

Proceedings of the first

Private/Voluntary Sector Forum

June 15th, 2001

Bank of Montreal Institute for Learning
3550 Pharmacy Avenue, Toronto, Ontario

Imagine 
A New Spirit of Community

Imagine is an initiative of the
Canadian Centre for Philanthropy



June 28, 2001

Dear Forum Participant:

Thank you for your role in making the first meeting of the Forum a success. From the formal responses and informal discussions we had with a number of you, it is clear that there is a strong interest in moving forward with the issues that were raised at the Forum. As one participant commented, "It was a great Forum if there is a successful follow up." This letter proposes a direction about where to go from here.

Upon reflection and in reviewing the report, we felt that energy generally coalesced in two key areas. These two themes emerged throughout the day and were strongly reflected at the end of the day when we identified and discussed key leverage points / strategic points of focus.

The first key theme centered on the concepts of vision, stories and deeper dialogue. It was captured by suggestions that the Forum be an "uncommon front" or a "band of brothers and sisters" that could work together to model and articulate a clearer picture of the desired future state of healthy communities. This would include discussions of creating guiding principles and values, common definitions and further developing new concepts such as "enterprising caring communities where no one is left out." Telling stories (microcosms of the vision that already exist in the present) was part of this theme, as was recognizing natural leaders. We titled this theme "Building a Framework for Deeper Dialogue".

The second key area where we noticed a concentration of energy was around the theme of addressing practical barriers to progress. This includes measuring and reporting on the inputs and outcomes of community investment and corporate responsibility. This theme is closely related to the need to revise Imagine's 1% definition of Caring Company and the discussion on "quality of life indicators" that was raised at Millcroft in 1999. Included in this theme are the concepts of the CRCA definition of a charitable organization and possible revision of other tax policies. We titled this theme "Building an Enabling Environment".

Once these groups emerged, it appeared to us that they are natural complements to each other. We ultimately need the creative tension and dialogue between the "vision" and "current reality" to effectively move our shared agenda ahead.

It is with this understanding that we recommend moving forward. We propose two working groups be struck (corresponding to the groups above) that would begin work in late August. These groups would be charged with moving forward on the key points in their respective areas. Each group would be asked to develop a workplan that includes specific action items or recommendations that could be taken forth to the next meeting of the Forum, which we propose for late November.

As we move ahead, your views on this proposed direction are important to us. Please take a moment to fill out and return the fax back questionnaire. We look forward to working with you on this important initiative and thank you again for your time and commitment.

Yours truly,



Chris Pinney
Director, Imagine
Vice President Corporate Citizenship, Canadian Centre for Philanthropy

TABLE OF CONTENTS

SETTING THE STAGE

Opening Remarks by Patrick Johnston.....	1
Identifying what is Important: Small Group Work Facilitated by Bryan Smith...	1
Private Voluntary Sector Relations: A Presentation by Chris Pinney.....	1
Lessons Learned from the Joint Table Process by Al Hatton.....	3
Financial Service Organization Reporting Requirements by Bryan Davies.....	4
Review of Issues in Discussion Paper and Questionnaire by Chris Pinney.....	5

VISION AND CURRENT REALITY

Set up for Small Group Work by Bryan Smith.....	6
Barriers and Negative Forces: Report from Break-out Group.....	8
Positive Forces: Report From Break-out Group.....	9
Vision: Report from Break-out Group.....	11

KEY LEVERAGE POINTS / STRATEGIC POINTS OF FOCUS

Set up for Large Group Work by Bryan Smith.....	14
Key Leverage Points / Strategic Points of Focus Identified.....	15
Further Discussion, Comments, and Points Raised.....	16

Proceedings of the first Private/Voluntary Sector Forum

SETTING THE STAGE

Patrick Johnston, President & CEO: Canadian Centre for Philanthropy.

Patrick began by welcoming everyone to the Forum. Following his opening remarks, Patrick asked all participants to introduce themselves and encouraged open and honest debate.

Bryan Smith, Innovation Associates. Introduced the plan of action for the day. Bryan focused initial remarks on the notion of leadership stating, “leaders know what’s important to them”. Leaders create hierarchies of meaning. It is important not to lose sight of your sense of purpose. The foundation for the day is the question: “what’s important for you?” Bryan asked participants to take a few moments to think about this. He provided some guiding questions to help participants come up with their answers. Individuals have a choice in terms of what to disclose and what not to, but if people want to get their ideas “to the top of the hill (hierarchy)”, these must be shared. With their respective tables, participants shared their thoughts with others. Each table then had one person feed back common threads to the group as noted below.

