

# Strategic Plan 2008-2011

***Our vision is a future where a dynamic  
Community Non-Profit Sector is a vital partner  
in the socio-economic development of New Brunswick.***

**Community Non-Profit Organizations Secretariat  
November 2008**



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# Introduction

On October 31, 2007 the Community Non-Profit Organization Secretariat was created and Minister Carmel Robichaud and Deputy Minister Chris Baker were named. From January thru March the government's response to the *Blueprint for Action* was developed and on March 30, 2008 *Delivering on the Blueprint* was presented. On November 12, 2008 a new Minister, Brian Kenny, was named to the Secretariat and on November 19<sup>th</sup> a new Deputy Minister, James Hughes.

By May 2008 the Secretariat was staffed and began the task of implementing *Delivering on the Blueprint*. With the team in place a strategic planning exercise was held. Recommendations from the Francophone and Anglophone communities were brought together and prioritized. The strategic plan is a living document for the Secretariat and will only be successful with the community non-profit sector and provincial government's input and direction. Both the provincial government and the community non-profit sector need to come together to implement and move forward on the recommendations.

The strategic plan references all recommendations identified in *Delivering on the Blueprint* to aid in the transition of implementation. In an effort to keep the community non-profit sector updated on the Community Non-Profit Organizations Secretariat's progress in the implementation a progress column is included in the strategic plan and will be updated quarterly. The strategic plan is also available on the Secretariat's website: [www.gnb.ca/volunteer](http://www.gnb.ca/volunteer).

# Vision

Our vision is a future where a dynamic Community Non-Profit Sector is a vital partner in the socio-economic development of New Brunswick.

# Mission

The mission of the Secretariat is to promote the development of a vibrant and respected Community Non-Profit Sector in New Brunswick.

# Mandate

The Secretariat accomplishes its mission by acting as the voice of the Community Non-Profit Sector. It implements the following mandate:

1. **Point of contact:** To act as the point of contact between the Community Non-Profit Sector and the Government of New Brunswick.
2. **Policy Development:** To coordinate a collaborative and proactive approach to policy development pertaining to the Community Non-Profit Sector.
3. **Support Services & Access to Resources:** To provide access to support services and resources for the Community Non-Profit Sector.
4. **Sustainable Funding:** To promote the allocation of sustainable funding by provincial departments to Community Non-Profit Organizations.
5. **Respectful Partnerships:** To promote respectful partnerships between the Provincial Government and within the Community Non-Profit Sector.
6. **Culture of Volunteering:** To foster a culture of volunteering in New Brunswick.
7. **Networking:** To facilitate the development of sustainable networks.

# Values

The Secretariat believes in the following values that guide our decisions, actions and behaviours:

1. We value, encourage and recognize volunteer services.
2. We recognize the independent and interdependent nature of the Non-Profit Sector, the Private Sector and the Provincial Government.
3. We respect the mutuality of interests of the Non-Profit Sector, the Private Sector and the Provincial Government.
4. We establish working partnerships focused on results.
5. Our communication is based on integrity, respect, mutual trust, compassion and understanding.
6. Our effective teamwork is based on cooperation, transparency, reliable information, efficiency, a proactive approach and visionary leadership.
7. We treat everyone equally and equitably.
8. We strive to make decisions by consensus.
9. Our deliberations are confidential and we show solidarity with decisions made by the Secretariat.
10. We provide quality bilingual services pertinent to the needs of the Non-Profit Sector.
11. We competently manage the Secretariat's operations and resources.

# Priority Long-Term Goals

Each long term goal respects one component of the mandate.

