (Nursing Homes)
 NBACL (Community Living)
 NBDEN (Disabilities Executives Network)
 Stan Cassidy Rehabilitation Centre
 CMHA-NB

Easter Seals NB
 Canadian Deaf/Blind
 Saint John Deaf/Hard of Hearing Services
 Muscular Dystrophy Canada
 CNIB
 United Church Action Committee
 Wilmot Outreach Committee
 Volunteer (refugees)
 Volunteer (refugees)
 Volunteer (refugees)
 YMCA Outreach
 John Howard Society of Fredericton

Oromocto

Food Bank
 Military Family Resource Centre (Gagetown)
 Judo NB
 Rowing NB
 Curling
 Cycling
 NB Golf
 Conservation Council
 Fredericton Transition House

Saint John

Church of St. Andrew and St. David: Community groups
 Learning Exchange
 YMCA
 Teen Resource Center
 Boys and Girls Club
 Shakespeare Society
 PASAGE
 AIDS Saint John
 Conservation Council of NB
 Salvation Army Family Services
 VON Healthy Baby and Me
 Youth Choices
 Fundy Baykeeper
 Coverdale House
 VON
 Dress for Success
 First Steps
 Community Residential Facilities
 Hestia House
 Second Stage Housing
 New Directions
 Centre for Youth
 Independence Plus
 John Howard Society
 Jon MacQueen, Martha Edwards (Leinster Court)
 ECDC Coalition
 Centenary-Queen Square Care Centres
 Association of Healthcare Philanthropy
 Saint John Community Loan Fund
 Saint John Arts Centre
 Church of St. Andrew and St. David
 BCAP/Vibrant Communities
 Booth Residential Services (Salvation Army)
 Conservation Council of NB
 PRO Kids
 PRUDE
 Housing Alternatives
 United Singles
 CMHA Saint John

Youth Choices
 Animal Rescue League
 Cherry Brook Zoo
 Seaside Lawn Bowling Club
 Saint John Theater Company
 Meals on Wheels
 Saint John Volunteer Centre
 Somerset Preschool
 CFUW (Cdn. Federation of University Women)
 Key Industries
 Homeless Women's Shelter
 St. Martins Community Access Centre
 Community Camps Association
 Greater Saint John Seniors Advisory Committee
 MADD Saint John
 Lakewood Headstart
 Scouts Canada
 NB Injury Prevention Coalition
 Hospice Greater Saint John
 Community Autism Centre

Grand Bay-Westfield

NB Women's Institute
 River Valley Lions Club
 Rothesay Highland Dance Society
 Seniors (Bob Butler)
 L'Arche Saint John
 Elizabeth Fry Society
 Loch Lamond Seniors Villa
 Community Learning NB
 SJ Community Health Centre
 River Valley Food Bank
 Welsford Fire Department
 Kiwanis Nursing Home Initiative

Kingston Peninsula

(Community Speakers)
 Milk for Moms
 Saint John School Milk Fund

Rothesay

Joshua Group
 Jeremiah Miller (Political Science student)
 NB Children's Foundation
 Sport NB (also Marco Polo, Maingold Project, etc.)
 Arthritis Society Saint John

Quispamsis

River Valley Search and Rescue
 KV3C Inc. (KV Community/Capacity/Children)
 Patty Donovan (environmental health)
 Recreation NB
 Teen Resource Centre
 Youth Choices

Moncton

Lutes Mountain Heritage Museum
 Services Palliatifs communautaires Beauséjour
 Belle et bien dans sa peau, GLD
 Association des benevoles de GLD
 Food Depot Alimentaire
 Hospice Greater Moncton
 Caring Kitchen
 Moncton Kiwanis Minor Basketball
 Elizabeth Fry Society
 Moncton Regional Learning Council
 NBACSW
 Greater Moncton Literacy Advisory Board
 Laubach Literacy
 L'équipe justice et solidarité du diocèse de Moncton
 School District 2 (Work Skills)
 ECCNB (Early Childhood Coalition)
 Big Brothers/Big Sisters
 NB Curling Association
 Moncton Curling
 Curling Beauséjour
 Beaver Curling Club
 Canadian Red Cross
 Employment Support/Peer Helper Program
 Académie de Sport
 Alternative Residences
 Healthy Baby and Me (VON)
 Moncton Employment and Training Service
 SOS Eau Water Sankwan
 Common Front for Social Justice
 Greater Moncton Association for Community Living
 Turning Point
 Le centre culturel Aberdeen
 Coalition pour l'équité salariale du N.-B.
 Greta Doucet, volunteer
 CMHA
 Crossroads Transition House
 Family Service Moncton
 Moncton Boys and Girls Club
 Ability Transit
 CARA Helpline
 S.E. Deaf and Hard of Hearing
 YWCA
 Support to Single Parents
 Arthritis Society
 Community Chaplaincy
 Salvation Army
 Built Network
 Mobile One
 Moncton Community Residences
 Moncton Lions Club
 Special Olympics
 UCT United Commercial Travelers
 Volunteers Bureau of Greater Moncton and Southeastern N.B.
 Moncton Headstart
 Voice of Real Poverty
 Coalition pour l'équité salariale
 Business and professional womens Club NB.
 Canadian Federation of University Women

Dieppe

Fédération des jeunes francophones
Fédération d'alphabétisation (FANB)
V.O.N.
Vie Saine et Active/Go ahead Seniors
Coalition pour Services de garde à l'enfance du N.-B.
Troubles d'apprentissage du Sud Est du N.B.
Pastoral de l'Acadie
Association des parents francophones du N.B. (AFPNB)
Maison Nazareth
Équité salariale
Sentinelle PetitCodiac
Théâtre l'Escaouette
Pionneur d'Aliant
Breakfast for lifelong learning
Riverview Boys and Girls Club
Festival Littéraire Northrop Frye
Open Hand Food Bank
Club garçons et filles de Dieppe

Tantramar/Port Elgin

PEDEVAC
Tantramar Pony Club
Cape Jourmain Nature Centre
Silver Pioneers Club

Sackville

VON Sackville
Live Bait Theatre
John Higham (individual)
Atlantic Canada Conservation Data Centre
Sackville Curling Club
Atlantic Wildlife Institute
Chignecto Naturalist Club
Festival by the Marsh
Tantramar Heritage Trust
Sackville Athletics
Adult Learning Centre
Family Resource Centre
Sackville Housing Group

