

# Voluntary and Non-Profit Secretariat Annual Report 2011-12



## *Message from the Minister*

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As Minister Responsible for the Volunteer and Non-Profit Sector and in accordance with the Government of Newfoundland and Labrador's commitment to accountability, I am pleased to submit the 2011-12 Annual Report for the Voluntary and Non-Profit Secretariat (VNPS). This report provides details on the activities of VNPS from April 1, 2011 to March 31, 2012.

The Voluntary and Non-Profit Secretariat continues going forward as it satisfies the strategic directions of the Government to both recognize community volunteers and to strengthen the relationship between the sector and government. The 2011 URock Volunteer Awards marked the second wave of recipients to be recognized for their community volunteerism and leadership.

The 2012 Community Summit was held in Corner Brook February 26-28 marking the second such gathering hosted by VNPS. The summit helped foster and build the relationship between the volunteer and non-profit sector and the Provincial Government.

As the Minister Responsible for the Volunteer and Non-Profit Sector, I am accountable for the results reported in this document. This Annual Report has been prepared in accordance with the Government of Newfoundland and Labrador's *Transparency and Accountability Act* provisions for a Category 2 entity.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nick McGrath', written in a cursive style.

**Nick McGrath, MHA**  
***Minister for Intergovernmental and Aboriginal Affairs***  
***Minister Responsible for Labrador Affairs***  
***Minister Responsible for the Volunteer and Non-Profit Sector***

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## *Table of Contents*

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<b>Message from the Minister.....</b>	<b>1</b>
<b>Overview .....</b>	<b>4</b>
<b>Mandate.....</b>	<b>6</b>
<b>Lines of Business .....</b>	<b>6</b>
<b>Values.....</b>	<b>7</b>
<b>Vision .....</b>	<b>7</b>
<b>Primary Clients .....</b>	<b>7</b>
<b>Mission .....</b>	<b>8</b>
<b>Shared Commitments.....</b>	<b>8</b>
<b>Highlights and Accomplishments.....</b>	<b>9</b>
<b>Opportunities and Challenges Ahead .....</b>	<b>10</b>
<b>Report on Performance .....</b>	<b>11</b>
<b>Appendix A - Strategic Directions .....</b>	<b>18</b>
<b>Appendix B - 2012 Community Summit Agenda .....</b>	<b>19</b>

## Overview

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The Voluntary and Non-Profit Secretariat (VNPS) is a policy office within the Executive Council advising government on issues affecting the volunteer and non-profit sector in Newfoundland and Labrador. As of March 31, 2012 the Secretariat is composed of:

- Deputy Minister;
- Secretary to the Deputy Minister
- Director of Policy and Strategic Planning;
- Senior Policy and Program Development Specialist;
- Program and Policy Development Specialist;
- Departmental Program Coordinator;
- Director of Communications (cross-appointed with IGAA and Labrador Affairs Office)
- Communications Specialist (cross-appointed with IGAA).

The gender breakdown for the staff of the Voluntary and Non-Profit Secretariat is four females and four males. The VNPS office is located on the main floor of the Confederation Building's West Block in St. John's.

The Voluntary and Non-Profit Secretariat works closely with a wide range of stakeholders including Provincial Government departments and entities as well as an array of community organizations and leaders.