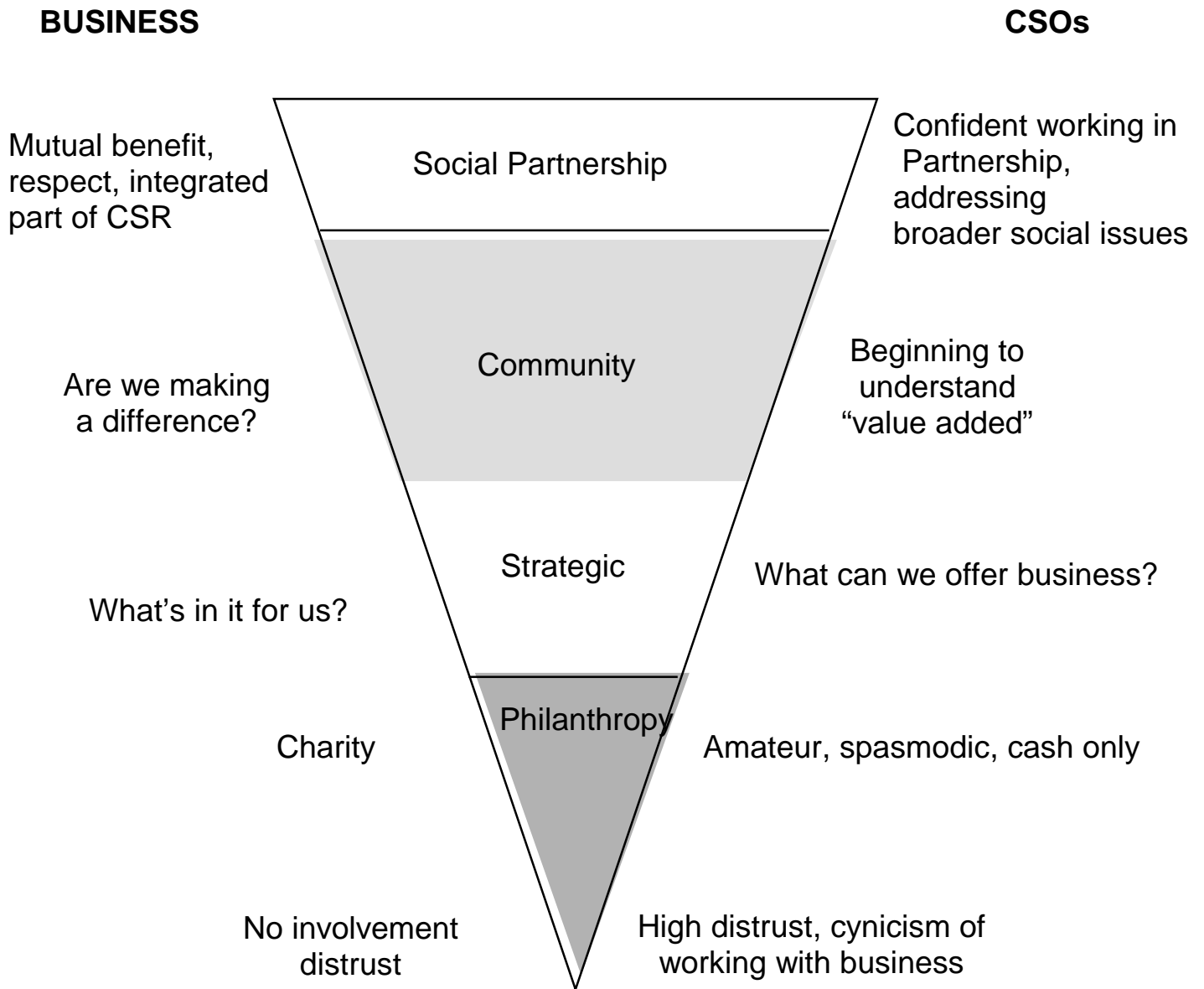
- self, family, community, looking inward to looking outward
- desire to make a difference, priority = doing the right thing
- family, children, ability of individuals to make change, preserving beauty and creating beauty
- connections and growing from there

Bryan gave the example of the African greeting “I see you”. Until you are “brought into being” by others, you don’t exist. Participants were asked to set aside labels and judgments and look for common bonds, to listen deeply and use our absorptive capacity. The importance of dialogue was stressed. Bryan reminded us that the original definition of dialogue is “meaning flowing through.” This is achieved by stepping outside of our respective silos and looking at the issues with a fresh view.