Sussex

Sussex Area Activity Centre
Canadian Parents for French
Crosswinds Occupational Activity Centre
Sussex Skating Club
Sussex Skateboarding Club
John Howard Society
Sussex Valley Volunteer Association
NB Environmental Network
Sussex Resource Centre
Hospice Sussex
Sussex Area Community Foundation
Sussex & Area Crisis Pregnancy Centre
Victim Services
PACK (Preventative Action for Community Kids)
Sussex Artists' Coop
Millstream Recreation Council
Little Jackie Fund
Apoahqui/Lower Millstream Recreation Council
Sussex Seniors Centre
Leda Kuin (individual)
Kennebecasis Watershed Restoration Committee
Sussex Vale Transition House
Kings Co. Big Brothers/Big Sisters
Knightville Mama Bears
Kings Co. Soccer Association

Petitcodiac

Senior Citizens Group
John Prince (individual: Kiwanis, Legion, Seniors)
SPOT (Support People of Today)
Branch 41 Royal Canadian Legion
St. John Ambulance
Havelock Boys and Girls Club
Petitcodiac War Museum
Petitcodiac Boys and Girls Club
Air Cadets
Canaan/Washadamoak Fish & Game
Salisbury Lions
Lioness Club
Lions Villa (seniors)
Margaret Mechefski (individual senior)
District Recreation Council
Salisbury Adult Learning Centre
Salisbury Neighbourhood Watch
Salisbury Bicentennial Camp
Royal Canadian Legion
Joyce Quigley (individual)

Shédiac/Cap Pelé

L'Université du troisième âge
Hospice Shédiac
Les femmes d'Acadie
Club d'âge d'or Shédiac
Centre de ressources et de crises familiales Beauséjour
Centre Habiletés Sud Est
Groupe de l'église de Cap Pelé
Groupe pour Arbre de l'espoir de Cap Pelé
Groupe du Bassin Versant
Scouts Cap Pelé
John Howard Society
Port Elgin Volunteer Fire Dept.
Groupe d'âge d'or de Cap Pelé

Memramcook

Conrad LeBlanc
Bénévoles du Foyer St Joseph
Atelier Artisan
Site Historique Beaumont
Centre Accès de Memramcook
L'Association des pompiers volontaires
Fondation Mélissa et ses amis
Société du Monument Lefebvre
Club d'âge d'or de Memramcook
Banque de nourriture de Memramcook
Scouts de Memramcook
Société culturelle de la Vallée de Memramcook
Lakeville Seniors
Mountain Top House

Miramichi

Miramichi Adult Learning
Miramichi River Environmental Assessment Committee
Salvation Army Community Resource Centre
Lions Regional (NB, PEI, 3 in Maine)
Miramichi Volunteer Services
Schizophrenia Society
French Fort Cove Eco-Centre
Miramichi Curling Club
Healthy Active Living/Go Ahead Seniors
Alzheimers Society
Apprentissage NB Learning (Access Centre)
United Ostomy Society of Canada
Big Brothers/Big Sisters and Boys and Girls Club

FCS Regional Program Delivery Division
Family Place/Le Cercle Familial (CAPCE)
Miramichi Physically Disabled and Handicapped
Association
Miramichi Independent Living Resource Centre
John Howard Society
MORE Services Inc.
Miramichi Youth House
Transition House

Paquetville / St Isidore

Club d'âge d'or de Landry Office
Le Regroupement des organismes communautaires
Le village de Paquetville
Le centre d'accès de Paquetville
CIPA (Commission d'initiative de la péninsule acadienne)
Bibliothèque communautaire de Paquetville
Complexe sportif de St Isidore
Centre d'exposition de St Isidore
Club d'âge d'or de St Isidore
Musée de St Isidore
Le Centre d'accès de St Isidore
Le Club 4H
Clinique Santé de St Isidore
Village St Isidore
Apprentissage pour adultes Péninsule Inc.

Lamèque/Shippagan

Festival international de musique baroque de Lamèque
Secours Amitiés
SPCA
Commission des loisirs
Le village Lamèque
Chevalier de Colomb
Centre d'activité La Ruche
Foyer Le Gouvernail
Club de l'âge d'or de Shippagan
Festival des pêches de Shippagan
Le CCNB de la péninsule acadienne
Le village Le Goulet
Centre d'accès Le Goulet
Alphabétisation Le Goulet
Club Âge d'or Le Goulet
Maison de la culture
Femmes Acadiennes et francophones
Ville de Shippagan
Association des anciens et anciennes de l'université
de Moncton
Centre d'activité L'envol
L'Association du Hockey mineur de la péninsule
acadienne EST
La société historique Nicholas Denis

Tracadie

Hockey mineur de Tracadie
Curling Club de Tracadie
Centre de Développement de l'enfant inc.
Société Culturelle
Mairseail Ceilteach Inc.
Association du bassin versant et des rivières grande
et petite de Tracadie
Scouts de Pont Landry
Valorisation et mieux-être
Projet Syffleur
La piste cyclable
Au Rayon de l'espoir inc.
Musée Tracadie

L'accueil Sainte Famille
Croix Rouge
Maire de Tracadie

Caraquet

Centre Bénévolat de la péninsule acadienne
Accueil de jour
Services de relève auxiliaire
Programme Rami
Service à la famille
Centre de ressources familiales
Banque alimentaire Ami Soleil
MACS
Centre art
Action revivre
Centre Plein Air
Centre d'animation l'Arc-en-ciel
Club d'âge d'or de Caraquet
Coopérative du développement régional Acadie
Comité de gestion de la rivière de Pokemouche
Centre de Ressource familiale
Banque Alimentaire Ami Soleil

Moncton

United Way
Stimulation à l'enfance inc.

