

National Alliance for Children and Youth “Taking Stock” Project

Think Tank Meeting Highlights
Ottawa, Ontario March 24, 2010

A. Meeting Agenda – See Appendix 1

B. Highlights from the Individual Presentations

Peter Dudding, NACY Chair

Context:

Where do children and youth show up on Canada's National Agenda?

Donations have been constrained and tapped to support international disasters, while there is an increase in demand for domestic child and youth services.

Challenges:

- Demands change; services are struggling with capacity to deliver and sustain services that are needed; child & youth sector(C&Y sector) has complex service needs and is operating on a service delivery framework developed in the 1960's.
- Reality changes: can children and youth be better served to meet the reality that they are living with? How can they be better served? What are the outcomes that are needed?

Purpose of the “Taking Stock” Project:

- To develop capacities around leadership, knowledge, and tools that serve the C&Y sector;
- To identify where and how economic crisis impacts the C&Y sector
- To facilitate knowledge transfer among sector and NACY members
- To learn new and innovative ways to transfer knowledge
- To learn more about how to change ourselves and our organizations

Methodology for “Taking Stock” Project

- Benchmark survey
- Consultation
- Research gathering
- Outreach and work with pilot groups at the community level
- Sharing lessons and best practices

Carl Nicholson, Executive Director, Catholic Immigration Centre

Key Thoughts:

- “If you are the only winner, you loose.”
- Needs + Trust + Win/Win = Social Innovation
- Everyone is a leader.
- One is most responsive to change when survival is at stake.
- It is important “not to let a crisis go to waste.” This is an opportunity and a catalyst for change. People are more likely to change when faced with a crisis.
- We are always transforming.
- We are living in constant change - societal and high technology – which demands resilience, adaptability, and sustainability.

Looking to the Future:

- What will be the composition of communities in the future? We must be looking and imagining what life and communities might look like, twenty and thirty years out?
- Change is an opportunity – “The world is changing and we have to change ourselves.”
- There are major changes that are going to affect the C&Y sector - demographics, technology, cuts to government funding and to grants from donors and foundations. How did we cope with reduced funding in the past? There was lots of talk and little change. This time needs to be different.

Sector Challenges:

1. *Organizational structures* – from service organizations to advocacy groups and many different structures and services in between.
2. *Shrinking dollars and donor base*
3. *Human resources* – trouble attracting and retaining staff. Young people want better work/life balance, quick advancement, learning opportunities, flexibility. Volunteers are looking for new experiences and want to know “what’s in it for me?”
4. *Structure* – absence of meaningful outcome measures which make it difficult to prove what one is getting for the investment and is it working.

Looking at the Children and Youth Sector:

- We need to look at our self image, as a sector. We are more than just caring sector. We are also a creative sector. It is important that we take ourselves seriously and see ourselves as making a significant contribution to the future.

- We need to think of ourselves as innovative, reflective, service giving, understanding people's needs, and achieving change on a large scale.
- A key measure is our impact.
- We need an entrepreneurial mind and approach. We need to keep our eye on looking for opportunities. We must be willing to be disruptive in our own organizations.
- Collaboration, sharing, and yet not being afraid of competition, is an approach to consider as we look to the future.
- Understanding the power of networks and thought leaders will contribute to our evolution as a sector. Leading, learning and inclusion are all essential as is the need to set intentions for action.
- We are now partners with our funders. Partnership is the way forward.

Young People Today:

- They live with technology. They find community through technology.
- Children and youth are so important and yet they seem marginalized.
- What can we learn from past campaigns directed at children and youth – drinking and driving, smoking, bike helmets, etc.? How have we changed or not?
- It is important to understand that the real work is about “transformation” and the only way to work is in partnership. We must learn to communicate powerfully!

David Young, Executive Director of Sources Community Resource Centres

There is a shift in Canadian values. Do we value children the way we did before? Is this reflected in the field and in the sector? Here is a look at what is going on in British Columbia.

Social Context:

1. British Columbia - #1 in child poverty
2. Homelessness and affordable housing
3. School readiness and childcare – not enough dollars have been invested and there is no leadership around the topic
4. Under-employment – large immigrant population are underemployed
5. Population growth and diversity – organizations in the sector need to increase diversity

Economic Context:

1. Global recession
2. Low interest rates – impact on dollars available for C&Y sector
3. Poor investment returns – impact too on available dollars

4. High Canadian dollar – impact on exports
5. Commodity pricing
6. Natural gas – impact on exports and BC set to be a bigger player
7. Gaming and gambling
8. Peak Oil

There is a strong impact of the economy on the social sector and services that can be provided and the dollars available for investment.