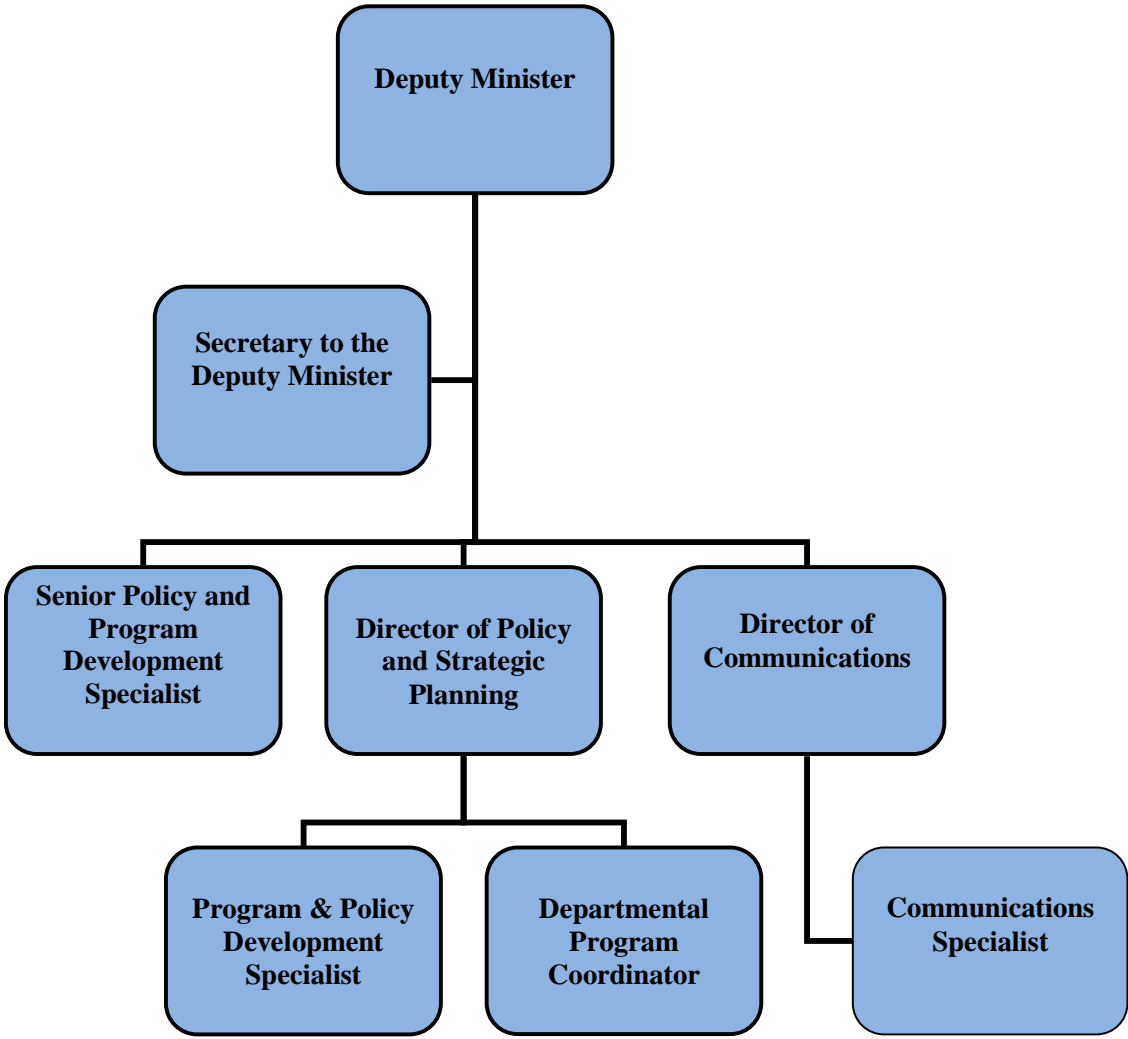
A strong and resilient volunteer and non-profit sector plays a critical role in the health of our communities. In Newfoundland and Labrador the volunteer and non-profit sector is a diverse entity, including: faith-based groups, arts, culture, recreation, community and social development, as well as environmental and advocacy organizations. It is often volunteers and community organizations that deliver critical services to communities including fire and emergency responses, adult literacy programs, municipal services, seniors and supportive living assistance, and employment services.

To carry out its mandate for 2011-12, VNPS was allocated \$935,500 with actual expenditures totaling \$820,600. The VNPS 2011-12 financial break-down is provided below:

	<b>Actual 2011-12</b>	<b>Budgeted 2011-12</b>
Salaries	\$437,081	\$512,500
Employee Benefits	9,332	3,000
Transportation and Communications	60,891	87,000
Supplies	17,171	10,000
Professional Services	46,719	55,000
Purchased Services	83,366	165,000
Property, Furnishings and Equipment	5,141	3,000
Grants and Subsidies	98,500	100,000
<b>Total</b>	<b>\$758,201</b>	<b>\$935,500</b>

*Source: 2011-12 Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund.*

# Voluntary and Non-Profit Secretariat Organization Chart



## *Mandate*

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The mandate of the Voluntary and Non-Profit Secretariat is to enhance and support the contribution of the volunteer and non-profit sector to the well being of all communities by:

- Strengthening the relationship and improving collaboration between the provincial government and the volunteer and non-profit sector;
- Enhancing the ability of the volunteer and non-profit sector to meet changing community needs;
- Promoting volunteerism and social enterprise;
- Facilitating the development of provincial government programs and policies which support the volunteer and non-profit sector; and
- Fostering innovative and creative collaborative approaches.