Dalhousie

Dalhousie Workshop for the Handicapped
Festival international de musique de chambre de la
baie des chaleurs
Restigouche Regional Museum/Association Museums NB
Lions Club
Restigouche Sport Development
Jeunesses Musicales Concerts Desjardins
Dalhousie Recreaplex

Campbellton

Maison Notre Dame
Restigouche Community Bereavement Program
Community College Alumni Association
Red Cross
Restigouche County Community Volunteer Action
Production Restigouche (sheltered workshop)
SPCA
Campbellton Curling Club
Restigouche Family Services Familiales
Restigouche Family Crisis Intervenors
Garderies

St-Quentin

Regroupement des organismes communautaires "ROC"
Résidence Mgr Melanson de Saint-Quentin
Société culturelle des Hauts Plateaux
Comité culturel de Saint-Quentin
Club des sportifs (golf)
Comité de Sentier pédestre
Club Sentier d'Amitié
Chambre de commerce
Filles d'Isabelle
Comité jeunesse de Saint-Quentin
Club communautaire Hockey Mineur de Saint-Quentin
Comité des parents
Festival Western
Centre culturel
Théâtre Montcalm

New Maryland

Alpine Skiing
Canadian Paraplegic Association
Nashwaak Watershed Association
Department of Public Safety
CNIB
Jeux d'acadie, Sport NB
Bridges of Canada
York Sunbury Search and Rescue
Writers Federation of NB
Stepping Stone Centre
Laubach Literacy Fredericton

York-McAdam

Lakeland Industries
Railroad Station Committee
McAdam Volunteer Fire Dept.
Lions Club of McAdam
Volunteer Ambulance Service

Harvey

NB Lung Association
Red Cross, Woodstock
St. John River Society
Harvey Outreach (senior care)
Nackawic Curling Club
Macataquac Country Chamber of Commerce

York North

Taymouth Community Centre
Nashwaak Valley Volunteer Fire Department
Nashwaak Bridge Beaverbrook Branch #80 Legion
Genevieve MacRae (individual)
Burt's Corner Lions Club
Maple Leaf Villa (Legion-led seniors' apartments, Millville)
Green Hill Lake Camp
Keswick Valley Laubach Literacy Council
Lions Club of Nackawic
Lioness Club of Burt's Corner
NANY (Neighbours' Alliance of North York)

Grand Lake

Home Care Plus
Minto Senior Citizens Club
Minkak Training Program
Minto War Museum
NB Internment Camp Heritage Committee
NB Drama (provincial drama festival)
Chipman Youth Centre
Care 'N' Share Family Resource Centre
Chipman-Minto Lions Club

Edmundston

Scouts de St. Jacques
Université du 3 ième âge
Services Volontaires d'Edmundston
Foi et Lumières
Développement de l'enfant du Madawaska
Fondation de l'hôpital
Pompier Volontaires
Sauveteurs du Nord Est
ResNet
Rivière Verte (pour leurs organismes communautaires)
Canadian Mental Health
Parité salariale
RADO
L'Escale Madaric

Pointe Verte / Petit Rocher

Club d'âge d'or de Pointe Verte
Comité Théâtre Vert
Loup Marin
Festival Jack O Lantern
Music by the Lake
Parc Atlas et Village de Pointe Verte
Chevaliers de Colomb
Club de lutte Acadie Bathurst
Club d'âge d'or de Petit Rocher
Théâtre ACAPERO
Atelier Edouard Roy
Camp Ectus
Centre Communautaire de Madran
Équité salariale
Association Intervention Précoce du N.-B.
Conseil de développement Culturel Chaleur

Bathurst

Coalition pour l'équité salariale
Curling Club de Bathurst
École au Cœur de la communauté
Youth Center Centre pour jeunes
Bathurst Heritage Trust Commission
Services à la famille Népisiguit
Réseau Communauté en santé
BEST Group Bathurst Employment Services
Training
Association professionnelle pour éducatrices N.-B.
Community Planning
Chaleur Ground Search and Rescue
Généalogie Nepisiguit

Big River/ Allardville / Robertville

Croix Rouge provinciale
Community Center Big River
Cross Country Sky Club
Lions Club
Centre de Ressource Familiale de Bathurst
Bébé et moi en santé
Comité d'entraide d'Allardville
Comité Bonne Bouffe Robertville
Pompier volontaires
Centre d'accès de Robertville
Conseil de gestion de la paroisse d'Allardville
Coalition pour la justice sociale
Salle Communautaire et église de Robertville
Fédération d'alphabétisation N.-B.
Club d'âge d'or de Robertville

St Antoine / Cocagne

Apprentissage pour Adulte Sud Est
PODIUM
Club d'âge d'or de St. Antoine
Jeunesse en action
Maire de St Antoine
Conseil d'alphabétisation de Kent Sud
Club d'âge d'or de Cocagne
Chevaliers de Colomb
Hospice Greater Moncton
Groupe du développement durable
du Pays de Cocagne

Bouctouche et Richibouctou

Le Phare
Chambre de commerce de Bouctouche
Kent Non Profit Support Organization inc.
Breaking Barriers Resource Center
Société Culturelle

Centre de prévention de la violence familiale
Mayor of Rexton
Adult Learning Program
Alphabétisation
Club d'âge d'or
Comité dyslexie
Le Havre Communautaire Inc.
Centre de ressources familiales de Kent
Association acadienne et francophone des aînés et aînées
Village des Sources en Acadie

Albert-Hillsborough

Elgin Eco Association
Lou McGinn (individual)
Hillsborough Public Library
Caledonia Regional High School
W.H. Steeves House Museum

Hopewell

Albert Co. Exhibition
Albert Co. Historical Society/Museum
Alma Playschool/Playgroup
Harvey Community Hall
Albert Co. Heritage Trust
Albert Co. Tourism Association
NB Railway Museum

Riverview

Karing Kitchen
Moncton Youth Residences
Coalition for Nursing Homes' Residents Rights
Moncton Lions Sick Children's Fund
Albert Co. Action Committee
Moncton - Valley Masons (Scottish Rite)
S.E. NB Rural Early Intervention Program
Coalition for Pay Equity
Tri County Ground Search and Rescue

St François / St Jacques

Édifice Maillet-Association culturelle du
Haut St Jean
Chambre des commerces de St François
Musée communautaires de St François
Chorale Les Colombes de St François
Comité embellissement de St François
Résidence St François
Comité Âge D'or
Écllosion (St Jacques)
Foi et Lumières
Club d'âge d'or de St Jacques
Fédération Des aînés du N.B.
Bathurst Sustainable Development
Club âge d'or Amitiés d'Edmundston

Grand Sault

Assoc. Intégration Communautaires - Résidences
United Church Child Camp
Alphabétisation
Centre Horizon
Curling Club de Grand Sault
Banque alimentaire de Grand Sault
Intervention Précoce

Victoria Tobique

Community of Perth Andover
Tobique Curling Club
Tobique Seniors Club
Perth Andover Legion/Curling Club