Socio-Political Context:

1. Absence of public policy and a reduced capacity of government to develop policy
2. Private sector orientation – preference for private sector delivery that is a business relationship and less advocacy
3. Health and education – key provincial focus and social services are not on the table – cutting \$7 million in children and family development when adding significant dollars to health
4. Deficit budget – strong movement for individualized funding – customer orientation doesn't deal with infrastructure costs
5. Social role valorization
6. Individualized funding
7. Social capital/profit – “I look at this as an investment.”

Generation in Transition:

- What we don't talk about in the C&Y sector is power.
- We need to mentor the young
- We need to be strategic and supportive to bring
- To what extent have partnerships developed and contributed or are they “empty partnerships”?
- What are our core belief systems within the sector? Will bigger agencies make for more effective delivery of services? Are we back to “one-stop-shopping”?

British Columbia's Lobbyist Act:

- Agencies now need to register with the B.C. Government if they are talking to government people.

Cost Pressures:

- Harmonized sales tax
 - Impact on sector is increase costs
 - Will have some exemptions
 - HST is waived for health and education

- Medical insurance premiums mean increased costs
- Municipal pension plan impact labour costs
- Redefinition of administration costs – the non-profit starvation life cycle: 10% is not enough
- Budget reductions - \$7.4 million reduced capacity
- Narrow funding mandates

Hopeful Trends:

- Government non-profit initiative
 - Strong partnerships - the best interest of all parties & government
 - Are the thinking and changes showing up at the program level?
 - Labour market trends in non-profits are being researched
- Brand voice
 - Board chairs are coming together to talk with the government
- Province-wide activism
 - More engaged and active participants
 - Bringing journalists in to help with engagement strategies
- CEO Network
 - Community Living BC needs reshaping. New relationships in place and change in consultations.
 - Business relationships with government are developing
- Society Act Review

Choose our Response:

- Organizational resilience – how do we build this?
- Focus on high leverage activities – what ones make a difference? Refine relationships to focus on what works
- Communicate powerfully
- Consider agency closures if their role is no longer viable
- Mergers and collaborations where it works financially and for service delivery
- Social enterprises to feed the dollars needed by the non-profit organizations
- Empowerment strategies needed for communication and mobilization

Quotes:

“Be the chess player, not the chess piece.”

Ralph Charell

“Anyone who lives within their means suffers from a lack of imagination.”

Oscar Wilde

Grant Charles, PhD. University of British Columbia

- What are the assumptions that we are operating under within the C&Y sector? Do we understand what we are seeing?
- What do we want to learn?
- How do we plan on using the information to make more resilient organizations or to deliver better services for children and youth?
- What are the impacts of current crisis? What's different this time? What else is going on?
- There is structural realignment happening in the government. Dollars have been taken out of the system. What's surprising us about what is happening?
- We need to be really clear on what we want.
- What's the message we want to get out and to whom?
- Why do we keep doing what we are doing?
- What aren't we talking about?

C. Highlights from the Discussions:

1. What are our Priorities?

- Focus on the sector and what it is doing. First, however, identify who we are, as the C&Y Sector, our demographics, what we are looking for and from whom, what are our objectives and activities, what are our messages. With respect to organizations and activities, where does the sector start and where does it stop?
- Raise awareness and profile of the sector with key audiences
- Build upon the relevant research and findings that exist. Make sense of them, rather than reinventing what we already know
- Build on and partner with relevant voluntary-sector initiatives that are happening at the community level. Build partnerships with other initiatives funded in the same category by HRSDC
- Set out ways to work better together, collaborate, partner, and lobby
- Involve young people/emerging leaders
- Profile NACY and bring some life to the organization
- Make the project practical and relevant by piloting new ideas
- Ensure research is relevant to both public and private sector audiences
- Take stock of what's going on at local community-based organizations – issues, opportunities, status, etc. Also look at the sustainability of these organizations and what it takes
- Identify what's being done differently by organizations in the sector – new, innovative, what's working