## *Lines of Business*

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Falling within the 2011-14 business planning cycle the Voluntary and Non-Profit Secretariat's 2011-12 stated lines of business are:

**Fostering Resiliency:** The Voluntary and Non-Profit Secretariat works in close collaboration with community-based leaders to identify the needs and develop the supports, resources and training meant to enhance the capacity of organizations to meet changing community needs. By working to reinforce and foster the growth of these fundamentals within the community, VNPS seeks to encourage the volunteer and non-profit sector to become more resilient against periods of adversity. Fostering resiliency within the sector sets the stage for the creation of innovative solutions to tackle the challenges our communities confront as organizations more easily settle their day-to-day concerns. As resiliency is strengthened organizations can take greater advantage of opportunities to test and experiment with new ideas or approaches for the future.

**Policy Advice:** The Voluntary and Non-Profit Secretariat provides policy advice and expertise within government on the issues and needs in the volunteer and non-profit sector. As a policy office the Secretariat is uniquely positioned to advise government on the perspectives, key issues and contributions of the sector to our province. VNPS do this by meeting with community stakeholders, asking them to share their opinions and experiences and to identify how government and the community might work together more effectively. VNPS also provides analysis of legislative, policy, program and service delivery matters that directly impact the volunteers, organizations and staff that make up the volunteer and non-profit sector.

**Promotion and Recognition:** The Voluntary and Non-Profit Secretariat uses a wide range of tools and approaches to promote, recognize, and celebrate the contributions of the thousands of volunteers, employees and organizations that make up the volunteer and non-profit sector in our province.

## Values

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The core values explain the character of the organization we promote and the action statements guide behavior. The core values of the Voluntary and Non-Profit Secretariat are as follows:

<b>Collaboration</b>	Each person is committed to being inclusive, promoting and encouraging partnerships and cooperation, and using a consultative approach when seeking solutions.
<b>Respect</b>	Each person's attitude and actions will embrace difference and diversity and exemplify professional conduct in their interactions with government and volunteer and non-profit sector colleagues.
<b>Innovation</b>	Each person supports creative thinking and approaches in the workplace.
<b>Empowerment</b>	Each person supports and encourages leadership, sustainability and strengthened capacity both within the secretariat and with our partners in the volunteer and non-profit sector.
<b>Vision</b>	Each person will seek and promote/encourage progressive and imaginative thinking and solutions to the challenges faced by the volunteer and non-profit sector.

## Vision

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The vision of the Voluntary and Non-Profit Secretariat is one of a *resilient, active and valued* volunteer and non-profit sector with citizens that feel the responsibility and opportunity to contribute to their community.

## Primary Clients

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The primary clients of the Voluntary and Non-Profit Secretariat include the volunteer and non-profit sector, other government departments and agencies, and the general public. In working to fulfill its mandate and vision the secretariat regularly interacts with organizations both in the volunteer and non-profit sector and inside government. The secretariat also regularly interacts with those in the general public who may operate outside the larger volunteer and non-profit organizations in the province, or potentially not be part of the sector at all, who are seeking to find a window into government for guidance on the resources that are available to them in their communities.



## *Mission*

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By 2017 the Voluntary and Non-Profit Secretariat will have facilitated the strengthening of resiliency and capacity within the volunteer and non-profit sector, enabling the sector to meet changing community needs.

## *Shared Commitments*

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With the exception of its work in the promotion and recognition of volunteers, VNPS does not deliver public programs or services. Much of the work carried out by VNPS is policy focused with the office often serving as a liaison between the government and the volunteer and non-profit sector. Efforts by VNPS to help increase capacity and resiliency within the sector must involve partners from both government and the sector. Government departments are important to this relationship given their role as service and program providers. Community based partners are also critical to VNPS for the input they provide on signaling what current needs or opportunities the province's volunteer and non-profit sector may confront.

The following are examples of partnerships VNPS had in 2011-12:

- In partnership with the Newfoundland and Labrador Statistics Agency (NLSA), Advanced Education and Skills' Labour Market Development Branch, and Memorial University's Harris Centre, VNPS initiated a study to identify the volunteer and non-profit sector's training needs, providers and opportunities within the province. This initiative began in the 2010-11 reporting period and remains ongoing. It will address one of the key goals developed at the 2010 Community Priorities Summit.
- VNPS has continued to lead the development of a new internal grants management database in close partnership with the Office of the Chief Information Officer (OCIO). This database provides those public servants involved in the grants process across government with cross-departmental information and tracking on the approvals process. This initiative reflects government commitments found within our mandate to improve the grants process. This initiative also contributes to the strategic direction of formalizing a policy and program framework supportive of the sector.
- VNPS continued to partner with the Community Sector Council (CSC) to explore the potential for regional resource sharing with the Clusters pilot projects on both the Burin and Bonavista Peninsulas.
- VNPS continued to partner with the independent URock Volunteer Award Selection Board to assist with that group's work to review nominations and select recipients for the 2011 URock Volunteer Awards.
- The Department of Education partnered with VNPS to develop a new high school medal for volunteerism and community involvement. In 2011-12 VNPS participated on the selection committee for the medal's design and the Minister Responsible for the Volunteer and Non-Profit Sector awarded the chosen designer at a local recognition event. VNPS continues to promote the High School Medal while the