Carleton

Knowlesville-Falls Brook Centre

Hartland

Gail Paul (individual)
Town of Hartland - Recreation
Carleton Multicultural Association (MACC)
Carleton Manor Supportive Living

Woodstock

Volunteer Family Services
CIEVA
Community Residential Living Board
Big Brothers/Big Sisters
Volunteer Family Services
Garth Brewer (volunteer)
Training, Employment, Lifeskills (TELS)
Woodstock High School
Sanctuary House
NB Association of Residential Agencies
Curling and Golf Club
North Lake Fire Department
Prime Time Pals Mental Health Activity Centre
Carleton-Victoria Child Development Services

Charlotte

St. Stephen

Fundy Region Transition House
Charlotte Co. Boys & Girls Club
St. Stephen Parks & Recreation Dept.
St. Croix Vocational Centre
Home Support Services Inc.
Learning Unlimited Charlotte Co.
Early Intervention group
St. Stephen Community presentation
Charlotte Co. Early Intervention/Family
Resource Centre
Little Acre Community Residence Inc.
Dragonfly Centre for Autism
Charlotte Co. Dial-a-Ride
SPCA
Volunteer Centre of Charlotte Co.

St. Andrews

St. Andrews Centre for the Arts
Passamaquoddy Lodge
Passamaquoddy Children's Centre Inc.
Sunbury Shores Art and Nature Centre
Healthy Youth, Healthy Community
Coastal Livelihoods Trust
Fundy North Fishermen's Association
Clarke House Resource Centre
Fredericton Arts Alliance
St. Andrews Arts Council
St. Croix Waterway Commission
St. Andrews Tennis Club

St. George

Eastern Charlotte Recreation and Sport
ECACL
St. George Foodbank
Fundy Bay Seniors
Bay of Fundy Ecosystem Partnership
John Howard Society of Charlotte Co.
Fundy Community Foundation & CF Assoc.
CMHA-Roots of Empathy
Village of Blacks Harbour

Grand Manan

Grand Manan Historical Society
GM Whale and Seabird Research Station
Grand Manan Museum
Action Ministries of Grand Manan
Boys and Girls Club
Rotary Memorial Trust Foundation/Rotary Isle
Estates
Ministerial Association
Coordinated Approach to Rural Services

Rogersville et

St. Louis de Kent

Légion de Rogersville
Club sportif de Rogersville (Arena)
Maire de Rogersville
Foyer Assomption
Village de Rogersville
Pompiers volontaires de Rogersville
Cadet de l'air
Station Écoforestière
L'association touristique de Kent
Action communautaire
Paroisse Acadieville
Centre d'accès de St Louis
Club d'âge d'or de St Louis de Kent
Food Bank , Richibouctou
Village de St Louis
Bassin Versant

Néguac

Maire de Néguac
NBASSE
Centre de Ressource familiale (banque alimentaire)
Ateliers Beausoleil
Bruno Cormier (Individuel)
Société Historique
Association Intégration communautaire de Néguac

St François

Comité de Balle molle Mineur de Saint François
L'équipe de hockey junior (Les 506 du Madawaska)
Ligue de Hockey Boule du CSJSN
Association du Soccer mineur de St François
Club âge d'or de St François
Jeux de l'Acadie Madwaska-Victoria
Résidences St François
Club Richelieu de St François
L'équipe de Hockey Senior (Les Panthères du Haut
Madawaska)
Les festivités Demi-Marathon
Conseil Régional d'alphabétisation Haut Madawaska
150e Paroisse Religieuse St. François
Société Culturelle St Basile
Les petits violons de Mgr Lionel Daigle inc.
Les jeunesses musicales du Canada,
Section
Village des sources RESMAVIC inc.
L'association culturelle du Haut St Jean inc.
Foyer Notre Dame de St Léonard
Fredericton
Canadian Diabetes Association NB/PEI
CMHA NB
NB Multicultural Council
Multicultural Association of Fredericton

Hampton

Community presentation
Hampton Alliance for Lifelong Learning
Hampton Food Basket

Boiestown/Doaktown

Curling Club
Atlantic Salmon Museum
Woodmen's Museum
Central NB Self-Help

Moncton

Debbie Brine (District 2)
United Way of Greater Moncton and Southeastern NB
Rencontre avec le Conseil Consultatif sur la
condition féminine et plusieurs autres groupes
de revendication

DRAFT REPORT REVIEW – PHASE IV VILLA MADDONNA

Each group listed was represented by an individual for the Review Process

United Way of Greater Moncton /Southeastern NB
 Moncton Volunteer Bureau
 Hospice Greater Moncton
 Literacy/Laubach
 PEDVAC -Port Elgin
 Museums
 Big Brothers / Sisters Sussex
 Broadleaf Farms
 Adult Education
 Basic Needs
 Maison Nazareth
 Renaissance Sackville
 Association francophone des parents du N.-B.
 Association francophone et acadienne des aînés
 et aînés du N.-B.
 Banque Alimentaire
 Équité salariale
 Centre de ressources et de crise familiale Beauséjour
 Centre Habileté Sud Est
 Coalition des services de garde à l'enfance du N.-B.
 New Brunswick Ground Search and Rescue Association
 Laubach Literacy
 Family Literacy
 Saint John Boys and Girls Club
 Coverdale House
 Arts and Culture
 Business Community Anti Poverty Initiative

Human Development Council
 Volunteer Centre of Saint John
 Individual Advocate
 Access Centre
 Comprehensive Community Coalition
 St Croix Vocational Centre
 Early Intervention
 Volunteer Centre and Food Bank
 John Howard Society Charlotte
 St Croix Waterway
 Seniors
 Environment
 Grand Manan Museum
 Coordinated Approach to Rural Services
 Oromocto Food Bank
 Fredericton Woman's Shelter
 Fredericton Community Shelter
 CMHA
 Fredericton Arts and Learning
 Ground Search and Rescue
 Fredericton Boys and Girls Club
 Fredericton Anti Poverty Organization
 Individual Advocate
 Saint John River Society
 Taymouth Community group
 Green Hill Lake Camp
 Village of Perth Andover