- Identify the role of national organizations in this context. What are they doing and how could they help the project?
- Focus beyond agencies and include advocacy organizations and youth-run orgs
- Where do families fit in this project?
- Find the messages for the shared voices and then share the learning
- Identify the areas in the sector where increased capacity is needed and what are the drivers to build it.
- Look at the deeper issues that are waiting to emerge and be uncovered
- Look at the upside of the hard times and the impacts on the sector
- Communicate the stories and let people know what this sector is about, what it means to Canada, what it offers for the future, and what is needed to ensure Canadian children and youth become healthy and contributing citizens
- Highlight need for quantitative information to show the impact on families when an economic crisis impacts services
- Identify the demand for services – who is coming and who is being served
- Look at cross-cultural communications between governments, academics, and sector organizations, as well as other sector NGO's
- Develop clear communications around the sector's needs and the way forward

2. What is one activity that is essential to the “Taking Stock” Project?

- Create a “Call to Action” to involve and talk with children and youth sector – how do they identify the sector, how do they find the services and when do they use the services? How do they advocate on behalf of children and youth? What are key topics that need increased support?
- What is going on in the sector and how are assets being used?
- Involve a full representation of the sector so that a diversity of voices are heard
- Gather notes, research, resources that exist and share them
- Define the audience and focus of the sector
- How far is the project looking into the future? What resources are required to continue the conversations after the project has ended?
- **Core issue** – How does change happen? How do we take charge of change? We need to hear the voices of children and youth as they are part of the change
- Children and youth must feel a sense of ownership and ability to participate in the sector
- It is important that the work of the Taking Stock Project be evidence-based and tell the stories of the sector

3. Who are the Target Audiences?

- Community members/the public/children and youth
- Province-wide initiatives in the sector
- Participants in the sector – “walk tall”
- Government
- Organizations with “like structures” – look at their commonalities and their differences and build on the learning
- Youth serving agencies
- Youth advocacy groups
- Youth-run organizations

We need to reach and shift the perspectives of governments and the corporate sector. We need to focus on ourselves and get connected to support each other

4. What are the Desired Outcomes?

- Fun engagement of young people including youth organizations & youth leaders and organizations. In Ontario this includes Laidlaw Foundation (NACY Member) and Ontario Trillium Foundation. National Youth in Care Network
- NACY takes up the opportunity to be writing and sharing on The Philanthropist. Currently there is a new article on Philanthropist – “Emergence of Youth Led Sector” by Violetta Ilkiw, Laidlaw Foundation
- Greater understanding of who is in the sector, what the organizations do, and then increased partnering among them for greater impact, results, and all that is good
- Encouragement of open, honest and courageous dialogue between organizations that find themselves in similar circumstances. Groups are working collaboratively. Through this dialogue hopefully we can find possible solutions and identify opportunities to sustain our work
- Increased collaboration within the sector – find out how to do it more authentically so that people are truly working together and including diversity. Gather people together at the local and national levels to share ideas, innovations, inform and energize the sector
- At the community level, the sector feels confident, knows what it does best and is adequately supported.
- Two or three great ideas for sector development are surfaced. Examples of totally new ways of doing business to support children and youth are identified
- The richness of the sector’s assets are known
- National focus, elevated conversation, and policy on children and youth
- A report on the state of the sector, considerations, how it is defined, its impact and areas of hopefulness. Make this an annual report

- A report card with outcomes attributable to the C&Y sector is used to monitor and measure activity within the sector. A clear, transformational, public statement about these outcomes is published
- Track history of “change and transition” in community-based organizations and feed this into a tool and approach that can be used by sector organizations
- Case studies to empower participants and validate findings as they see themselves in the findings
- The belief that “taxes are bad” is changed and now support for children and youth is considered an investment rather than an expense
- A sector transformation committee is established
- Pride in being a participant in the sector is evident
- **Movement towards creating a more robust and resilient child and youth sector in Canada is happening**
- Knowing what are the products, resources and processes that are useful to organizations to sustain resiliency. Talk with children and youth too
- Final Document - paint a picture of what a robust and resilient sector looks like, how organizations connect, and how they work together collaboratively. This will take research gathering to know what is already known, consultations to learn lessons and best practices, case studies of organizations ...and a final document that speaks to the key audiences.
- **Tested tools and approaches that can be shared and used by others in the sector**
- A national gathering to communicate the key messages from the project, as well as to introduce tools and approaches developed and tested that are available for use by organizations within the sector to help them achieve their desired goal - to be robust and resilient
- Strong communications package to support the tools and outcomes
- Leadership is essential within the sector - what’s needed? What are the components of leadership that would enable the sector?
- From “Good to Great” in the Child and Youth Sector – Ask “different” questions.
- Increased capacity in the sector