Department of Education oversees administrative responsibilities. This supports the strategic direction of recognizing the work of community volunteers.

- VNPS continued to partner with Memorial University's Student Volunteer Bureau for its annual recognition event for student volunteers held annually in the lobby of Confederation Building.
- As a central agency working to ensure community and stakeholder engagement into provincial public policy, VNPS shares responsibility with its partners in the Rural Secretariat, Women's Policy Office, Disability Policy Office, Poverty Reduction Strategy, Office of Aging and Seniors, Office of Youth Engagement, and other departments and agencies as required.
- VNPS worked in partnership with the Disability Policy Office (DPO) to support the launch of the 25<sup>th</sup> Anniversary Relay of Rick Hansen Man in Motion tour. VNPS and DPO planned and executed the national relay's first end of day event with a celebration at Memorial University's Field House. This links to the strategic directions of recognizing volunteers.
- VNPS has worked in partnership with Provincial Government Programs and the Community Sector Council on an initiative to build capacity within the province's volunteer and non-profit sector to perform Social Return on Investment (SROI) assessments. SROI is a relatively new technique for organizations dealing with social, environmental, or cultural issues to demonstrate their value to various stakeholders and to increase their evaluation capacity.

## *Highlights and Accomplishments*

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The following provides a list of accomplishments and activities by VNPS for 2011-12:

- In support of expanding use of the community-based grants and contributions database across the Provincial Government, VNPS held 19 separate training sessions with 65 people being trained in the 2011-12 reporting period. This effort supports the strategic direction of building a supportive policy and program framework for strengthening the sector.
- VNPS has continued its support for the Who Cares? promotional campaign originally launched in August 2010 recognizing the contribution of volunteers to our communities. VNPS aired an additional round of the Who Cares? commercial ads during the Winter of 2012. This supports the strategic direction of recognizing the work of community volunteers.
- The Global Citizenship Initiative (GCI) in partnership with VNPS developed two reports. The first report '*Be at the Table*' is the result of a focus group GCI held on the issue of youth involvement and engagement in the volunteer and non-profit sector. The second report '*Social Change Leadership*' has provided foundational knowledge for potential future action(s) in support of leadership development in the volunteer and non-profit sector. This supports the strategic directions of building a framework to strengthen the sector, and enhancing the development of social

economy enterprises.

- The Newfoundland and Labrador Housing and Homelessness Network (NLHHN) in partnership with VNPS developed the report: *'Fostering Social Innovation Planning & Developmental Evaluation in NL's Voluntary, Non-Profit Sector'*. This report focused upon developing a needs assessment of the sector's evaluation and planning needs and how it may help social innovation. This supports the strategic direction of building a framework to strengthen the sector, enhancing the development of social economy enterprises, and working with the sector to enhance employment stability for organizational staff.

## *Opportunities and Challenges Ahead*

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The Voluntary and Non-Profit Secretariat (VNPS) is a unique office given its policy status and wide scope of involvement both within government and in its broader interactions with the volunteer and non-profit sector. VNPS serves as a linkage between government and the sector to keep the opportunities and challenges facing both those partners acknowledged and known to the other.

### **Opportunities**

- In 2012-13 VNPS aims to publish a resource guide for the volunteer and non-profit sector. This resource guide will serve as a reference source for relevant programs and services offered by the Government of Newfoundland and Labrador which the volunteer and non-profit sector may take advantage of in the future. This guide will also serve to increase awareness of important government programs and services at the community level.
- VNPS is continuing to lead on the roll out of the community-based grants and contributions database system across the provincial government. As more public servants are trained on the system and familiarity increases across government this database will serve as an important internal source of information for tracking and coordinating across departments which offer grants to community-based organizations in Newfoundland and Labrador. As the system becomes more populated with data, opportunities for it to serve as an information source for policy development will improve.