Chris Pinney, Director of Imagine & Vice-President, Corporate Citizenship: Canadian Centre for Philanthropy. Chris reviewed the background to Imagine taking the lead in the creation of the Forum. He reviewed how rising expectations and changing roles and responsibilities were creating an urgent need for a more productive framework for private voluntary sector cooperation and partnership in building community and meeting social needs. He explained Imagine’s new agenda for promoting corporate citizenship and why contributing to the creation a more effective framework for private voluntary sector relations is

one of Imagine's top program priorities. He noted that while Imagine was taking a lead in hosting the Forum, the agenda going forward was in the hands of the participants. Imagine sees its role as a catalyst to help launch and facilitate the dialogue but not to direct it. Two slides from Chris' presentation describing the current and emerging relations between the private and voluntary sector are reproduced below:

CSO BUSINESS RELATIONS



THE EMERGING PARADIGM

Old		New
Responsive	>	Proactive
Transactions	>	Relationships
Isolated	>	Integrated
Invisible	>	Visible
Organizations	>	Causes
Charity	>	Change
Short Term	>	Long Term
Needs Focused	>	Outcomes focused
Cash	>	Employees, In kind and Cash

Questions raised and discussion:

- Now more than ever there is an emphasis on the concept of community building. How do we define this? What's the context? Many corporate relations/ interventions can't be described as community building. Is the expression 'community building' overused? Should we pause for a definition/ What about citizenship? What about quality of life?
 - The importance of asking this was noted. Community Building is good but the words can be empty and loaded. Many times private/voluntary partnerships arise out of needs for organizational survival as opposed to community building. Are we serious about it?
 - Think globally, act locally. Understand the forces which exist in order to change

Building Inter-Sectoral Cooperation between the Federal Government and the Voluntary Sector: Lessons Learned from the Joint Table Process: Al Hatton, Coalition of National Voluntary Organizations. The Coalition brings different sectors together and has focused on the relationship with the federal government. Al gave a detailed presentation on the work of the coalition; the purpose, background, goals and objectives of the coalition and lessons learned which may apply to other forums.

Purpose:

- Voluntary sector in the community
- VSI background paper
- VSI
- Objectives and outcome

- Role of voluntary sector
- Role of government

Lessons learned from the VSI:

- Importance of:
 - a common vision in the voluntary sector
 - agenda is bigger than one organization
 - compromise on strategy but NOT principles
 - solutions not problems
 - highest common denominator
 - timing
 - capacity building
 - trust
 - proactive and strategic

The Federal Government's Upcoming Requirements for the Financial Services Sector to Report on their Community Impact: An Overview by Bryan Davies, Royal Bank of Canada. Bryan briefly noted today's context, and questioned the signal of a new social contract. A need to refine Imagine's current 1% figure was noted as well as the need for consistent reporting standards.

Banks and Insurance firms are regulated but are not public goods. Banks and insurance companies will soon be required to publish a "public accountability statement" which describes the organization's contribution to the Canadian economy and society. These statements are intended to serve as a basis for a continuing dialogue between leaders of financial institutions and the community. In this context, Bryan stressed the importance of reporting requirements and disclosure of activities.

Parameters enable an organization to put out a report. Bryan raised the issue of consistency in reporting standards and the need for a commonly accepted way of reporting to provide a basis for discussion with the public on community needs and expectations. How do we measure this? There is a need for consistent standards and measurement techniques. Different organizations interpret this differently.

Brian noted that the required contents of the Public Accountability Statement include the following:

1. Examples of:
 - a. participation in activities, and volunteer activities by employees, for the purpose of community development, including financial contributions
 - b. charitable donations

- c. other philanthropic activities and the total value in money (if possible) of them (excluding charitable donations)
2. The total value in money of all charitable donations
3. New initiatives or technical assistance programs in relation to financing for small businesses
4. Amounts of loan authorizations to small business - prescribed breakdown of information including: location and number of small businesses, size of loans, etc.
5. Initiatives to improve access to banking for low-income individuals, senior citizens and disabled persons
6. Locations of branches and other facilities that provide financial services that were opened or closed during the year
7. Number of full and part-time employees, by province
8. Total federal and provincial income and capital taxes paid

Patrick Johnston (CCP) noted that this was a concrete example of an attempt to define what we mean by reporting requirements.

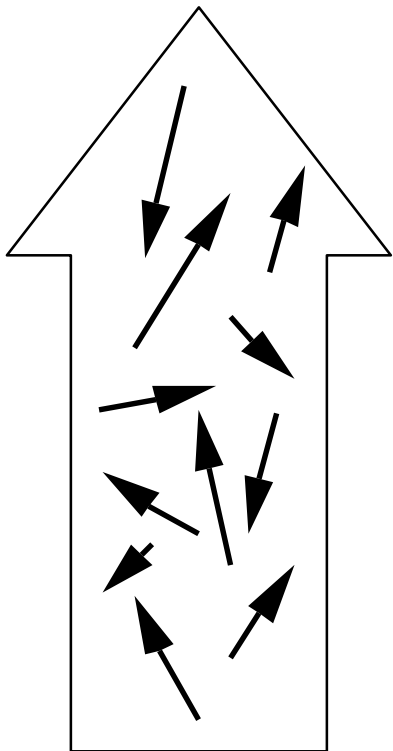
Review of Issues in the Discussion Paper “More than Charity: Building a New Framework for Canadian Private/Voluntary sector Relations” by Chris Pinney. Chris focused on the feedback from the questionnaire. Two key themes that emerged were understanding and communications, and a framework for partnership. Sectoral differences in opinions were noted in relation to: involvement of government; issues of competition; guidelines for sponsorship.

