

Voluntary and Non-Profit Secretariat

Annual Report 2010-11



Message from the Minister



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 2010-11 Annual Report for the Voluntary and Non-Profit Secretariat (VNPS). This report provides details on the activities of VNPS from April 1, 2010 to March 31, 2011. As the Minister Responsible for the Volunteer and Non-Profit Sector, I am accountable for the results reported in this document.

In the past year VNPS moved forward in addressing both of its key strategic directions. The first strategic direction focuses on recognizing the work of community volunteers. With the inaugural URock Volunteer Awards being presented and the successful launch of the province-wide Who Cares? media campaign, VNPS has built the foundations around which it may move forward while continuing to deliver on this important strategic direction.

The second strategic direction of VNPS focuses on strengthening the relationship between the government and volunteer and non-profit sector. Coming out of the March 2010 Community Priorities Summit, a scope of work document or Roadmap was created which contained 10 goals for the sector. This Roadmap has become a critical planning document for VNPS as it provides an indication of what the priorities are for the volunteer and non-profit sector.

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.

A handwritten signature in black ink, appearing to read "Nick McGrath". The signature is fluid and cursive.

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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Overview

The Voluntary and Non-Profit Secretariat (VNPS) is a policy office within the Executive Council advising government on policies and issues affecting the volunteer and non-profit sector in Newfoundland and Labrador. As of March 31, 2011 the Secretariat comprised of:

- Deputy Minister;
- Secretary to the Deputy Minister;
- Director of Strategic Planning and Operations;
- Senior Policy and Program Development Specialist;
- Policy and Program Development Specialist;
- Departmental Program Coordinator; and
- Communications Specialist.

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

VNPS works closely with a wide range of stakeholders including other provincial government departments and entities, as well as an array of community organizations and leaders.

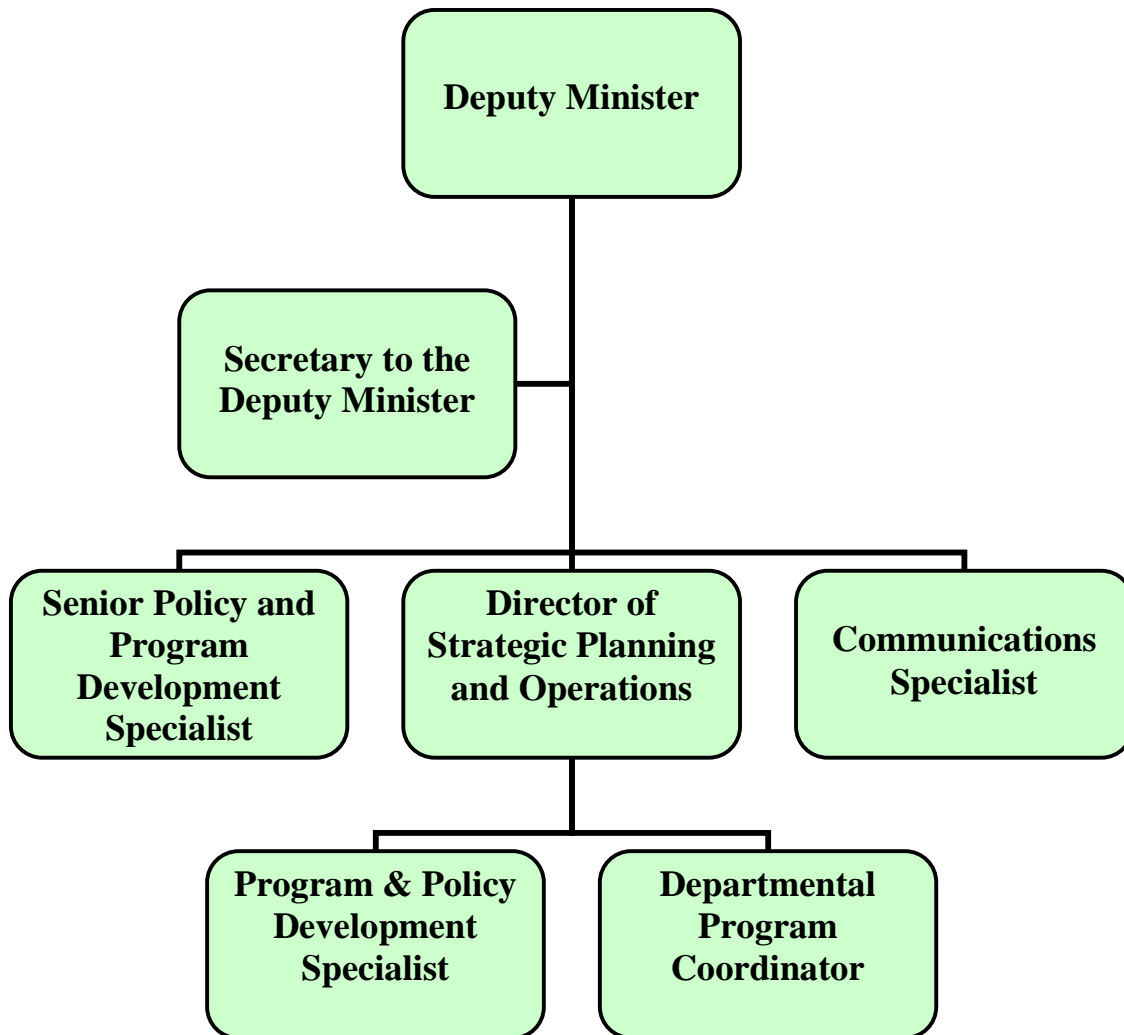
A strong and resilient volunteer and non-profit sector plays a critical role in the sustainability of our communities. In Newfoundland and Labrador the volunteer and non-profit sector is a diverse entity, including: faith-based groups, arts, culture, recreation, community and social development, as well 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 2010-11, VNPS was budgeted \$1,071,500 with actual expenditures coming to \$890,992. The VNPS 2010-11 financial breakdown is provided below:

	Actual 2010-11	Budgeted 2010-11
Salaries	\$417,679	\$423,500
Employee Benefits	4,422	3,000
Travel and Communications	17,766	90,000
Supplies	11,891	10,000
Professional Services	306,928	180,000
Purchased Services	31,447	265,000
Property, Furnishings and Equipment	2,867	-
Grants and Subsidies	97,992	100,000
Total	890,992	1,071,500

Source: Report on Expenditures and Revenues of the Consolidated Revenue Fund for the year ended March 31, 2011.

Voluntary and Non-Profit Secretariat Organization Chart



Mandate

In the 2005 Speech from the Throne, Government made a commitment to enhance the relationship with the volunteer and non-profit sector by stating:

“My Government is determined to strengthen the relationship between the government and the volunteer sector, to improve the grants process, and to identify opportunities for cooperation and collaboration.”

The Blue Print 2007 built upon this commitment by adding the following:

- Formalize a policy and program framework to strengthen and support the community-based sector and to enhance the development of social economy enterprises, especially in rural regions, as means of improving services, providing additional employment.
- produce a scope of work document to set the terms for an initiative to strengthen the relationship between the government and the volunteer sector.....and to identify opportunities for cooperation and collaboration.

Therefore, 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

For the 2010-11 planning year the Voluntary and Non-Profit Secretariat's stated lines of business were:

Capacity Building: 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 needed to enhance the capacity of organizations to meet changing community needs.

Policy Advice: The Voluntary and Non-Profit Secretariat provides policy advice and expertise within government on the issues and needs in the voluntary, 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. We do this by meeting with the community stakeholders, asking them to share their opinions and experiences and identify how government and the community might work together more effectively. We also provide an analysis of

legislative, policy, program and service delivery matters that directly impact volunteers, organizations and staff that make up the voluntary 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 voluntary, community-based sector in our province.

Values

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:

Collaboration	Each person is committed to being inclusive, promoting and encouraging partnerships and cooperation, and using a consultative approach when seeking solutions.
Respect	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.
Innovation	Each person applies and supports creative thinking and approaches in themselves and others.
Empowerment	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.
Vision	Each person will seek and promote/encourage progressive and imaginative thinking and solutions to the challenges faced by the volunteer and non-profit sector.