### **Challenges**

- Advancing awareness and understanding of the role and impact of the volunteer and non-profit sector continues to remain an ongoing challenge for VNPS. The volunteer and non-profit sector, similar to the public service, quite often confronts complex problems in areas such as poverty, addictions, homelessness, health, education, inclusion, or climate change for which outcomes are often long-term, requiring the involvement and coordination of multiple stakeholders with varied mandates and constituents. Positive solutions require systemic approaches to these complex (systemic) problems. These solutions must include the input of service users and service providers. VNPS is challenged to communicate to internal

government audiences the varied and critical contributions and perspectives of our province's volunteer and non-profit sector.

- Increasingly, the topics of social innovation and social enterprise are raised as areas of importance by both community sector leaders and the public service, yet in many circles confusion still permeates regarding those areas. Reconsidering, for example, how value is demonstrated through program evaluation and performance measurement will impact efforts to move forward in these areas. Supporting social entrepreneurship, social innovation, and social enterprise is similar yet unique from our traditional understandings of entrepreneurship, innovation, and enterprise. Providing organizations with the necessary resources and policy environment to advance their mandates will remain ongoing challenges in the coming years.

## *Report on Performance*

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### **Issue One: Strengthened Relationships**

The Secretariat was established to better identify opportunities for coordination and collaboration between the Provincial Government and the volunteer and non-profit sector. The Secretariat has been active in establishing ties with the volunteer and non-profit sector and, in the process, broadened its understanding of the issues confronting the sector. These relationships with the community and the knowledge gained from them allow the Secretariat to represent the sector's concerns within government. In March 2010 VNPS hosted the Community Priorities Summit bringing together representatives from across the province's volunteer and non-profit sector alongside peers from other sectors including government and business. The 2010 Summit resulted in the development of an informal Roadmap which broadly outlined areas of concern for community leaders; this Roadmap has since served as a planning tool for VNPS. In 2011-12 VNPS hosted the second Community Summit as part of its efforts to further strengthen government's relationship with the volunteer and non-profit sector. This issue aligns with efforts towards fulfilling the strategic direction (see Appendix A) of seeking to produce a scope of work document establishing the terms for strengthening government's relationship with the sector.

#### **Goal**

By March 31, 2014 the Voluntary and Non-Profit Secretariat will have implemented a strategic approach to strengthening the relationship between the volunteer and non-profit sector and the Provincial Government.

#### **2011-12 Objective**

By March 31, 2012, the Voluntary and Non-Profit Secretariat will have held a second Community Priorities Summit to renew input on the shared goals of the Roadmap and to continue facilitating constructive relationships with the volunteer and non-profit sector.

#### **2011-12 Measure**

A second Community Priorities Summit is held to strategically engage the sector

Indicators	Accomplishments 2011-2012
The Summit Accountability Team is reconvened.	<ul style="list-style-type: none"> <li>• The Summit Accountability Team is a group of individuals representing various community groups or government departments that have been informally engaged primarily in an advisory capacity for the Community Summits.</li> <li>• The Summit Accountability Team met on February 15 in the West Block with some members participating via telephone.</li> <li>• Where necessary VNPS found suitable representation/replacements for those members who had moved on from their previous positions and could no longer join the Accountability Team.</li> </ul>
The Summit Accountability Team reviews and sets priorities for summit.	<ul style="list-style-type: none"> <li>• The Accountability Team met with 2012 Community Summit facilitator and VNPS to hear and provide feedback on the drafted agenda setting priorities for the summit. Based on that discussion priorities were reviewed and set (i.e. items were confirmed).</li> <li>• The agreed agenda priorities set out for the summit included an initial overview of Newfoundland and Labrador's demographics (provided by NL Stats) followed by a presentation from Tim Draimin, Executive Director of Social Innovation Generation (SiG) discussing national and international trends impacting the sector. Roundtable discussions followed on key topics concluding with a community mapping exercise and plenary on the final day.</li> </ul>
The Summit is held.	<ul style="list-style-type: none"> <li>• The Voluntary and Non-Profit Secretariat's second Community Summit was held in Corner Brook between February 26 and 28 where it renewed input on shared goals (the 2010 Roadmap was revisited) and VNPS continued to facilitate constructive relationships with the</li> </ul>

	<p>volunteer and non-profit sector.</p> <ul style="list-style-type: none"> <li>• The opportunity for VNPS to revisit and gain input on the 2010 Roadmap and allow participants to be engaged in discussions/activities coordinated by the lead facilitator allowed VNPS to strategically engage the sector.</li> <li>• The 2012 Community Summit Agenda can be found in Appendix B.</li> </ul>
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**2012-13 Objective:**

By March 31, 2013, the Voluntary and Non-Profit Secretariat will have pursued the objectives of the revised Roadmap coming out of 2012 summit in collaboration with the volunteer and non-profit sector and the Provincial Government.