Harvey Outreach
 Woodstock Food Bank
 21 Inc (Leadership)
 NB Association of Women's Shelters
 Literacy Coalition of NB
 Sport NB
 Conseil consultatif sur la Condition féminine du N.-B.
 Non Profit Housing Association
 Canadian Red Cross
 Lions Clubs
 Pompier volontaires, Edmundston
 NB Association of shelters
 Association communautaire de la ville d'Edmundston
 Fédération des Aînés du N.-B.
 Secteur des sports et loisirs du Restigouche
 Édifice Mailet
 Foyer de St Léonard
 Jeux D'Acadie
 Village De Saint Quentin
 Intervention Précoce de Grand Sault
 Banque Alimentaire de Grand Sault
 Alphabétisation
 Miramichi Boys and Girls Clubs & Big Brothers/Sisters
 Adult Education
 Bathurst Sustainable Development
 Tourism / culture
 Minlak training

Youth Services
 CVA
 Mayor of Chipman
 Village de Rogersville
 Groupe de développement durable du pays de Cocagne
 Comité Dyslexie du comté de Kent
 Maire de Rogersville
 Association francophone et acadienne des aînés
 et aînés du N.-B.
 Comptoir Alimentaire Néguac
 Le Phare, Bouctouche
 Université du troisième âge du Sud Est
 Atelier Beausoleil
 Centre d'accès de Memramcook
 Centre de bénévolat de la Péninsule Acadienne
 Association professionnelle pour éducatrices
 Mouvement acadien des communautés en santé
 Nature N.-B. Projet Syfleur
 l'Accueil Ste Famille
 Secours Amitié
 Bathurst Curling Club
 Coalition Pour La Justice Sociale
 Réseau communautaire en santé
 Musée de Tracadie

Appendix: *Summary of Profiles Received from Agencies*

The Profile questionnaires were intended to give a quick picture of the many community non profit groups in New Brunswick. We realized that this would place additional administrative load upon our agencies, and we purposely kept the questions brief and to a minimum.

The Deputy-Minister of Finance agreed to play a supporting part by appointing staff to receive and tabulate the responses. This introduced accuracy and impartiality into the process. We are very grateful for this assistance,

PROFILES

- **644 replies received**

The Task Force was able to initially compile a list of 2,700 groups within New Brunswick — some may have ceased operations at this date. In any case, 1,099 groups attended face-to-face consultations and a large percentage of these profile questionnaires were submitted as a result of those consultations. Therefore the rate of response from consulted community groups could be calculated as being close to two-thirds having responded.

(As a comparison, it is reported that Revenue Canada Annual Charitable Returns run around 5% response.)

LANGUAGE OF PROFILE

- **410 (65%) profiles received in English;**
- **234 (35%) profiles received in French.**

Groups that provide services in both Official Languages and provincial satellites tended to submit profiles in English.

PROVINCIAL ELECTORAL DISTRICTS

All 55 Provincial Electoral Districts were represented by one or more responding groups centered within their boundaries. As well, many groups are provincial in nature, and provide services in more than one electoral district (especially in municipal areas). See attached page for individual District statistics.

STATUS OF ORGANIZATION

- **199 (31%) Registered Charities with Revenue Canada**
- **302 (47%) Incorporated Non Profits in New Brunswick**
- **143 (22%) Community Groups**

Many groups hold Registered Charity Status as well as being an Incorporated Non Profit in New Brunswick (usually the better resourced groups in the community).

COMMUNITY SERVICES PROVIDED

(and number of responses)

Hospitals, Universities, and Colleges were not factored into these profiles as being outside the mandate of this Task Force.

Health	31
Sport & Recreation	65
Service Clubs	24
Seniors	30
Youth	58
Art & Culture	72
Community Access Center	22
Literacy, Adult Education	37
Food Banks & Shelters	51
Training	7
Foundations	10
Community Outreaching	44
Community Service Locations	39
Environment	23
Other	13
Housing	34
Childcare	14
Care Facilities	32
Disability Groups	29
Churches	12

ANNUAL FINANCIAL RESOURCE BASE

(self-reported)

Many of the organizations that survived the government budget cuts of the '90s are still financially fragile, subject to unpredictable, short-term, complex, targeted, project funding that may unravel at any time. Groups often cited the perils of "mission drift" as they moved towards more fundable pursuits. As well, this competition for resources engendered a protectionist attitude (particularly in rural communities) that made it more difficult to collaborate and to co-share.

This fiscal starvation has produced fewer resources for administrative needs (i.e. supervisory support, accountability, fund raising) and groups frequently have noted the accompanying inability to plan for future direction of vital community services and programs.

Community Donations	\$13,593,357	
Fundraising	11,517,771	
Fees for Services	49,060,184	
Community Financial Investment	\$ 74,171,312	(40%)
Add: Value — Gifts in Kind	\$ 15,973,231	(8%)
Add: Volunteers est. Value	\$ 23,368,000	(12%)
Municipal Government	\$,867,870	(2%)
Provincial Government	\$56,764,740	(30%)
Federal Government	\$15,144,326	(8%)
GRAND TOTAL	\$188,289,479	(100%)

- Number of Agencies with annual operating budget over \$500,000/yr was 208 of 644 groups (32%)

VOLUNTEERS

The three most common voluntary activities noted were: organizing programs and activities, serving as a Board Member, and fundraising. Other studies have noted that the number of volunteers is decreasing, but fewer volunteers are assuming more volunteer hours. The reported totals are very conservative as some sport groups did not even begin to estimate volunteer hours.

Total Number of volunteers	30,846/yr
Total Estimated Hours of Service	2,430,355/yr

Calculated on the basis of 2,080 man-hours equaling one person this figure is the equivalent of 1,168.4 full-time persons. Calculating full-time wages @\$20,000/yr, this would have a value of \$23,368,000.

- Number of Agencies operated by Volunteers only 242 of 644 (38%)

EMPLOYEES

(Paid Staff)

As shown, the workforce is comprised mainly of female staff. Groups have noted during the consultations that the average age of employees has increased, and there was a decline in permanent jobs.

Low wages and few employment benefits have generally made the sector unattractive to career entry candidates. These factors have resulted in out-migration, moves to government, or to the call centers.

Full-time Employees

Male	400
Female	1,627

- Agencies with five (or more) full-time employees
107 of 644 (17%)

Part-time Employees

Male	351
Female	2,217

BENEFITS FOR EMPLOYEES

(Other than mandatory benefits)

- 173 of 644 (27%) groups responded as having benefit plans other than mandatory benefits. Most common were health plans, and mostly in the larger employee groups or in national organizations. (Mandatory Benefits are E.I., C.P.P., Workers' Compensation, and Vacation Pay)

GIFTS IN KIND

- Estimated Total Values: \$15,973,231

Gifts in Kind reflect donations of food to Food Banks, buildings, equipment, professional services, etc. However, some groups may have reported a 'one-time donation', and not necessarily an Annual one.