Primary Clients

Primary clients are any person, group, or organization served by or utilizing the programs, services and/or products offered by the entity. It is important to be aware of the Secretariat's primary clients as their needs and concerns are reflected back upon efforts made towards achieving its mandate and fulfilling its vision. The primary clients of the Voluntary and Non-Profit Secretariat include the volunteer and non-profit sector, the provincial government, and the general public.

Vision

The vision of the Voluntary and Non-Profit Secretariat is one of a sustainable, active and vibrant community based sector which inspires a sense of responsibility and provides an opportunity for citizens to fully participate and contribute to community well-being.

Mission

The mission of the Voluntary and Non-Profit Secretariat as covered in this report concerns the 2010-11 planning period and will be carried forward to 2017. The recognition of volunteers and the development of a scope of work document between the sector and government are both strategic directions that are addressed within the Business Plan and linked to VNPS's mission. Efforts to recognize the work of volunteers and the sector reaffirms the commitment of volunteers and draws attention to the good work being done; this in turn creates momentum as awareness spreads. The development of a roadmap or scope of work document has established areas in which government and the sector may collaborate in confronting ongoing challenges. The strategic directions are provided in Appendix 1.

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

Shared Commitments

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. Our community based partners are also critical to VNPS given the important input they provide regarding the needs and opportunities that the province's volunteer and non-profit sector may be facing.

The following are examples of partnerships VNPS cultivated in 2010-11:

- After the March 2010 Community Priorities Summit, the pre-existing advisory committee that served as an informal planning group had its role extended to include an accountability function. Once expanded to improve its regional balance the committee included representation from the Housing and Homelessness Network, Stella Burry, the Community Sector Council (CSC), Labrador Friendship Centre, Burin Peninsula Arts Council, the Departments of Innovation, Trade, and Rural Development (INTRD) and Human Resources, Labour, and Employment (HRLE), and the Rural Secretariat.

- In partnership with the Newfoundland and Labrador Statistics Agency, HRLE's Labour Market Development Branch, and Memorial University's Harris Centre, VNPS has initiated a study to identify the volunteer and non-profit sector's training needs, providers and opportunities within the province. This initiative will address one of the key goals developed at the Community Priorities Summit.
- VNPS led the development of a new internal grants management database in close partnership with the Office of the Chief Information Officer (OCIO). 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.
- On the issue of tax policy and volunteerism the Department of Finance, after discussions with VNPS, developed a jurisdictional scan to explore existing options present in other provinces and countries.
- VNPS has partnered 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 partnered with the independent URock Volunteer Award Selection Board to assist with that group's work to review nominations and select recipients for the 2010 URock Volunteer Awards.
- VNPS partnered with the Rural Secretariat and the College of the North Atlantic to establish a pre-launch focus group from across the province for the *Who Cares?* campaign.
- VNPS collaborates regularly with policy offices including the Disability Policy Office, the Poverty Reduction Strategy, and the Office of Youth Engagement on issues of mutual relevance as they arise.
- The Department of Education has partnered with VNPS in developing a new high school medal for volunteerism and community involvement.
- VNPS continues to partner with Memorial University's Student Volunteer Bureau for its annual recognition event for outstanding student volunteers.

Highlights and Accomplishments

The following provides a list of accomplishments and activities by VNPS for 2010-11:

- On April 24, 2010 VNPS recognized Allied Youth and seven outstanding young volunteers from across the province as the recipients of the inaugural URock Volunteer Awards.
- VNPS has coordinated a complete review of the administration and disbursement of government grants which led to the implementation of the grants administration and data management system and exploring new approaches to funding. This effort contributes to the strategic direction of formalizing a policy and program framework supportive of the sector.
- The Minister Responsible for the Volunteer and Non-Profit Sector has participated in a series of recognition and promotion events including: The MUN Student Volunteer Bureau's recognition event; Volunteer Week events around the province; community initiatives sponsored by schools, municipal councils, fire departments and other community based

organizations. VNPS has also provided certificates of recognition to many individuals and organizations throughout the province.