**2012-13 Measure**

- Distributed and pursued objectives of the Community Summit 2012 Report (i.e. the revised Roadmap).

**2012-13 Indicators**

- Distribute the Community Summit 2012 Report
- Pursue the directions (e.g. collaboration, process, resources, regional hubs, youth) highlighted in the Roadmap/Community Summit 2012 Report as opportunities arise involving partners from the volunteer and non-profit sector or government as applicable.

**Issue Two: Fostering Resiliency and Capacity within the Volunteer and Non-Profit Sector**

As our communities are constantly changing, individuals involved in the volunteer and non-profit sector across the province face an ongoing challenge in maintaining the role it plays. Volunteer and non-profit organizations are at the heart of each and every community and as our communities change, with new economic and demographic realities, volunteer and non-profit organizations are challenged to respond to new needs and demands. Fostering resiliency within the sector will mean helping community organizations to survive in our ever-changing world while promising the beginnings for long-term planning and the creation of innovative new approaches to the challenges shaping communities today.

By working to foster resiliency in the volunteer and non-profit sector it is vitally important that organizations are provided with the skills, training and resources needed to respond to these changes. The Voluntary and Non-Profit Secretariat, in collaboration with its partners from both the community and government, develop the supports, resources and training capable of strengthening the sector as it meets changing demands. In 2011-12 VNPS continued with its partners on moving forward with developing a training study

for the sector. This study will be able to inform and guide policies with the intention of fostering resiliency and capacity. This issue aligns with work towards fulfilling the strategic direction (see Appendix A) of seeking to produce a scope of work document establishing the terms for strengthening government's relation with the sector. During the 2011-12 planning year VNPS has focused on working with its partners to develop the first ever census of the province's volunteer and non-profit sector. This information will inform and provide evidence on the needs of the sector and furthermore assist in the development of a training study for the sector.

**Goal**

By March 31, 2014 the Voluntary and Non-Profit Secretariat will have taken steps to foster resiliency and capacity within the volunteer and non-profit sector.

**2011-12 Objective**

By March 31, 2012, the Voluntary and Non-Profit Secretariat will have collaborated with partners in the development of a training study to support resiliency and capacity in the volunteer and non-profit sector.

**2011-12 Measure**

Training study for the volunteer and non-profit sector carried out in collaboration with relevant partners

Indicators	Accomplishments 2011-12
Collaborative work to carry out the training study continued.	<ul style="list-style-type: none"> <li>• VNPS worked with the Newfoundland and Labrador Statistics Agency (NLSA) and the Harris Centre to secure funding to conduct a census of the NL volunteer and non-profit sector. This funding allowed the development of a master list of organizations and contacts within the province for the purpose of carrying out a census.</li> <li>• The census will provide the primary research and baseline data required to initiate a training/labour market study for Newfoundland and Labrador's volunteer and non-profit sector.</li> <li>• VNPS' role has been to serve as a facilitator between the other partners and it has taken a lead role given its expertise regarding the voluntary and non-profit sector and what information is most desirable. VNPS has also worked extensively with NLSA during the design and planning stages of the</li> </ul>

	<p>study.</p> <ul style="list-style-type: none"> <li>• VNPS continues to collaborate with its partners in NLSA, Labour Market Development, and the Harris Centre on this project.</li> </ul>
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### **2012-13 Objective**

By March 31, 2013, the Voluntary and Non-Profit Secretariat will have further supported resiliency and capacity of the sector by working with government departments and community organizations to improve the administration of government grant programs to the volunteer and non-profit sector.

### **2012-13 Measure**

- Improved the administration of government grant programs to the volunteer and non-profit sector

### **2012-13 Indicators**

- Enhance compliance with internal database on community-based grants and contributions
- Continue to conduct training sessions on the community grants and contributions database

## **Issue Three: Support the Promotion and Recognition of the Volunteer and Non-Profit Sector**

The volunteer and non-profit sector is a tremendous contributor to countless communities throughout our province. While some volunteers and organizations are highly visible and well known in their communities, others exist in the background as quiet yet equally powerful agents of social change and development. From municipal councils, to volunteer firefighters, environmental champions, literacy tutors and volunteer boards of directors and everything in between, the volunteer and non-profit sector represents a wide-range of interests and causes. We know that one of the largest contributors to the recruitment and retention of both volunteers and employees is the recognition of their contributions and gratitude for their sacrifice. The Voluntary and Non-Profit Secretariat is tasked with promoting and recognizing the good work of the sector and more importantly taking the time to celebrate the contributions of the thousands of volunteers and organizations that make our communities the places that we call home. In 2011-12 VNPS continued its previously established initiatives in this including the URock Volunteer Awards, volunteer certificates, and support for Volunteer Week across the province. This issue aligns with the government's strategic direction (see Appendix A) of recognizing the work of community volunteers.