Questions raised and discussion:

- The need to distinguish between what Imagine can do and what a Forum ought to do. Some issues we are discussing may be Imagine’s internal business. This needs to be clarified.
- Imagine can act as a catalyst for the private and voluntary sectors to work more effectively together. Imagine can facilitate this forum OR perhaps other players (PPF, BCNI, CCBC, etc.) are more appropriate to be hosts. Imagine doesn’t need to ‘own’ this but, the CCP and Imagine can provide resources to serve as a catalyst.
- Form follows function.

VISION AND CURRENT REALITY

Set up for Small Group Work by Bryan Smith. Bryan began by drawing two arrows to illustrate the concept of alignment.



Alignment occurs when a group of individuals are functioning as a single unit or single organism. Even though the individuals have diverse strengths, they are seen to function as one.

In these diagrams, the smaller arrows represent individuals and the larger arrows represent the team or organization and its overall direction.

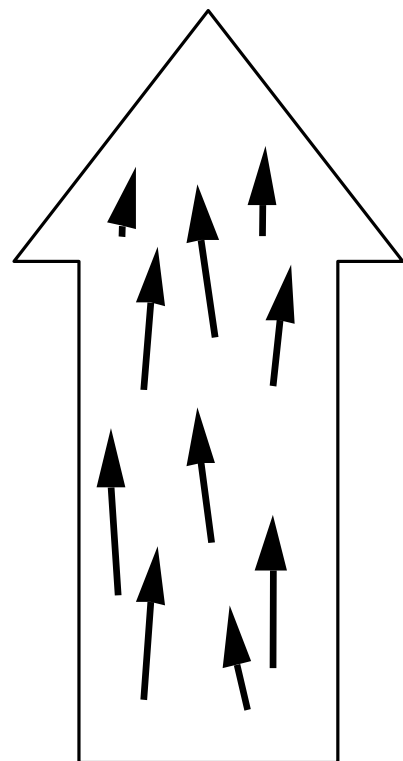
Most organizations, as they grow, tend to gravitate to the unaligned state illustrated in the diagram with arrows pointing in quite different directions

The aligned team or organization, as illustrated by the arrows pointing in the same

direction, tends to be synergistic, with lots of forward drive. Each individual contribution is amplified by the others. An aligned organization has support, team spirit, and high morale. Alignment is a natural by-product of developing a shared vision, and formulating a systemic understanding of current reality.

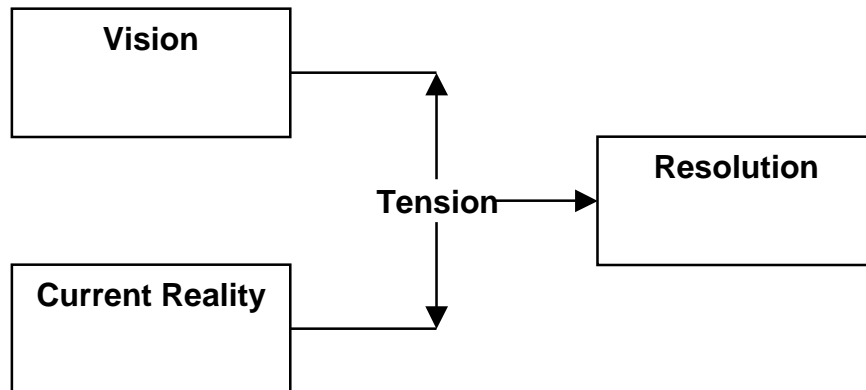
Bryan also gave the analogy of a magnifying glass to illustrate the point that focus creates energy. The more the individuals and organization are focused, the more that can be achieved.

Shared Vision



Current Reality

Bryan illustrated that whenever you hold a vision of a desired future which is different from the way things are at present (that is, reality), you develop creative tension (as when a rubber band is stretched between two points). This tension seeks resolution. It is a natural part of the creative process.



Creative tension can be resolved in one of two ways: (a) in favor of the vision or (b) in favor of current reality. When there is a big gap between vision and current reality, people often begin to feel anxious, frustrated, or discouraged. A common response to this emotional tension is to attempt to relieve it, either by lowering the vision or by denying or overlooking aspects of current reality.

Holding onto the vision while simultaneously acknowledging current reality generates an enormous amount of energy that actually draws current reality toward the vision. You are more able to take effective actions to create the results you want.

The essence of leadership is generating and managing the creative tension between the vision and current reality. Bryan reminded us that it is harmful to focus on a vision without acknowledging and talking about the current reality. If current reality is denied, this leads to a lack of credibility.