- The Department of Education and VNPS have announced a new program with the High School Volunteer Medal to provide recognition for an outstanding volunteer in every high school in the province. This initiative contributes to the strategic direction of seeking the recognition of volunteers.
- VNPS implemented the *Who Cares?* communications and public awareness campaign. The purpose of the campaign is to tell volunteers and community advocates that what they do matters and is appreciated. The campaign is to remind people across the province of how important volunteers and community advocates are in our lives. This initiative contributes to the strategic direction seeking the recognition of volunteers.

Opportunities and Challenges Ahead

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

- VNPS will hold a second Summit in early 2012 as it seeks to once again gather input from a wide range of voices in the volunteer and non-profit sector. This Summit will provide an opportunity for VNPS to reaffirm its valued ongoing relationship with community leaders from across Newfoundland and Labrador. The Summit will also serve as a networking opportunity capable of linking those active in the volunteer and non-profit sector with their peers in the provincial government.
- Going forward the government has signaled a desire to continue engaging with the community based upon numerous commitments that were made in the 2011 Blue Book. These commitments touch upon the areas of social enterprise, resource hubs, an investment fund, and a research plan amongst other initiatives.
- The internal review of the administration of community-based grants will allow for greater consistency across departments and will provide VNPS and its government colleagues with the ability to better track its effort's to support community organizations.

Challenges

- The policy mandate of VNPS requires and is dependent upon partnerships, dialogue, and collaborations with its partners both in government and the volunteer and non-profit sector to achieve its goals.
- The ongoing review and implementation of grants administration will continue to require careful attention, resources and system support as wider adoption is reached within government.
- An ongoing government-wide effort to increase awareness of the role of the sector would complement VNPS's mandate. Increased awareness of the role the sector would allow for

improved partnerships and opportunities capable of catalyzing broad public benefit through government's relationship with the sector. The need for improved awareness also links to the area of social enterprise as it draws greater attention from the sector as a potential avenue for achieving sustainable public benefits in our communities.

Report on Performance

Issue One: Strengthened Representation of the Sector's Interests

VNPS was established to better identify opportunities for coordination and collaboration between the provincial government and the volunteer and non-profit sector. VNPS has been active in establishing ties with the volunteer and non-profit sector and, in the process, broadening its understanding of the issues confronting the sector. These relationships with the community and the knowledge gained from them allow VNPS to represent the sector's concerns within government. This issue aligns with efforts towards fulfilling the strategic direction, as provided in Appendix 1, of seeking to produce a scope of work document establishing the terms for strengthening government's relationship with the sector.

Objective

By March 31, 2011, the Voluntary and Non-Profit Secretariat will have furthered its representation of the provincial volunteer and non-profit sector within government.

Measure The interests of the volunteer and non-profit sector will be represented

Indicator	Accomplishments 2010-11
<p>Goals established at the Community Priorities Summit are addressed in cooperation with the volunteer and non-profit sector</p> <p>(Note: Please refer to the attached <i>Appendix 1: The Community Priorities Summit – Roadmap of 10 Goals for the Volunteer and Non-Profit Sector</i> to view the goals.)</p>	<ul style="list-style-type: none"> • The original steering committee for the Summit was reconvened in an accountability role and expanded to ensure broader regional representation in accordance with Goal #10. • VNPS worked with the Global Citizenship Initiative (GCI) on two projects: <ul style="list-style-type: none"> ⇒ Goal #4 regarding social innovation is being addressed in a research project focused on social change leadership. ⇒ Goal #9 regarding youth involvement in the sector was the focus of a roundtable by GCI with young community leaders providing input and an eventual feedback report. • VNPS has begun work with the Newfoundland and Labrador Housing and Homelessness Network on a study looking into social innovation and pre-planning; this initiative is supportive of