5. What is the Proposed Approach?

- Link with other projects around transition and find out what they know and are doing
- Develop benchmark survey for key organizational information and test questions with a sample
- Link with national organizations to learn from their lessons, perspectives, research
- Link to others in the category who received HRSDC funding

6. What are Group Thoughts for Going Forward?

- In challenging economic times how can organizations in this sector be economical and effective?
- Activities need to be flexible
- “We know that 75% of children are doing well; 20% are struggling somewhat; and 5% are really struggling” What is the impact of these statistics with respect to services and advocacy activities?
- Pilot communities need to get closer to reality on the ground
- Pilot communities – It takes a long time to get a community up and running to successfully implement a pilot. How else can ideas be tested?
- How about case studies of organizations in the sector? Select a sample of communities (urban and rural, large and small, etc) for case study work and identify what’s working, what are the stressors, what are the organizational structures. Create stories of where the organization is today, where it was five years ago, and where it wants to be five years into the future. Identify the organization’s desired outcomes, the strategies and the activities to reach the outcomes. Look for successes and lessons to share
- Revisit case study organizations in the future to see what has changed, measure resiliency of the organization and what sustainability strategies are in play
- Case studies can also be considered “evidence-based storytelling” that use a systems approach to analyze the stories and feed the transformation of the sector
- The opportunity exists to build collaboration among members of the sector and from that, create a child & youth movement across Canada.

Appendix 1

Meeting Agenda



**National Alliance for Children and Youth
L'Alliance nationale pour l'enfance et la jeunesse**

Taking Stock Project Think Tank Meeting

Crowne Plaza Hotel
Ottawa, ON

March 23-24, 2010

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1. Meeting Agenda

Purpose of the Meeting

- To introduce and engage participants in the “Taking Stock Project”
- To learn from participants’ knowledge and experiences

Desired Outcomes of the Meeting

- More knowledge and sharper focus for the project
- Shared interest and commitment of participants to the project
- Identification of project priorities
- Ideas / suggestions of how to manage the scope of the project
- Identification of best practices for communications and collaboration

Tuesday, March 23, 2010

6:00 – 6:50 Dinner & Welcome

6:50 – 7:15 **Project Overview: Peter Dudding**, Chair of NACY

7:15 – 8:05 Introductions (name, organization, what’s one thing people may not know about your passion for supporting children and youth?)

8:05 – 8:30 **Guest Speaker: Carl Nicholson** - Ottawa Community Leader, ED of Catholic Immigration Centre

8:30 – 8:50 Discussion, Q & A

8:50 – 9:00 Desired Outcomes for the Think Tank
Question to Sleep On –
*What would be a meaningful outcome from the “Taking Stock Project” for the Child & Youth Sector?**

* Tomorrow morning please write your answer on a card-sized “post it” you will find at breakfast and then put it up on the wall of the meeting room.

Wednesday, March 23, 2010

- 8:00 - 9:00 am Buffet Breakfast in Hotel Restaurant: NACY Table
Participants to post answers to the question "What is success for the "Taking Stock Project"?"
- 9:00 – 9:20 **Opening Remarks: David Young**, NACY Founder & Past Chair: The Vision for "Taking Stock"
- 9:20 – 9:30 Q & A with David Young and Peter Dudding
- 9:30 – 10:10 Small Group Discussion: "Taking Stock" Priorities
- 10:10 – 10:40 Large Group Discussion: Sharing of Key Priorities
- 10:40 – 10:50 *Health Break*
- 10:50 – 11:15 Large Group Discussion: Identifying Top Three Priorities For the Project
- 11:15 – 12:00 Small Group Discussion: Achieving Project Priorities: Strategic Considerations, Strategies for Success
- 12:00 – 1:00 Buffet Lunch in Hotel Restaurant: NACY Table
- 1:00 – 1:50 Large Group Discussion: Sharing Considerations, Strategies For Achieving Project Priorities
- 1:50 – 2:05 **Guest Speaker: Grant Charles PhD. University of B.C.**
Research Methodology & Survey Questions
- 2:05 – 2:45 Small Group Discussion: Identifying Criteria for Pilot Communities Identifying Key Survey Questions
Post criteria and questions for all to view
- 2:45 – 3:00 *Health Break*
- 3:00 – 3:15 Review Criteria and Survey Questions
Identify Themes and Clusters
- 3:15 - 3:45 Communication & Knowledge Transfer: Best Practices
- 3:45 - 4:00 **Closing: Peter Dudding, Chair of NACY**
Next Steps & Thank You
- 4:00 Adjourn