PROVINCIAL ELECTORAL DISTRICTS

with number of replies received

1. Campbellton-Restigouche Centre	24
2. Dalhousie-Restigouche East	8
3. Nigadoo-Chaleur	16
4. Bathurst	11
5. Nepisiguit	2
6. Caraquet	16
7. Lameque-Shippagan-Miscou	20
8. Centre-Peninsule-Saint-Sauveur	13
9. Tracadie-Sheila	13
10. Miramichi-Neguac	4
11. Miramichi-Bay du Vin	2
12. Miramichi Centre	13
13. Southwest Miramichi	2
14. Rogersville-Kouchibouguac	14
15. Kent	18
16. Kent South	2
17. Shediac-Cap Pele	15
18. Tantramar	25
19. Memramcook-Lakeville-Dieppe	12
20. Dieppe Centre-Lewisville	9
21. Moncton East	13
22. Moncton West	30
23. Moncton North	19
24. Moncton Crescent	6
25. Petitcodiac	14
26. Riverview	4
27. Albert	10
28. Kings East	24
29. Hampton-Kings	12
30. Quispamsis	5
31. Saint John-Fundy	3
32. Rothesay	4
33. Saint John East	8
34. Saint John Harbour	32
35. Saint John Portland	1
36. Saint John Lancaster	3
37. Fundy-River Valley	4
38. Charlotte-The Isles	11
39. Charlotte-Campobello	30

BLUEPRINT FOR ACTION

40. Oromocto	1
41. Grand Lake-Gagetown	8
42. Fredericton-Nashwaaksis	21
43. Fredericton-Fort Nashwaak	3
44. Fredericton-Lincoln	12
45. Fredericton-Silverwood	16
46. New Maryland-Sunbury West	3
47. York	6
48. York North	8
49. Woodstock	6
50. Carleton	6
51. Victoria-Tobique	27
52. Grand Falls-Drummond-Saint-Andre	6
53. Restigouche-La-Vallee	23
54. Edmundston-Saint-Basile	23
55. Madawaska-les Lacs	14

Appendix:
Insurance planning
-Liability, etc.

COX & PALMER

TO: Insurance Bureau of Canada
FROM: Daniel M. Campbell
DATE: July, 2007
RE: Legislation Limiting Liability of the Volunteer Sector
 File No. 21413/12

You asked us to advise you with respect to the legislation in various Canadian provinces limiting the liability of volunteers and voluntary agencies. IBC is preparing a submission to the premier's community non-profit taskforce (New Brunswick), which is chaired by Ms. Claudette Bradshaw.

Civil liability is a matter of provincial jurisdiction. Our survey of the legislation of the Canadian provinces found three types of legislation:

- "Good Samaritan" legislation
- Volunteer Protection legislation
- Special legislation

Good Samaritan Legislation

Several provinces have statutes giving specific protection to individuals who voluntarily provide assistance to the victim of an accident or medical emergency. Typically, these acts provide that the "Good Samaritan" is not liable unless that person has been *grossly negligent*.

- Nova Scotia: *Volunteer Services Act*, R.S.N.S. 1989, c. 497. Protection is provided to a person who renders services or assistance to a person who is ill, injured or unconscious as a result of an accident or other emergency, regardless of where the service is provided, unless the volunteer is grossly negligent. Similarly, a volunteer who provides assistance to preserve or protect endangered property is not liable for resulting damage unless he or she is grossly negligent.
- Prince Edward Island: *Volunteers Liability Act*, R.S.P.E.I., c. V-5. The Act appears to be based on the Nova Scotia Act, and provides protection to

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volunteers who provide emergency assistance to persons or in the protection of property (except for gross negligence).

- Ontario: *The Good Samaritan Act, 2001*, S.Ont. 2001, c. 2. The Act provides protection for a health care professional who provides emergency health care or first aid to a person who is ill, injured or unconscious as a result of accident or emergency if the services are provided at a location other than a hospital or other place with appropriate facilities and equipment. It also protects an individual other than a health care professional who provides emergency first aid to such a person at the immediate scene of an accident or emergency. Once again, the protection is provided unless the damages were caused by gross negligence.
- Manitoba: *The Good Samaritan Protection Act*, C.C.S.M., c. G65. Protection is provided to a person who provides emergency medical services to the victim of an accident or medical emergency at the immediate scene of the accident or emergency, unless the volunteer is grossly negligent.
- Alberta: *Emergency Medical Aid Act*, R.S.A. 2000, c. E-7. The Act provides protection to a health professional (physician, registered nurse or registered health profession member) for emergency medical service or first aid assistance provided other than at a hospital or place having adequate medical facilities, or to a person other than a health care professional who voluntarily renders first aid or assistance at the immediate scene of an accident or emergency. The protection does not apply if the damage is caused by gross negligence.
- British Columbia: *Good Samaritan Act*, R.S.B.C. 1996, c. 172. A person who renders emergency medical services or aid to an ill, injured or unconscious person at the immediate scene of an accident or emergency is not liable unless a person is grossly negligent.

Our survey did not include Quebec. Newfoundland, New Brunswick and Saskatchewan do not appear to have general “Good Samaritan” legislation.

The statutes vary in some of their details (most are directed specifically to medical assistance and first aid) Nova Scotia is alone in providing protection to a broader range of assistance. It is also alone in providing protection to assistance in aid of protection of property.

However, none of the Acts provide explicit protection for a non-profit agency. There will be relatively few occasions when a non-profit agency is in a position to render such emergency medical assistance (other than an agency like St. John’s Ambulance). The B.C. legislation was interpreted and applied in *Fraser v Kelowna Motorcycle Club et al* [1988] B.C.J No. 343 (St. John Ambulance volunteers at a motorcycle race). While the loss was found to have

been caused by the plaintiff's own negligence, the Judge commented that the St. John Ambulance volunteers were exactly the sort of persons which the Act was intended to protect. Interestingly, he would have extended the protection to the Saint John Ambulance organization – presumably on the ground that if the volunteers are not liable, there is nothing for the “employer” to be vicariously liable for. This was *obiter*, and we have found no case in which the matter was directly in issue.