Indicator	Accomplishments 2010-11
	<p>Goal #4.</p> <ul style="list-style-type: none"> • VNPS, in response to Goal #3, with assistance from the Rural Secretariat and the College of the North Atlantic, sought feedback from representatives of the volunteer and non-profit sector from seven locations across the province in August 2010 prior to the launch of the Who Cares? campaign. • To address training needs (Goal #1) VNPS and NL Stats have begun moving forward with developing a training study focused on the sector. • Along with the Newfoundland and Labrador Housing and Homelessness Network VNPS has engaged the national HR Council for the Nonprofit Sector (Goal #1).
<p>Issues that can be addressed through government policies and programs are clarified with volunteer and non-profit organizations</p>	<ul style="list-style-type: none"> • Issues that are addressed will vary but commonly include funding, program concerns/opportunities, regulatory concerns, or social challenges that policymakers should be mindful of that will impact communities. VNPS will when needed gather input from local/regional community organizations operating in a specific field (housing, recreation, addictions, shelters, youth, etc.) to communicate the potential on the ground operational impacts of changing policies or new developments back to its colleagues within Government.
<p>Input from the voluntary and non-profit sector at the community level is actively sought</p>	<ul style="list-style-type: none"> • VNPS regularly interacts with individuals based in the volunteer and non-profit sector to solicit views and input relevant to issues of ongoing concern. VNPS passes this knowledge along when reviewing policy to provide input on potential concerns or opportunities for the sector. • Following the Community Priorities Summit VNPS prepared and distributed a Roadmap document. The Roadmap process incorporated the input of all those who participated in the Summit and served as a means to communicate back to the group and general public. These findings were also distributed to all the participants in the <i>Synopsis of the Roadmap Feedbacks</i> document. Flowing from this work VNPS developed the <i>Next Steps</i> document to lay out how the goals developed at the Summit are being pursued. Both documents are available at:

Indicator	Accomplishments 2010-11
	<p data-bbox="703 331 1198 360">www.gov.nl.ca/vnps/publications.html.</p> <ul data-bbox="679 369 1342 748" style="list-style-type: none"> <li data-bbox="679 369 1342 506">• VNPS has maintained an ‘open-door’ when approached by volunteer and non-profit organizations seeking to communicate their concerns within government. <li data-bbox="679 515 1342 748">• Prior to the launch of the <i>Who Cares?</i> campaign community representatives were brought together simultaneously by video/web conferencing at five CNA locations across the province and with the assistance of the Rural Secretariat provided valuable instant pre-launch feedback to VNPS on the campaign.
The volunteer and non-profit sector’s concerns are communicated across government	<ul data-bbox="679 766 1342 1075" style="list-style-type: none"> <li data-bbox="679 766 1342 976">• VNPS, through its presence on various interdepartmental committees including the Poverty Reduction Strategy, Disability Policy Office, Aging and Seniors, and Youth Engagement, has provided input about the sector across government. <li data-bbox="679 985 1342 1075">• VNPS has regularly reviewed and provided input into the development of provincial public policy as it relates to the sector.

Issue Two: Capacity Building 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 that they play. Community organizations are at the heart of each and every community and as such feel directly the changes that have impacted our province so significantly in recent years. As our communities change and grapple with new economic and demographic realities, community organizations are likewise challenged to respond to new needs and demands. It is therefore 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, seeks to identify these needs and develop the supports, resources and training capable of strengthening the sector as it meets continually changing demands. This issue aligns with work towards fulfilling the strategic direction, as provided in Appendix 1, of seeking to produce a scope of work document establishing the terms for strengthening Government’s relationship with the sector.

Objective

By March 31, 2011, the Voluntary and Non-Profit Secretariat, with relevant partners, will initiate an assessment of the volunteer and non-profit sector’s training needs, the resources currently available and those which will be needed.

Measure Assessment initiated

Indicators	Accomplishments 2010-11
Identified funding	<ul style="list-style-type: none"> Funding for the training study has been identified in the Labour Market Development Agreement (LMDA).
Partnerships identified and in place with a research organization	<ul style="list-style-type: none"> Partnerships for this study include Memorial University's Harris Centre, the Newfoundland and Labrador Statistics Agency in the Department of Finance, and Labour Market Development within the Department of Human Resources, Labour, and Employment.
Resources and research methodology approved and in place to conduct training needs assessment	<ul style="list-style-type: none"> The research methodology is being revised to accommodate data already available within the sector. As a result the resources are being adjusted accordingly to account for a multi-phase approach to the research. Identified resources include NL Stats' established surveying resources.
Identify gaps in resources available to address the needs identified	<ul style="list-style-type: none"> Existing gaps in the resources that have been identified include the absence of established datasets or contact lists. Efforts to reach out and collaborate with knowledgeable community organizations have been made to address this issue.