### **Goal**

By March 31, 2014 the Voluntary and Non-Profit Secretariat will have continued in its promotion and recognition of the volunteer and non-profit sector.



### 2011-12 Objective

By March 31, 2012, the Voluntary and Non-Profit Secretariat will have continued its efforts to recognize volunteers.

### 2011-12 Measure

Existing initiatives are supported

<b>Indicators</b>	<b>Accomplishments 2011-12</b>
URock Volunteer Awards are maintained to recognize and promote the efforts of young volunteers.	<ul style="list-style-type: none"><li>• On May 14, 2011 the second URock Volunteer Awards were held at the CLB Armory recognizing seven young people and one youth-led organization.</li><li>• The URock Awards show was hosted again by locally raised performer Johnny Harris and featured performances by local musicians.</li><li>• Profiles of the recipients and other information about the 2011 URock Volunteer Awards can be found at: <a href="http://www.gov.nl.ca/vnps/promotion/2011urockwinners.html">http://www.gov.nl.ca/vnps/promotion/2011urockwinners.html</a></li></ul>
Volunteer certificates are used to recognize the impact individuals have in their communities across the province.	<ul style="list-style-type: none"><li>• During the 2011-12 reporting period 297 volunteer certificates were issued.</li><li>• The certificates are provided upon request to community organizations and/or community leaders looking to recognize individuals for volunteer work and contributions.</li></ul>
Volunteer Week continues to be recognized and celebrated by the Secretariat.	<ul style="list-style-type: none"><li>• The Minister Responsible for the Volunteer and Non-Profit Sector participated in six events across the province for Volunteer Week 2011:<ol style="list-style-type: none"><li>1. April 9 – Mount Pearl Citizen of the Year Ceremony</li><li>2. April 10 – St. John’s Volunteer Recognition Night Reception</li><li>3. April 13 – Riverhead – St. Mary’s Bay Volunteer Appreciation Night</li><li>4. April 14 – Community Sector Council, Cabot Loop Volunteer Week Reception</li></ol></li><li>• VNPS staff also took part in events and provided promotional materials.</li></ul>

**2012-13 Objective**

By March 31, 2013, the Voluntary and Non-Profit Secretariat will have increased initiatives for recognizing and promoting outstanding organizations that encourage innovation through new ideas and new approaches in their communities.

**2012-13 Measure**

- Increase initiatives for recognizing and promoting outstanding organizations that encourage innovation through new ideas and new approaches in their communities

**2012-13 Indicators**

- Presentations to government departments, agencies or external audiences which demonstrate outstanding organizations and innovative practices in communities
- The 2012 inter-provincial Counterparts Gathering being co-hosted by VNPS will promote and recognize the work of local organizations to other provinces

## Appendix A – Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through Throne and Budget speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments. The directions related to the Voluntary and Non-Profit Secretariat are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Secretariat. As indicated in the table below, some have been addressed in this Business Plan while others are addressed in the operational or work planning processes.

### **Title: Volunteer and Non-Profit Sector**

**Outcome Statement:** Stronger relationship between government and the voluntary and non-profit sector.

Components of Strategic Direction	This Direction is addressed:			
	In the entity's Business Plan	In the entity's operational plan	In a work plan for the entity	Applicable to other entities reporting to the Minister
1. Formalizing a policy and program framework in strengthening and supporting the community-based sector			X	
2. Enhance the development of social economy enterprises		X		
3. Recognize the work of community volunteers	X			
4. Produce a scope of work document to set the terms for an initiative to strengthen the relationship between government and the volunteer sector	X			
5. Work with the third sector on measures to enhance employment stability for organizational staff		X		

## *Appendix B – 2012 Community Summit Agenda*

**2012 Community Summit  
Voluntary and Non-Profit Secretariat  
Greenwood Inn, 48 West Street, Corner Brook**

<b>Sunday Feb. 26, 2012</b>	
<b>5:30 - 9:00</b>	<b>Summit Registration</b>
<b>6:30</b>	<b>Evening Reception &amp; Trade Show</b>