Participants then divided themselves into 3 groups according to their interest: vision, positive forces in the current reality and barriers or negative forces in the current reality. The groups were assembled in the main classroom to allow the groups to check for balance and to solicit members from other groups if necessary.

Feedback from groups:

Barriers and Negative Forces

1. Issues of: values, principles and lack of a common culture
 - reality vs. rhetoric
 - hidden agenda
 - uninformed
 - stereotypes
 - distrust
 - limits of language
 - lack of respect for values of each other
 - chest thumping on both sides
2. Management Capacity
 - limited time and resources
 - lack of sustainable commitment
 - inconsistency in NFP and Mgmt of corporate relationship
3. 'Corporatization' of Philanthropy
 - resistance to corporatization
 - corporate pressures to attach to direct benefits projects
 - short-term pressure to measure results
 - lack of corporate 'appeal' for very important causes
 - perceptions of leverage
 - core vs. project funding
 - branding relationships with community
 - trendy/sexy causes
4. Enabling environment
 - lack of policies , tri-sectoral social contract
 - double standard for charities
 - multiplicity of application and reporting expectations of voluntary organizations
 - lack of supportive government policies (including taxation policies)

Discussion, comments, other issues raised:

- Issue of the private sector not recognizing the prominence of charity in the community. This is based on the idea that business has a bigger reputation. It needs to be even playing field. An example was given of a meeting between a large computer company and a large charitable organization. The corporation treated the charity like a small "church basement" group. In reality they have the same annual revenue of \$4 billion.

- All organizations have an inferiority complex
- Trust and human connection is created by meaningful self-disclosure
- Shifts in public perception. We hear about economy loops and shifts in perception about how people should relate to philanthropy/charity. Is there a shift back to a Victorian context of 'the deserving poor'? This presupposes that others aren't deserving and affects the way service relates to clients.
- Double standard of measurement and media coverage. An example from Vancouver was given where, when a nonprofit was in trouble, it was front-page news but it was not the same for business.

Positive Forces

This group noted that they had a majority of participants from the corporate sector and more women than men.

1. Global trends and pressures
 - downsizing of government – resulting in need for 3 sectors to work more closely together
 - search for collective 'Canadian' voice
 - return to economic health
 - globalization : growing competition and the need to draw upon all available strengths
 - Canada's multiculturalism, cultural diversity and capacity for innovation
 - openness to redefinition of citizenship at the grassroots
 - the need for increasingly sophisticated community leadership to address most issues
 - globalization: importance of reputation management
 - globalization: corporate reorganization
 - Breadth of coverage (communication potential)
 - Growing understanding of holistic sustainable development by companies and society
2. Increasing Public Perceptions
 - demands from public, employees, customers and other stakeholders to know more about contributions of various sectors
 - information technology contributes to sharing ideas and citizen empowerment
 - enlightened self-interest : growing perception of benefit of healthy communities
 - new and emerging players at the policy level
 - more shareholder interest in company contributions to the community
 - (perception of) growing public interest and support in private and voluntary sector partnerships

- increased interest by voluntary sector organizations in forming sustained relationships with private companies
 - voluntary sector adapting to change: e.g. Lutherwood Coda
 - Accountability and reporting of private /charitable/ voluntary sectors
 - Investor use of CSR as a measure of management
 - Increased transparency and reporting
 - Learning / expertise of voluntary / private sectors that can be brought together for a common goal
3. Critical Role of Human Capital: HR issues. Competition for skills
- changing career patterns
 - rising social 'consciousness'
 - younger generation more well-rounded (societal contribution)
 - cycle of :
 - desire of individuals to want to make a difference / be involved in community
 - corporate strategy – importance of HR recruitment / retention
 - professional development of voluntary sector
4. Existing leadership initiatives and resources. Drivers of positive change.
- Business in the Community Leaders Forum
 - Imagine
 - Community Foundations bringing focus
 - Voluntary Sector Initiative
 - Conference Board CSR Networks
 - Dot Com Millionaires setting examples
 - Increasing number of conferences / structured opportunities to discuss corporate social responsibility
 - Speeches by leaders in both sectors in favor of collaboration
 - CEO spokespersons for private / public dialogue
 - Grassroots leadership currently taking place to bridge the sectors
 - Increasing number of initiatives in corporate citizenship and responsibility
 - Number of people here today interested in moving forward
 - Turn out at this meeting
 - Changing curriculum in business schools

Discussion, comments, other issues raised:

- Human capital? The non-profit sector has to become more 'professionalized' due to pressures. There is an issue of human capital in attracting skilled employees. Newer phenomenon of mid-career Canadians changing careers and a youth tendency to 'citizenship'.
- Value judgment. Same topics but different understanding