2. SPEAKER LIST

MC

Wai Young

Wai Young is the Project Director of the "Taking Stock" project. She is a sociologist with over twenty-five years of experience in social issue and policy development, stakeholder relations, and project management. Her contributions have included ground-breaking policy and community development achievements - from identifying "Youth At Risk" in Vancouver's Downtown Eastside to building a new national immigrant settlement sector alliance representing 450 settlement agencies from across Canada. In addition, Wai has successfully developed and implemented a diverse range of social programs; investigated and analyzed critical social and community issues; managed and allocated budgets and resources, and designed volunteer, staff, and board development models using a variety of strategies.

Facilitator

Mary Murphy

Mary is known to her clients as: a designer and facilitator of team development and strategic planning sessions; a certified leadership coach with energy, insight, and commitment to action; a champion of leaders who are willing to have the crucial conversations; and a seasoned communications professional with international experience. She works with individuals and teams who want to achieve meaningful and sustainable results at work, in the community and around the world. For the past twenty-five years Mary has worked with Canadian and international organizations and governments on issues of transition, change, and communications. Mary is now extending her work to connect with emerging leaders and youth on topics of leadership, collaboration, and contribution. She is the creator and founder of "Pearls for Girls", a leadership and fundraising program to support leadership development for teenage girls and young women in both developing and developed countries.

Tuesday, March 23, 2010

Speakers

Peter Dudding

Peter is the Board Chair of the National Alliance for Children and Youth (NACY). He has over 30 years of senior management experience in child welfare, public health and international development. He has passionate interest in children's services and dedication to improving the quality of life for children, youth and families at risk, and with Aboriginal and multicultural communities. Peter has been the Associate Director of the Children's Aid Society of Ottawa, Director of Finance and Administration with the Borough of East York Public Health Unit, Project Director for the Sri Lanka Soya Project, Executive Director of the Children's Aid Society of Lanark County and Director of Social Services for the Government of Yukon. He is currently the Executive Director of CWLC (Child Welfare League of Canada), as Co-Director of the Centre of Excellence for Child Welfare and Co-Chairs the National Steering Committee for the Canadian Incidence Study on Reported Child Abuse and Neglect. He is a board member of SOS Children's Villages/Canada, Great Kids Incorporated (USA) and is on the National Advisory Committee of Invest in Kids foundation (Canada).

Carl Nicholson

Carl has been Executive Director of the Catholic Immigration Centre (CIC) in Ottawa since 1994 as well as Executive Director of the Catholic Immigration Centre Foundation since 1996. Carl oversees an annual operating budget of \$2.8M, and a staff of 50 people who serve 5,500 clients who are newcomers to the Ottawa-Carleton region. In his 10 years with the Centre, the Centre has retired \$6.5M in debt and the now has a surplus of \$750,000.00. Carl maintains extensive links with several emerging ethnic communities and has been involved in Employment Equity issues for several years. Examples of his ongoing work in this field include being a founder and member of LASI (Local Agencies Serving Immigrants) and past Treasurer of the Ontario Council of Agencies Serving Immigrants. He is also well known in ethnic media circles and sits on the Advisory Board of Chin Radio International Ottawa.

Selam Ogbalidet

Currently a student at the University of Ottawa, Selam involves with various youth initiatives and programs. She is one of the co-founders of Cross-Over, a public forum for secondary school students which serves as a support network in which students stuck in cultural limbo can learn to integrate both of their cultural frames of reference (traditional and mainstream) into one unified perspective, thereby keeping their individuality intact. Selam is also the Head Youth Worker at South-East Ottawa Community Health Centre (SEOCHC) to facilitate the Youth Drop-In Program and the Girls Healthy Living Program. She also trained youth at the Youth Organizing to Understand Conflict and Advocate Non-Violence (YOU CAN) to equip them with effective strategies to resolve conflicts peacefully.