<b>Monday Feb. 27, 2012</b>	
<b>8:00</b>	<b>Buffet Breakfast</b>
<b>8:30</b>	<b>Summit Welcome</b> <i>Hon. Nick McGrath, Minister Responsible for the Volunteer and Non-Profit Sector</i>
<b>9:00</b>	<b>Demographic Review of NL</b> <i>Alton Hollett, Assistant Deputy Minister of the Economics &amp; Statistics Branch, Department of Finance, is responsible for the Government of Newfoundland and Labrador's (NL) economic research, analysis and forecasting functions as well as managing the NL Statistics Agency.</i>
<b>9:30</b>	<b>Keynote Address</b> <i>Tim Draimin, Executive Director of Social Innovation Generation (SiG) - Chair, Causeway Social Finance, is also the founding CEO of Tides Canada Foundation. He is a world leader in the non-profit sector and has written and spoken extensively on social enterprise and social innovation.</i>
<b>10:30</b>	<b>Coffee Break</b>
<b>10:45</b>	<b>Revisiting the Road Map</b> <i>Progress Report – Voluntary &amp; Non-Profit Secretariat</i>
<b>12:00</b>	<b>Lunch</b>
<b>1:00</b>	<b>Café Conversation</b> <b>Themes</b> <ol style="list-style-type: none"> <li>1. <b>Innovation</b> – What is new and different about your work?</li> <li>2. <b>Emerging Issues</b> – What challenges or opportunities do you see coming on the horizon?</li> <li>3. <b>Regional Support</b> – How might voluntary sector hubs help you?</li> <li>4. <b>Knowledge</b> – What information do you need and how do you find it? How can we be better connected to share information?</li> <li>5. <b>Demonstrating Value</b> – How do you know if you are effective or not in your work? What do you do with the information?</li> <li>6. <b>Accountability</b> – What form does accountability take? To whom are you accountable?</li> <li>7. <b>Change</b> – Have you managed change in the past? What resources did/do you need to manage change?</li> <li>8. <b>Fear</b> – What are you afraid of? What do you worry about most?</li> </ol>
<b>2:30</b>	<b>Coffee Break</b>

<b>2:45</b>	<b>Café Conversation</b> <i>(Continued)</i>
<b>4:00</b>	<b>Summary of themes</b>
<b>4:30</b>	<b>Conclusion</b>
<b>6:30</b>	<b>Community Supper</b> <i>The Royal Canadian Legion, 7 West Street</i>

<b>Tuesday, February 28, 2012 Theme: Change and the Future</b>	
<b>8:00</b>	<b>Buffet Breakfast</b>
<b>8:30</b>	<b>Presentation of themes</b>
<b>8:45</b>	<b><i>What would happen if voluntary sector leaves?</i></b> <i>Table Exercise</i>
<b>9:30</b>	<b>Report back</b>
<b>10:15</b>	<b>Coffee Break</b>
<b>10:30</b>	<b>The Meaning of Change: Community Experiences – Panel Discussion &amp; Closing Plenary</b> <ul style="list-style-type: none"> <li>• <b>Rob Shea</b> is the Deputy Provost (Students) and associate vice president academic at Memorial University. Rob's involvement in community development activities began over 30 years ago and has been focused on the themes of youth, education, and health.</li> <li>• <b>Christine McLean</b> has been involved in the early childhood community in this province for the past 24 years in a variety of capacities. For the past eight years she has been a childcare consultant with the provincial government and with the Department of Child, Youth and Family Services since 2009.</li> <li>• <b>Priscilla Corcoran Mooney</b> is the mayor of Branch, a business owner, a social worker and long time volunteer. Ms. Corcoran Mooney is vice-chair of the Friends of Cape St. Mary's, a past winner of Flare magazine's Community Volunteer Award and most recently, winner of the Memorial University Alumni Horizon Award (2009).</li> </ul>
<b>11:45</b>	<b>Closing Remarks</b>
<b>12:00</b>	<b>Lunch and Departure</b>

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EXECUTIVE COUNCIL  
VOLUNTARY AND NON-PROFIT SECRETARIAT  
P.O. BOX 8700  
ST. JOHN'S, NL  
A1B 4J6  
TEL: 709-729-1125  
E-MAIL: [VOLUNTEERS@GOV.NL.CA](mailto:VOLUNTEERS@GOV.NL.CA)