Priority Long-Term Goals	Mandate
<p><b>1. Financial Sustainability of Organizations</b> To ensure the financial sustainability of Community Non-Profit Organizations.</p>	<p><b>Sustainable Funding</b> To promote the allocation of sustainable funding by provincial departments to Community Non-Profit Organizations.</p>
<p><b>2. Coordinating Mechanisms</b> To establish coordinating mechanisms between the Community Non-Profit Sector and the Government of New Brunswick.</p>	<p><b>Point of Contact</b> To act as the point of contact between the Community Non-Profit Sector and the Government of New Brunswick.</p>
<p><b>3. Engagement Process</b> To ensure the implementation of an engagement process between partners (Provincial Government &amp; Community Non-Profit Sector).</p>	<p><b>Respectful Partnerships</b> To promote respectful partnerships between the Provincial Government and the Community Non-Profit Sector.</p>
<p><b>4. Participation in Volunteer Activities</b> To increase participation of New Brunswickers in volunteer activities.</p>	<p><b>Culture of Volunteering</b> To foster a culture of volunteering in New Brunswick.</p>
<p><b>5. Departmental Policies and the Sector</b> To ensure that all provincial departments implement policies conducive to Community Non-Profit Sector development.</p>	<p><b>Policy Development</b> To coordinate a collaborative and proactive approach to policy development pertaining to the Community Non-Profit Sector.</p>
<p><b>6. Access to Resources</b> To ensure that access to resources is available throughout the Community Non-Profit Sector.</p>	<p><b>Support Services &amp; Access to Resources</b> To provide access to support services and resources for the Community Non-Profit Sector.</p>
<p><b>7. Financial Protection</b> To ensure the financial protection of individual volunteers and Community Non-Profit Organizations.</p>	<p><b>Support Services &amp; Access to Resources</b> To provide access to support services and resources for the Community Non-Profit Sector.</p>
<p><b>8. Professional Development</b> To ensure that professional development is available throughout the Community Non-Profit Sector.</p>	<p><b>Support Services &amp; Access to Resources</b> To provide access to support services and resources for the Community Non-Profit Sector.</p>
<p><b>9. Communications and Information</b> To improve communications and information sharing.</p>	<p><b>Support Services &amp; Access to Resources</b> To provide access to support services and resources for the Community Non-Profit Sector.</p>
<p><b>10. Regional Mechanisms</b> To ensure the establishment of regional mechanisms within the Community Non-Profit Sector.</p>	<p><b>Networking</b> To facilitate the development of sustainable networks.</p>

# Strategic Goals

All ten of the long-term goals were broken down into strategic goals. The reference numbers/letters refer back to Delivering on the Blueprint recommendations.

## 1. Financial Sustainability of Organizations

*To ensure the financial sustainability of Community Non-Profit Organizations.*

Strategic Goals	Reference
1. To establish a multi-year core funding program. a) To determine types of non-profit organizations eligible for core funding. b) To ensure that funding for one-time projects be available for specific projects only, above and beyond multi-yr funding.	1E, 2E, 25E, 1F, 2F, 9F, 37F, 58F, 71F, 96F, 115F
2. To establish a government trust fund or foundation for non-profit organizations.	18E, 21E, 23E, 72F
3. To assist non-profit organizations in establishing endowment funds.	20E
4. To establish interest-free loans & grants for capital costs and equipment for non-profit organizations that own their own building.	3E,41F, 47F, 48F
5. To review funding for food banks.	31F
6. To ensure that non-profit sector benefits from volume purchasing programs, such as health benefits, insurance, supplies, etc. (provincial gov't or other).	8E, 9E, 22F, 24F, 25F
7. To realign WHSCC rates that reflect the safety record of volunteer organizations.	12bE, 69F
8. To explore the possibility of a province wide system of payroll deductions for non-profit organizations similar to the United Way.	24E, 73F
9. To adopt regulations for better control and equitable use of fundraising activities.	70F
10. To investigate a program of matching funds with the private and government sectors for special fundraising campaigns.	22E
11. To adopt a policy whereby government would eliminate the cost of disposal of waste / inappropriate donations for non-profit organizations that engage in recycling.	44F

## 2. Coordinating Mechanisms

*To establish coordinating mechanisms between the Community Non-Profit Sector and the Provincial Government.*

Strategic Goals	Reference
12. To designate a specific contact person within each department for Community Non-Profit Organizations.	41E/46E
13. To establish coordinating mechanisms for Community Non-Profit Organizations that deal with more than one provincial department.	Not applicable
14. To establish a Provincial Advisory Board with sector representation.	106F

### 3. Engagement Process

*To ensure the implementation of an engagement process between partners (Provincial Government and the Community Non-Profit Sector).*

<b>Strategic Goals</b>	<b>Reference</b>
15. To foster an engagement process with the Non-Profit Sector and the Provincial Government as it relates to policy development.	40E, 18F, 29F 78F, 79F, 108F, 116F