In *Birch v Wilts* [1992] B.C.J. No. 1540 it was alleged that a volunteer providing assistance to an injured man was responsible in part for the injuries (for failing to prevent further injuries). This was rejected on the facts, but the Court acknowledged that the Good Samaritan Act would apply to prevent liability in any case.

Volunteer Protection Legislation

Nova Scotia alone provides a general protection to volunteers in non-emergency circumstances:

- Nova Scotia: *Volunteer Protection Act*, S.N.S. 2002, c. 14. The Act provides protection to volunteers working through non-profit organizations while acting in the scope of their responsibilities in the non-profit organization. The limitation does not apply if damage was caused by wilful misconduct or gross negligence, if the damage was caused through the operation of a motor vehicle which is required to be insured, or if the volunteer was “unlawfully using or impaired by” alcohol or drugs. Note that the Act does not protect the non-profit organization, which would presumably be vicariously liable.

We were unable to identify similar legislation in any other province. Note that, once again, protection is provided to the individual volunteer, but not to the non-profit or volunteer organization through which he or she provides a volunteer service.

Special Legislation

Most provinces have adopted special legislation protecting volunteers from liability with respect to donations of food or distributions of donated food.

- Newfoundland: *Donation of Food Act*, S.N.L 1997, c. D-26.1
- This provision is contained in Nova Scotia's Good Samaritan legislation, the *Volunteer Services Act*. A 1992 amendment extends protection against damages as a result of illness or death resulting from consumption of food or use of sundries provided by a volunteer, unless the volunteer has been grossly negligent, or knew that the food or sundries were contaminated or otherwise unfit for use. The Nova Scotia legislation is broader than that of the other provinces in that it includes

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non-food “sundries”. (A regulation defines “sundries” to include cellular telephones donated by MTT Mobility Inc.)

- Prince Edward Island: *Donation of Food Act*, R.S.P.E.I., c. D-13.1
- New Brunswick: *Charitable Donation of Food Act*, R.S.N.B., c-2.002
- Ontario: *Donation of Food Act*, 1994, S.Ont. 1994, c. 19
- Manitoba: *Food Donations Act*, C.C.S.M., c. F135
- Saskatchewan: *The Donation of Food Act*, 1995, S.Sask, 1995, c. D-32.01
- Alberta: *Charitable Donations of Food Act*, R.S.A. 2000, c. C-8

Most acts specify that a director, officer, agent, employee or volunteer of a corporation that donates food is not personally liable. The implication is that the non-profit corporation is liable, although an argument could be made that, in law, a “person” who is protected from liability includes a corporation. To the best of our knowledge there has never been a court decision interpreting any of this legislation.

Some provinces (including PEI and NB) have provisions in their E911 Legislation protecting volunteers working with agencies providing emergency services.

Doctrine of Charitable Immunity

There is no, and never has been, a doctrine of charitable immunity in Canada. The topic was most recently canvassed by the Ontario Court of Appeal in *Re Christian Brothers of Ireland in Canada*, [2000] 184 D.L.R. (4th) 445. The Court canvassed the question and noted that the doctrine had been expressly rejected as early as 1890 by the New Brunswick Court of Appeal in *Donaldson v Saint John General Public Hospital* 30 N.B.R. 279. (The doctrine was active in the U.K, but was rejected there in 1866. It was active in the united States until 1942, when it was rejected.)

Alternative Approaches

Legislation to limit liability of volunteers and non-profit agencies will either deny recovery to an injured person or transfer cost to a joint tortfeasor who may only be liable to a small extent. Such approaches are subject to criticism on the basis of policy or fairness.

As an alternative to such legislation, it might be possible to establish insurance arrangements under which the risk is pooled. The government participate in such programs and can act as the insurer for all or part of the risk, as a means of implementing a public policy of reducing the risk-cost of the non-profit agencies. Such a program has been established for the Nova

Scotia Trails Federation, an organization of 139 community-based non-profit groups that develop and maintain the Province's network of trails. In 2005, several of the groups proposed to abandon their activities and close the trails because of concerns over rising insurance costs. The Government of Nova Scotia established a single insurance program to cover all such trails and members. Particulars of the program are not publicly available, but we understand that the Province has retained some portion of the risk, thus reducing the overall premium which is charged to the member organizations.

Such arrangements can also be made without participation of government. The Nova Scotia Association of Health Organizations (the members of which are all non-profit, although not entirely volunteer agencies; they include the largest hospitals in the Province) has established its own reciprocal insurance exchanges to pool risks and ensure that insurance costs are based on actual Nova Scotia claims experience.

Summary

The legislation described above limits the personal liability of the volunteer, but does not limit the liability of a non-profit or voluntary agency. Legislation may therefore remove a disincentive to volunteer activity for individuals, but will do nothing to reduce the risk cost to non-profit organizations. If this risk cost, as experienced through insurance premiums, is identified as a problem, other approaches will be necessary.

The Nova Scotia Volunteer Protection Act might be a basis for such legislation if it were broadened to protect the organization as well as the individual. The effect, of course, would be to deny a remedy to the injured person (or to transfer responsibility to a joint tortfeasor). If such an approach is considered unacceptable on policy grounds, an alternative is efficient insurance arrangements under which the risk is pooled, and in which the government can retain a portion of the risk to the extent consistent with public policy.

DMC/cra

Appendix:
Health Benefit Planning



INTRODUCTION

Medavie Blue Cross (herein referred to as Blue Cross) is pleased to provide our proposal for group benefits coverage for the Employees of the non-profit organizations through out the province of New Brunswick. We would like to thank you for the opportunity to demonstrate how Blue Cross can offer affordable quality health care coverage to these organizations.

FINANCIAL ARRANGEMENTS

This group will operate on an administrative services only (A.S.O) basis.

ENROLMENT REQUIREMENTS

<i>Number of Eligible Employees</i>	<i>Participation Percentage Required</i>
3 to 9	100%
10 to 24	85%
Greater than 25	75%

EMPLOYEE CONTRIBUTION

<i>Annual Earnings</i>	<i>Contribution</i>
\$0 - \$24,999	0%
\$25,000 - \$49,999	25%
Greater than \$50,000	50%

TERMINATION OF INSURANCE

All coverage ceases the earlier of retirement or when the employee attains age 70. For employees working on an approved project, coverage will terminate on the date the project is deemed to be complete.