Wednesday, March 24, 2010

Speakers

David Young

David is the Executive Director of Sources Community Resource Centres, a community-based not-for-profit multi-service agency based in White Rock and Surrey, British Columbia. For over 20 years, David has been a champion of community-based and client-centered approaches in both the public and the voluntary sectors, leading with innovation and creating and implementing needed changes in the areas of: child care; family support; community living; adoption; and child welfare. David has served on the Selection Committee for the Prime Minister's Awards for Excellence in Early Childhood Education, the Minister of Health's National Drug Prevention Advisory Committee, the Governing Council of the Alberta Association for the Accreditation of Early Learning and Care Services (Edmonton), as Vice-President of the North American Organization of the Family (Montreal), and is the Past-Chairperson of the National Alliance for Children and Youth (Ottawa). He currently participates on the National Advisory Board for Invest in Kids (Toronto) on the Surrey Board of Trade Social Policy Committee and Chairs the City of White Rock Health and Social Issues Committee. In 2009 he helped found the BC CEO Network.

Grant Charles

Dr. Grant Charles, PhD, is Associate Professor in the School of Social Work at the University of British Columbia where he also serves as the Chair of Field Education. He was previously the Associate Principal (Research) of the College of Health Disciplines at UBC. He has served as a clinical consultant and grant reviewer for the Aboriginal Healing Foundation and has served as an adviser to Health Canada on projects related to child abuse and neglect and solvent abuse. Dr. Charles is a founding board member of the Canadian Outcomes Research Institute and served as co-chair of the Interprofessional Network of British Columbia for a number of years. He is the principal investigator on an SSHRC grant examining young careers in British Columbia and is a co-investigator on a number of grants examining issues related to psychosocial oncology, intellectual disabilities, family interventions and at-risk youth.

3.1 PROJECT OVERVIEW

Taking Stock: Supporting Canadian Child and Youth Agencies in Economic Crisis

Background

Canada is the latest country to be impacted by the world economic crisis, but the not-for-profit sector in Canada is not immune from its rapid impact. The Economic Advisory Council to the Prime Minister describes the current economic crises as unique – with six global financial sectors destabilized, where only one or two would cause a normal downturn. Traditional sources of stable funding for the sector (community foundations, businesses, etc.) are in crisis themselves, putting the not-for-profit sector at risk. The National Alliance for Children and Youth (NACY) can provide the knowledge and leadership required to mobilize our member agencies in communities across Canada to take stock, identify how this economic crisis impacts our sector, devise ways and means to ensure that Canadian families continue to have access to the supports and services that they need, and to emerge from this crisis with strengthened agencies within a stronger sector.

Challenge

Member agencies in the sector across Canada are experiencing:

- A front line sector with families on their doorsteps struggling with capacity, delivery and sustainability challenges;
- Working with complex and difficult situations to serve the most vulnerable and marginalized;
- Community agencies reliant on volunteers, community donations and goodwill surviving on inconsistent and patchwork funding;
- Documented evidence that Canadian families are at risk, as evidenced by increased child and family poverty statistics, educational and health thresholds not being met, and increased homelessness.

These service delivery factors have contributed to increasingly isolated or clusters of homegrown services working in silos without networking support/learning capacity or economies of scale within many communities. Much experience, learning, efficiency models, mentorships, or new approaches have not been captured or shared to improve services, increase capacity, or to help a struggling agency survive.

Project

Through this project, NACY proposes to strengthen member agencies to:

1. Take stock of current economic realities impacting our member agencies in the child & youth sector in the areas of: capacity building, knowledge acquisition/mentorship and sustainability,
2. Identify the best crisis management, models and/or approaches available or being practiced by agencies in these areas, and
3. Work with membership agencies to pilot some of these approaches to: (a) build increased capacity and/or more efficiencies; (b) gain more knowledge/mentorship abilities to support agencies facing crisis; (c) support and strengthen agencies to achieve greater sustainability.

NACY proposes to use the knowledge, expertise and commitment of leaders within our membership to form a "Sector Transformation Committee (STC)". Like the Prime Minister's Economic Advisory Council, this STC will be tasked to:

- identify, crystallize and analyze the current status of the Child and Youth sector,
- determine the areas where the sector needs to invest to gain the most strength,
- create and oversee transformational change opportunities and pilot(s).

NACY will use the existing wealth of knowledge and experience within our membership to direct and implement this project. We will consider what and how agencies need to survive or even thrive under difficult funding and sustainability times. Together, we will face this economic crisis and use this project to slow the erosion of our member agencies, the communities that they serve, and the millions of families, children and youth that rely on them weekly or daily to meet their needs.