### 4. Participation in Volunteer Activities

*a) To increase participation of New Brunswickers in volunteer activities.*

<b>Strategic Goals</b>	<b>Reference</b>
16. To increase public awareness on the importance of volunteerism, volunteer recognition and donations to volunteer organizations.	45F, 84F, 89F, 90F,91F, 92F
17. To review the Youth in Action Program.	87F
18. To establish a policy whereby a student is credited for their volunteer contributions to the community during postsecondary education.	88F
19. To investigate the need for a policy whereby a student receives a student loan rebate in exchange for their volunteer contribution to the community.	35E
20. To investigate the need for a policy whereby high school and university students receive academic credits and scholarships for skills developed by their social involvement in the community.	85F

### 4. Participation in Volunteer Activities

*b) To increase mutual awareness of the Non-Profit Sector and the Provincial Government.*

<b>Strategic Goals</b>	<b>Reference</b>
21. To create opportunities for the non-profit sector and government to work together.	80F, 81F, 83F, 105F

## 5. Departmental Policies and the Sector

*To ensure that all provincial departments implement policies conducive to the Community Non-Profit Sector.*

<b>Strategic Goals</b>	<b>Reference</b>
22. To investigate the feasibility of a policy on property taxes for non-profit organizations who own and operate their own building.	66F
23. To review current policies on electricity rates in other provinces for non-profit organizations.	21F
24. To establish policy for energy conservation for non-profit organizations who own and operate their own building.	46F
25. To review employment programs that support non-profit organizations.	36E, 37E, 38E
26. To establish a travel policy for engagement activities by the Non-Profit Sector.	33F, 54F
27. To consult the Non-Profit Sector during the Taxation Review Process.	7E, 19E, 31E, 32E, 33E, 34F, 62F, 64F, 65F, 74F

## 6. Access to Resources

*To ensure that access to resources is available through out the Community Non-Profit Sector.*

<b>Strategic Goals</b>	<b>Reference</b>
28. To improve access to government buildings and vehicles.	11E, 15E, 40F, 41F, 43F
29. To improve access to schools.	16E, 42F, 101F, 102F
30. To improve access to school buses.	17E, 103F, 104F
31. To improve access by non-profit organizations to free criminal record checks.	12aE, 23F
32. To improve access to Service NB billing services.	39F

## 7. Financial Protection

*To ensure the financial protection of individual volunteers and Community Non-Profit Organizations.*

<b>Strategic Goals</b>	<b>Reference</b>
33. To facilitate access to affordable insurance for volunteer organizations.	6E, 67F, 68F, 95F
34. To adopt legislation to protect volunteers from strategic lawsuits against public participation (SLAPP).	29E

## 8. Professional Development & Learning

*To ensure that professional development and learning opportunities are available throughout the Community Non-Profit Sector.*

<b>Strategic Goals</b>	<b>Reference</b>
35. To investigate access by Non-Profit Sector to Provincial Government training programs.	14E, 114F
36. To identify learning programs relevant to the needs of the Non-Profit Sector.	75F, 98F
37. To improve career orientation programs in schools and postsecondary institutions with respect to Non-Profit Sector.	27E, 39E

## 9. Communications and information

*To improve communications and information sharing.*

<b>Strategic Goals</b>	<b>Reference</b>
38. To develop a Web site for the Non-Profit Sector.	41E, 13F, 14F, 15F, 16F

## 10. Regional Mechanisms

*To ensure the establishment of regional mechanisms within the Community Non-Profit Sector.*

<b>Strategic Goals</b>	<b>Reference</b>
39. To facilitate access to professional expertise within government.	13E
40. To host regular meetings of all regional partners.	47E
41. To encourage the trend towards administrative and service collaboration in the non-profit sector by region.	50E, 76F, 113F

Please note that more reference numbers are outlined in the objectives section.

However the following reference numbers do not have any action associated with them for several reasons, such as: a program was already in place, it is outside of New Brunswick's jurisdiction, no change in the current policy, not possible or accepted or that they should be undertaken by the non-profit sector: 100F, 11F, 26F, 57F, 20F, 36F, 5E, 12Ec, 12Ed, 12Ef, 34E, 32F, 49F, 50F, 51F, 55F, 60F, 61F, 97F, 99F, 109F, 4E, 53F, 86F.