ELIGIBLE EMPLOYEES

All full-time, permanent employees are eligible if actively working at least 20 hours per week on the effective date of this plan.

Employees hired after the effective date, may elect coverage by completing an application within 31 days of becoming eligible following the plan waiting period. Coverage is effective on the later of the date of eligibility or the date that application is made for group benefits provided the employee is actively at work on that date.

PLAN WAITING PERIOD

The plan waiting period for employees hired after the effective date of coverage will be 30 days of active full-time employment. There will not be a plan waiting period for all active permanent employees hired on or before the effective date.

APPENDIX: BENEFITS FOR NON-PROFIT ORGANIZATIONS THROUGH OUT THE PROVINCE OF NEW BRUNSWICK



SCHEDULE OF BENEFITS

The benefits included in this proposal are underwritten by Medavie Inc., operating under the business name Medavie Blue Cross and Blue Cross Life Insurance Company of Canada.

BENEFIT	BENEFIT PROVISIONS	COST*
Basic Group Life Insurance	<ul style="list-style-type: none"> Flat \$10,000 per employee Reduces 50% at age 65 	\$0.10/\$1,000
Accidental Death & Dismemberment	<ul style="list-style-type: none"> Same as or equal to Basic Group life 	\$0.02/\$1,000
Dependent Life	<ul style="list-style-type: none"> Spouse - \$5,000 Child - \$2,500 	\$0.75/Unit
Health Benefits		
Extended Health Care	<ul style="list-style-type: none"> In-Canada Only Program pays 80% Reimbursement to the employee. Professional Ambulance - \$1,000/calendar year Special Ambulance Attendant - \$500/calendar year Private Duty Nursing - \$10,000/calendar year Oxygen Accidental Dental Diabetic Supplies Diabetic Equipment - \$700/5 calendar years Ostomy supplies Speech Aids - \$500/calendar year Paramedical Practitioners - \$500/calendar year per practitioner to an overall maximum of \$1,500/ calendar year Prosthetic Appliances - \$300/calendar year Orthopaedic Shoes/Supplies (>21 yrs) - \$200/calendar year Orthopaedic Shoes/Supplies (<21 yrs) - \$300/calendar year Hearing Aids (>21yrs) - \$300/ 3 calendar years Hearing Aids (<21yrs) - \$300/ ear/3 calendar years 	<p>\$7.74 (Single) \$18.54 (Family)</p>
Vision Care	<ul style="list-style-type: none"> In-Canada Only Program pays 80% Reimbursement to the employee. \$150/2 calendar years for participants >21yrs \$150/calendar year for participant <21 yrs Contact lenses due to disease - \$200/2 calendar years Visual Training - \$120/lifetime 	<p>\$3.98 (Single) \$9.80 (Family)</p>

SCHEDULE OF BENEFITS (CON'D)

APPENDIX: BENEFITS FOR NON-PROFIT ORGANIZATIONS THROUGH OUT THE PROVINCE OF NEW BRUNSWICK



BENEFIT	BENEFIT PROVISIONS	COST*
<i>Drugs - Option #1</i>	<ul style="list-style-type: none"> In-Canada Only Paid directly to the pharmacy For employees with earnings less than \$25,000 per annum, \$4/adult and \$2/child co-payment per prescription For employees with earnings of \$25,000 or more per annum, \$15 co-payment per prescription. 	\$40.49 (<i>Single</i>) \$96.33 (<i>Family</i>)
<i>Drugs - Option #2</i>	<ul style="list-style-type: none"> In-Canada Only Paid directly to the pharmacy 20% to a max of \$5 co-payment per prescription 	\$43.56 (<i>Single</i>) \$103.56 (<i>Family</i>)
<i>Drugs - Option #3</i>	<ul style="list-style-type: none"> In-Canada Only Paid directly to the pharmacy 20% per prescription 	\$34.24 (<i>Single</i>) \$81.23 (<i>Family</i>)
<i>Drugs - Option #4</i>	<ul style="list-style-type: none"> In-Canada Only Paid directly to the pharmacy \$10 co-payment per prescription 	\$37.07 (<i>Single</i>) \$87.95 (<i>Family</i>)
Dental Benefits		
<i>Dental - Option #1</i>	<ul style="list-style-type: none"> In-Canada Only Reimbursement to the employee. Current Fee Guide Basic - program pays 70% 1 recall per year \$1,000/calendar year 	\$17.75 (<i>Single</i>) \$41.18 (<i>Family</i>)
<i>Dental - Option #2</i>	<ul style="list-style-type: none"> In-Canada Only Reimbursement to the employee. Current Fee Guide Basic - program pays 80% 1 recall per year Unlimited 	\$20.89 (<i>Single</i>) \$48.45 (<i>Family</i>)
<i>Dental - Option #3</i>	<ul style="list-style-type: none"> In-Canada Only Reimbursement to the employee. Current Fee Guide Basic - program pays 80% 1 recall per year \$1,000/ calendar year 	\$20.05 (<i>Single</i>) \$46.50 (<i>Family</i>)

APPENDIX: BENEFITS FOR NON-PROFIT ORGANIZATIONS THROUGH OUT THE PROVINCE OF NEW BRUNSWICK



SCHEDULE OF BENEFITS (CON'D)

BENEFIT	BENEFIT PROVISIONS	COST*
Survivor Benefits	<ul style="list-style-type: none"> • In the event of the subscriber's death, dependents shall continue to be covered for Health and Dental benefits without paying the premiums; however, coverage will end on the earliest of the following dates: <ul style="list-style-type: none"> ○ the contract termination date; ○ twenty-four (24) months after the subscriber's death ; ○ the effective date of any similar coverage with another insurer; ○ whenever they cease to be eligible dependents as defined in the contract. 	Included in costing for Health & Dental benefits

**The costs for coverage are based on 1,600-2,000 non-profit organizations each employing approximately 10-15 employees. We have also assumed 80% to be female and the average age to be 35.*

NOTE: *This quotation is issued "Errors and Omissions Excepted" and is not a contract. Any benefits underwritten will be subject to the terms and conditions of your Group Contract - a specimen copy of which is available on request.*

APPENDIX: BENEFITS FOR NON-PROFIT ORGANIZATIONS THROUGH OUT THE PROVINCE OF NEW BRUNSWICK