- Although the break-out group consisted mostly of people working in the private sector, the voluntary sector perspective would agree with all of the major headings relating to positive forces. Perhaps the little points beneath the larger headings would be different from a voluntary sector perspective however.
- Values behind work (corporate vs. NFP) may be different but the goals are the same. Therefore, it is a question of how to work together most effectively. Currently, relationships are usually on a project-by-project basis. Alignments must be deeper than this.
- There is a problem with existing corporate leadership. Only a handful of CEOs are exhibiting leadership. This is a real issue. There is a different type of leadership now than before and the jobs and lives of top 50 CEOs are much different today than in the past. Therefore, the contributions are different. With large organizations now, CEOs don't have the answers to all the questions leaving specialized knowledge (e.g. for community investment) in the hands of managers. We need to understand the forces and leverage points in this situation. Everyone is working harder than ever and there are often limited resources of time, knowledge and money.

Vision

A vision is a present tense experience of a future state. It is like athletes or performing artists who picture what they are about to do or create. The vision of community should be on a human scale, so we can see it clearly on a personal level.

Our vision is one where:

Communities are:

- enterprising
- natural, organic
- nurturing and nourishing
- thriving
- ethical
- innovative, learning and reflective
- appreciative
- effective
- places where no one is left out
- places where people have a sense they can make a difference
- places where those not normally present are present
- places where everyone has a stake in the community but not to the disadvantage of other communities
- places where nature and human development are aligned
- places where individuals are balanced with community

Communities value:

- potential
- development and problem solving
- contributions of all sectors and individuals regardless of economic wealth
- ideas
- public space that inspires and enables community
- many participation options
- Inclusive approach to community
- looking after one another - care and concern
- respecting ideas
- creativity, diversity and inclusiveness
- personal freedom
- building for the next and future generations

Communities are not about:

- need
- providing 'professionalized' service
- 'the helper strikes again'
- hierarchical levels
- sectors, silos, barriers

Vision of Private Voluntary Sector Relations

- resources, expertise, creativity and innovation flowing effortlessly between the sectors, and pooling effortlessly to improve life for all in the community
- Business creating wealth equitably, ethically and sustainably.
- Unencumbered mobility of social, physical, and intellectual capital
- Senior business executives listening seriously to ideas put forward by non-profits
- Bank account transfers to charity and non-profit = instant tax receipt
- Business pages of newspapers regularly report on significant contributions (not just money) to social capital
- Needs assessment group analyses and reports across Canada on consistent basis
- Corporate employees no longer “check their values at the door”
- media celebrating good news stories
- significant increase in untied contributions from private sector to credible and accountable charities

Additional Notes:

- less traffic – more barber shops
- our need to serve vs. needs of others ('more parties, more beer')

Discussion, comments, other issues raised:

- The example was given of the Public Policy Forum meeting in 1999 where representatives from the private sector thought the agenda was limited. If the other 2 sectors could get on the agenda it would move ahead. An issue of different bottom lines. No clear division. Is this reflective of broader views? What's changed? Participants noted that we got down to basics today. Hats were removed. The process was different. Before the group was divided into 3 separate groups according to sector.
- Corporate reality = task orientation. Managers need a problem to solve.
- How to connect a vision with corporate lingo? Wearing a hat = take positions. On an individual level = connections. The personal vs. the political.
- Reality of uneven representation in the room. If we interview 100 voluntary organizations we have the top 10 in the room. If we interviewed 100 corporations we don't have the top 10 in this room. The size difference of the sector. What does it take to set it up and encourage this?
- CEOs are decision makers. Therefore they need a proposition. Senior middle managers will be driving this change. At some point CEOs will be engaged BUT we may deal with heads of HR, marketing, community relations, etc...
- The example of the Prince of Wales Business Leaders Forum and Business in the Community in the UK was given. If business didn't get involved they were faced with social collapse. We don't have a Canadian catalyst event. We need to develop an agenda and take it upstairs.
- We can make ourselves crazy talking about sectors. Not real on the ground. We need to be partners for communities. Combine energies of people who care. Social change happens through people. Focus on people who care. Too many books are written and not enough action is taken. The example of Millcroft was noted where at one moment everyone could agree to move forward but the moment was lost.
- Process doesn't have to be national and huge. Example of St. Johns anti-poverty initiative. Remarkable. Tell the story. Example of the Imagine partnership awards. Tell the story.

KEY LEVERAGE POINTS / STRATEGIC POINTS OF FOCUS

Large Group Work to Identify Key Leverage Points / Strategic Points of Focus by Bryan Smith. Bryan asked participants to look for areas of focus, and what available resources would give high return. He gave the example of the 'sheep dip approach' to change. The analogy refers to the process of dipping sheep in a vat of liquid to kill ticks and fleas in their wool. In this process the dipper wears a long rubber glove and dips most of the sheep's body in the liquid. In organizations, senior people are "dippers" and don't get wet themselves. The senior people apply change to the "other people" and do not see the need for themselves to change. Applied to a community or a nation or an organization, this is an ineffective, but all too common approach to change. Many participants indicated that they had been involved in organizational change efforts that resembled this analogy.