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. This issue aligns with the government's strategic direction, as provided in Appendix 1, of recognizing the work of community volunteers.

Objective

By March 31, 2011, the Voluntary and Non-Profit Secretariat will have launched a promotional campaign to bring about awareness of the contributions of Newfoundland and Labrador's volunteer and non-profit sector.

Measure *Who Cares?* campaign is launched

Indicators	Accomplishments 2010-11
Final development stages of the <i>Who Cares?</i> campaign are achieved	<ul style="list-style-type: none"> • The <i>Who Cares?</i> campaign was officially launched in August 2010. The campaign has included TV, print, web, and social media promotion.
Engaged a variety of media and community based partners to communicate the <i>Who Cares?</i> campaign	<ul style="list-style-type: none"> • With the media campaign's launch the Minister Responsible for the Volunteer and Non-Profit Sector undertook an initial 'road show' to promote the <i>Who Cares?</i> message to communities around the province. The road show included visits to St. Alban's, Harbour Breton, Hermitage, St. Jacques, Brigus, Garnish, and Mount Pearl. • The Minister has appeared on the local TV broadcast "Out of the Fog" to discuss the campaign. • VNPS participated in various venues to further promote the <i>Who Cares?</i> campaign and brand including: MUN's Student Orientation, MUN's Leadership Series, Municipalities Newfoundland and Labrador 2010 Conference, and the Community Sector Council's New Thinking for the Next Decade Forum. • Upon request VNPS has provided <i>Who Cares?</i> promotional materials to various community groups and municipalities across the province. These promotional materials were in many cases used at volunteer recognition events and community run festivals.

Appendix 1: Strategic Directions, VNPS Business Plan 2010-11

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: Strategic Directions

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. Establishing a Volunteer and Non-Profit sector office		X		
2. Formalizing a policy and program framework in strengthen and support the community-based sector			X	
3. Enhance the development of social economy enterprises		X		
4. Recognize the work of community volunteers	X			

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
5. Produce a scope of work document to set the terms for an initiative to strengthen the relationship between government and the volunteer sector	X			
6. Increase funding for the Community Sector Council		X		
7. Work with the third sector on measures to enhance employment stability for organizational staff		X		

Appendix 2: Community Priorities Summit – Roadmap of 10 Goals for the Volunteer and Non-Profit Sector

1. “Government and the community sector will together develop a workforce training strategy focused on addressing the current and future training needs of the voluntary and non-profit sector. Within this strategy, there will be a formal assessment of training needs, a training committee, and a mentoring program.”
2. “With continuing community sector input relevant websites, such as EnVision or VNPS, will use their internet presence to provide virtual resources that support the operational needs of the sector while also striving to recognize and foster relationships amongst community sector participants.”
3. “Government will monitor the effectiveness of its multi-media campaign and, although recruitment/retention is not the primary purpose of the campaign, assess possible benefits of the campaign in improving recruitment and retention of both volunteers and paid employees.”
4. “Government and the voluntary sector will together pursue research and fund social innovation.”
5. “Government through its grants programs will provide multi-year core and project funding using consistent criteria, simplified application forms, and simplified reporting/accountability requirements.”
6. “Government and the community sector will explore options for group insurance and health plans in addition to other benefits for community sector organizations and their employees.”
7. “Relevant government departments and community organizations will pursue the development of regional volunteer bureaus.”
8. “Volunteer tax incentive programs will be researched across various jurisdictions and levels of government.”
9. “Government and the community sector will work directly with young community leaders to ensure meaningful opportunities for youth engagement in the sector.”
10. “A mechanism will be established to ensure the accountability of all partners in the implementation of the Roadmap.”



Executive Council
Voluntary and Non-Profit Secretariat

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