3.2 Articles

Community sector integral to innovation discussion

By Tim Brodhead, Special to the Sun March 16, 2010

Last week's federal speech from the throne, like others before it, made reference to the critical role of innovation in ensuring a healthy economic future for Canada. Unlike other speeches, however, this one went beyond the usual suspects in identifying likely sources of great new ideas. Encouragingly, the government explicitly cited "innovative charities" and the importance of supporting community solutions to social challenges.

These words now need to be translated into action. Canada's community sector has been taken for granted for too long. It is made up of organizations that address every aspect of individual and community well-being from home care and co-op housing to neighbourhood improvements and immigrant settlement.

Consider that charities (excluding universities, colleges and hospitals) employ 1.2 million Canadians and have more than \$120 billion in annual expenditures. This makes the sector a more significant economic driver than our retail, mining or oil and gas sectors.

And yet, for the better part of 10 years -- well in advance of the current economic crisis -- Canada's community sector has been absorbing significant funding cuts, and struggling to "do more with less." Nor did it benefit from any of the government stimulus money distributed last year in an effort to buffer the impact of the recession.

Canada needs the systemic supports of the community sector that have been introduced in the United Kingdom, the U.S., and other countries. In 1999, British leaders concluded that dealing with their economic and social challenges required a collaborative approach and large-scale investment in the capacity of what they call the "Third Sector."

A decade later, a series of investment funds is providing loans, equity, business advice and office and infrastructure support to charities and social enterprises. Meanwhile, in the U.S., one of President Barack Obama's first acts was to create the White House Office of Social Innovation and set up a \$50-million US Innovation Fund to encourage and support new approaches to solving social problems. In both countries, citizens and community organizations are increasingly treated as indispensable partners, alongside governments and business.

Senior public officials, business executives and community leaders have called on Canada to embrace innovation, a call that is echoed in several of the ideas contained in the throne speech. Specifically, Canada's community sector could be helped to live up to its potential by the following four measures:

- 1.** Level the playing field by extending to social enterprises the same incentives and supports available to small and medium-sized businesses.
- 2.** Modernize the rules governing charities both to unleash their creativity and entrepreneurial capability and allow them to address today's more complex needs.
- 3.** Create a legal framework that encourages social enterprises, making it easier for them to generate earned income.
- 4.** Enact policy measures that promote the contribution by Canadians of time and money to the public good.

As in Britain and the U.S., building the capacity of the sector should be viewed as an important means to strengthen citizen engagement and the vitality of our neighbourhoods.

Business has a role beyond acknowledging the marketing value of the "triple bottom line." Employees increasingly value socially engaged employers who take seriously their responsibilities to all stakeholders, facilitating time off for staff to volunteer, matching staff donations, and collaborating in community building. The encouragement that the private and government sectors routinely provide to business entrepreneurs should be extended as enthusiastically to social entrepreneurs.

Tim Brodhead is the president and CEO of the J.W. McConnell Family Foundation, a longtime funder of community sector innovation and a partner with Vancouver-based PLAN in a national collaboration, Social Innovation Generation.

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Related Article: "On Not Letting a Crisis Go to Waste: An Innovation Agenda for Canada's Community Sector" by Tim Brodhead, appeared in The Philanthropist, Vol 23 No 1 (2010), available for download on this link:

<http://www.thephilanthropist.ca/index.php/phil/article/view/813/655>

3.3 Child & Youth Think Tank Participant List

Name	Organization	Tel	Email
Samira Ahmed	Founder, For Youth By Youth News	613-322-6336	samira@fybynews.com
Nancy Birnbaum	President & CEO, Invest in Kids	416-977-1222X231	nbirnbaum@investinkids.ca
Brenda Cameron Couch	Director, Community Engagement, Imagine Canada	613-238-7555X236	bcameroncouch@imaginecanada.ca
Grant Charles	Professor, School of Social Work, University of British Columbia	604-822-3804	gcharles@interchange.ubc.ca
Sue Delaney	Executive Director, Communities for Children and Youth	306-241-4952	suedelanoy@communitiesforchildren.net
Jennifer Dickson	Executive Director, Canadian Unitarian Council	416-489-4121	jennifer@cuc.ca
Peter Dudding	Executive Director, Child Welfare League of Canada	613- 235-4412 X222	peter@cwlc.ca
Carl Nicholson	Ottawa Community Leader, Executive Director of Catholic Immigration Centre	613-232-9634	carl@cic.ca
Jean Kunz	Director, Policy Research Institute	613-992-5193	jean.kunz@pri-prp.gc.ca
Joëlle Lewis	Director of Mentoring Partnerships and Service Delivery, Big Brothers Big Sisters of Canada	905-639-0461X45	jlewis@bbbbsc.ca
Kim Lockhart	National Director, Learning Programs & Partnerships, United Way of Canada	613-513-8301	klockhart@unitedway.ca
Janice MacAulay	Executive Director, Canadian Association of Family Resource Programs	613- 237-7667X222	macaulay@frp.ca
Bruce MacDonald	Executive Director, Big Brothers Big Sisters of Canada	905-639-0461X18	bmacdonald@bbbbsc.ca
Carol Matusicky	Fellow, Council for Early Child Development	604-298-6749	carolmatusicky@shaw.ca
Sharon May	Director of Programs, Physical and Health Education Canada	613-523-1348X234	sharon@phecanada.ca
Bob McGahey	Research, Research & Information, Canadian Teachers' Federation	613- 688-4317	bmcga@ctf-fce.ca
Robin McMillan	Senior Consultant, Canadian Child Care Federation	613- 729-5289X239	rmcmillan@cccfc-fcsge.ca
Kimberley Murray	A/Policy, Planning & Development Specialist, Client Service Strategies Branch, Organizational Development & Performance Department, City of Ottawa	613-580-2424X46201	Kimberley.Murray@ottawa.ca
Ben O'Bright	Student, Carleton University	613-841-7601	benobright@gmail.com
Landon Pearson	Director, Landon Pearson Resource Centre for the Study of Childhood and Children's Rights	613-520-2600X1453	landon_pearson@carleton.ca
Pippa Rowcliffe	Managing Director, Council for Early Child Development	604-827-5797	prowcliffe@councilecd.ca
Tara Stang	Grants Officer, Muttart Foundation	780-421-0311	tstang@muttart.org
Michael Udy	Consultant, Children's social services and human resource development, Retired Executive Director of Batshaw Youth and Family Centres, Past President of the Child Welfare League of Canada	514-236-9283	michael.udy@gmail.com
Claudia von Zweck	Executive Director, Canadian Association of Occupational Therapists	613- 523- 2268 X224	cvonzweck@caot.ca
David W. Young	Executive Director, Sources	604-531-6226	dyoung@pacsbc.org
Lynne Westlake	Board Member, Canadian Institute of Child Health	613- 230-8838 X223	lynne.westlake@gmail.com
Leslie Wright	Tides Canada	416-766-0403X224	lwright@novita.ca
Amanda Mayer	Coordinator, National Alliance for Children and Youth (NACY)	613-292-0569	info@nacy.ca
Mary Murphy	Facilitator, NACY Child & Youth Think Tank	613-724-6131	marymurphy@sympatico.ca
Wai Young	Project Director, Taking Stock Project, National Alliance for Children and Youth (NACY)	604-603-8211	wai@waiyoung.com

4.1 Expense Claim Form



National Alliance for Children and Youth
L'Alliance nationale pour l'enfance et la jeunesse

Expense Claim Form

INSTRUCTIONS:

Please complete and return with all original expense receipts to NACY by March 31, 2010:

#1705 - 130 rue Albert Street, Ottawa, Ontario K2P 1G4 | 613.292.0569 | info@nacy.ca

Claimant's Information		Date: <input style="width: 150px;" type="text"/>
Name: _____	Payment Made Payable To: _____	
Organization: _____		
Address: _____		
		Postal Code: _____
Telephone: _____		

Transportation	March 22	March 23	March 24	March 25	Total
AIRFARE					\$ -
TAXI					\$ -
PARKING					\$ -
OTHERS <small>pls. specify:</small>					
MILEAGE (Pls. specify km driven each day)					
Total mileage:				-	@ \$0.545/km
					\$ -
Accommodation	March 22	March 23	March 24	March 25	
HOTEL					
OTHERS <small>pls. specify:</small>					\$ -
Meals (Meals not covered by Conference)	March 22	March 23	March 24	March 25	
Breakfast <small>Max. allowance: \$14.45</small>					\$ -
LUNCH <small>Max. allowance: \$13.45</small>					\$ -
DINNER <small>Max. allowance: \$38.35</small>					
Other Expenses (please specify)					
					\$
					\$
					\$
					\$
Total expense to be reimbursed:					\$ -
<small>Official Use Only</small>		Submitted and Signed by Claimant: _____			
Authorized by: _____					
Cheque No: _____	Amount \$ _____				