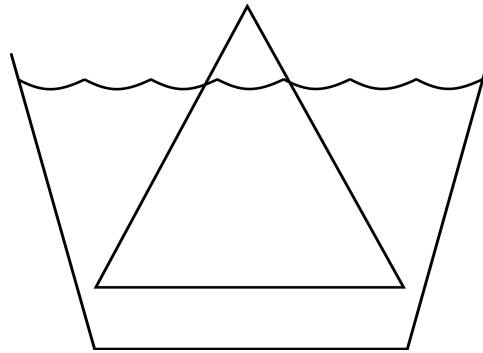
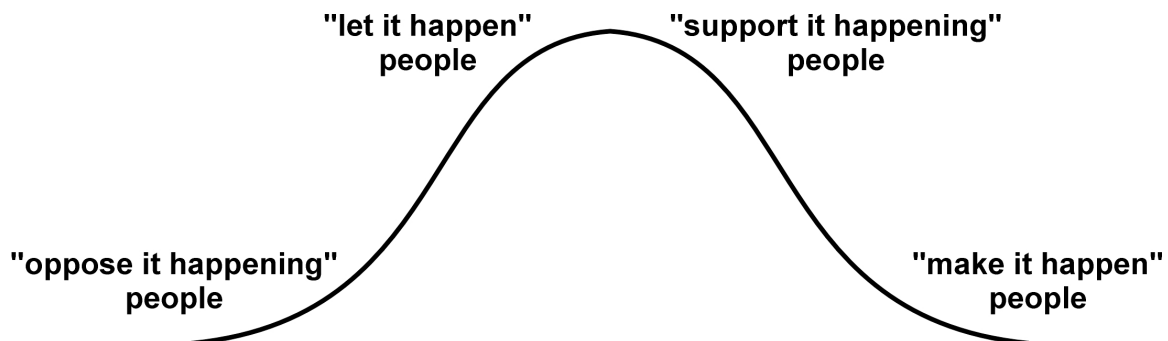


Illustration of Sheep Dip method of Change

Bryan put forward another analogy for change that reflected the reality of his experience – the normal curve. It is based on the idea that given any situation where individuals are faced with change, people's attitudes towards change are distributed along a normal curve. Some want to make it happen, others support it happening, others let it happen, and others oppose it happening. We can influence change by focusing on the supporters of change (who will then support the people who are making it happen). On the other hand, we will slow the process down by focusing most of our energy on those who oppose it. To focus our energy, we could effectively work with the 'opposers' by using their skills to critique the people who are making it happen. It is important to focus on the highest leverage areas.



Key Leverage Points / Strategic Points of Focus

Given the vision and the current reality of community building and private voluntary sector relations, what are the key leverage points or strategic points of focus for moving us from where we are now to where we want to go:

- Measurement Indicators
 - CCRA
 - Imagine
 - Outcomes / Inputs
- Develop templates / tools to facilitate working together
- Transparency is a good motivator
- Requirement to report can change behaviour
- Link to “quality of life indicators” discussed at Millcroft
- Don’t lose sight of broader systemic issues
- Common definitions and language
- Don’t overlook Tax Policy as an effective means of change

- Stories
 - Celebrate role models
 - Real examples
 - Recognize natural leaders
- Guiding principles / values
- Education
- Continued dialogue to put together and further common ground
- Broaden efforts for a more inclusive dialogue, quality of dialogue is important
- The concept of “sectors” can be seen as a barrier, a label
- Go beyond labels to leaders / individuals. We’re all in this together
- Question of how to provide new ways of engaging that will resonate within organizations
- Clarify means vs. ends
- Entrepreneurial model of creating caring communities, “enterprising caring communities”
- Do some ‘real work’ together
 - model what we’re talking about
- Place based initiatives, community is located in a physical place, focus on local communities
- Get clearer on desired future state, vision of community
- Transferring skills / competencies / visioning from corporate sector
- Identify management and leadership roles / distinction
- Create a ‘band of brothers’ and ‘sisters’

Discussion, comments, points raised:

- What gets measured gets done. Our objective is to build better communities but there is also the issue of defining yard sticks.
- Outcomes? Inputs? Two measures: Imagine's definition of commitment; and Revenue Canada's definition of a charitable organization.
- Question of how to measure the community that we want. This was almost achieved in Millcroft when we focused on a set of indicators
- Action research and case studies and telling stories is another part of the "measurement" debate. Business was able to move agenda ahead by telling stories. In Canada 20 years ago there were no such stories. Fuel the energy.
- Support notion of measurement BUT what are we coming together to do?
- We need something to measure against. Focus on principles and values.
- An issue of nailing down broader outcomes. What do we mean by community? Need broad recognition of this.
- Commonalities here and in corporate social responsibility literature. Common definition in and amongst corporations and not for profits.
- More of us are now working together and we need to hook into that.
- Current Benchmarking process has taken leading international codes, consulted with companies and THEN taken to not-for-profits for consultation. The starting point is different and the process is different which therefore, may lead to a different result. The need to involve both sectors equally from the beginning was noted.
- Structured way but not structure. CSR, Imagine. Separate work. What's in common?
- Transparency is effective in changing behavior
- Looking for models. Concrete situations to raise awareness.
- Nervous of CSR benchmark off on its own. Today's discussion should create benchmarks. Check off lists? Questioning the government definition of community development? Take our notion of future and define benchmarks against this. Two processes? This is most powerful. Collective impact on community development.

- What does 1% mean?
- Sort out means/ends confusion.
- Change by example. Change by vision
 - Stories, examples
 - Clear desired future state
 - No lexicon to do this
 - Bryan's skills vis-à-vis the corporate sector were pointed out:
 - bring people together and work to achieve common goals
 - opportunity to apply and translate to people who want to build better community
 - find leverage. Draw on competencies like Bryan's to bring people together
- Take action. Be clear and concrete. Drop labels. The 'uncommon front'
- We need to see a broader definition of leadership. Too narrow. We only have 3 pillars involved and we need to bring labour, media and others to the table. Change won't just happen with the collective efforts of only us.
- The concept of sectors not helpful. Big barrier. Some derive income privately others thought NFP activities. We need to move forward with that. Suggestion of the "Common Front"
- Speaking about values can be a barrier in itself. Speak at human scale level and not at values. Wouldn't say values are wrong...
- VSR/VSI maybe not be the model. This was a whole sector forming a relationship and dialogue with one organization – the federal government. Not provincial and local governments. Federal Government defines what a charity is. Definitional role. Huge numbers of organizations. Get at issues and bring the right people together. Celebrate models. Take stories. Language and Tools. Set a tone for conversations. Bring whole person.
- An issue of going back to a company and therefore needing to find a way to align.
- A place in 'social change' vs. helping the community.
- Strategic use of CEO
- Dialogue process: common things, issues; led and facilitative process
- Power of recommendation: receptivity to non-partisan point of view.

- Placed based initiatives.
- Bias of the UK model. Came to create a national umbrella. Lack of support for the abstract. Hamilton example = huge implications. Want action. Frustrated.
- Feel strong about an exercise that is micro and not macro to make change.
- We need passion on the input side and we need others to fill in the picture.
- Idea of 'enterprise' as a language raised. Find other new words. 'Charity' is outdated. Make Canada a place where communities thrive.

Due to time limitations, discussions had to finish up at this point. Thanks were given.

Closing by Patrick Johnston. Patrick thanked the participants for their participation and welcomed their feedback on the day. He reaffirmed Imagine and the CCP commitment to facilitate the ongoing development of the Forum and said a follow-up report on the day would be circulated by the end of June.

Thanks were given and the meeting adjourned at 4:00pm

Participants and Organizations Represented at the Forum

Al Hatton

Coalition of National Voluntary
Organizations

Brian Chapman

Human Resources Development
Canada

Bryan Smith

Innovation Inc.

Bryan Davies

Royal Bank of Canada

Chris Pinney

Canadian Centre for Philanthropy

Christina Sharp

Canadian Diabetes Association

Colleen Brydon

DuPont

David Armour

United Way/Centraide Canada

David Stewart-Patterson

Business Council on National Issues

Gavin Turley

The Kidney Foundation of Canada

George Khoury

Canadian Centre for Business in the
Community

Gordon Forstner

Dofasco

Hazel Gillespie

Petro-Canada

Hilary Pearson

Secor

Janice Elliott

Public Policy Forum

Janet Eger

Fairmont Hotels and Resorts

Judith Chopra

Clarica

Kevin McKague

Canadian Centre for Philanthropy

Laura Gregson

The Co-operators

Laurelea Conrad

Heart and Stroke Foundation

Louise Bellingham

Bell Canada

Lynn Morley

Suncor Energy Inc.

Michelle Brown

Canadian Centre for Philanthropy

Monica Patten

Community Foundations of Canada

Patrick Johnson

Canadian Centre for Philanthropy

Ric Young

E.Y.E.

Rita Morin

United Way of Lower Mainland

Ron Mitchell

Compaq

Sarah Iley

Council for Business and the Arts in
Canada

Ted Garrard

University of Western Ontario

Acknowledgements:

Imagine wishes to thank Nada Ristich from the Bank of Montreal for generously donating the facilities at the Institute for Learning.

Imagine also wishes to acknowledge the principle authors of this written report: Michelle Brown and Kevin McKague of Imagine.