vantage point

STRONGER**TOGETHER**

BRITISH COLUMBIA NON-PROFIT NETWORK
FEASIBILITY STUDY REPORT

ACKNOWLEDGMENTS

We gratefully acknowledge that Vantage Point's office is located on the unceded, traditional, ancestral territories of the Coast Salish People, including the Skwxwú7mesh (Squamish), xʷməθkʷəy̓əm (Musqueam), and səlílwətaʔɬ (Tsleil-Waututh) Nations. The work that we do spans across the lands of 203 distinct First Nations in British Columbia. We recognize that they have been custodians of this land for thousands of years and pay our respect to Elders and knowledge keepers, both past and present. We are grateful for the opportunity to live and work on this territory. We are deeply grateful to convene on these lands, the majority of which are unceded. Unceded means the land was never handed over, through any process understood or accepted. Unceded lands still rightfully belong to the nations who have stewarded them since time immemorial.

We are grateful for all those who participated in this project

Thank you to those who joined a conversation either in-person or virtually, completed the survey, and/or shared out the event posts and survey link. Thank you to those who traveled to meet with us in person and to all who participated, for lending your time and knowledge to inform this project. To participate in a group conversation or complete a survey is a demonstration of the collaborative nature, generosity, and community-minded spirit that makes this sector indispensable.

We want to thank the organizations that partnered to support in-person Community Conversations across the province. Thank you to the following organizations for providing key support such as sharing meeting space, supporting event setup, sharing invites with networks, and more: The Dock Victoria, Two Rivers Gallery, United Way BC-Thompson Nicola Cariboo Region, and The United Way of Northern BC.

We would also like to thank the project funders for making this exploration possible: Vancouver Foundation, The Lawson Foundation, Vancouver Coastal Health – Health Promotion Community Investments, an anonymous donor, and BC Non-Profit Housing Association.

ABOUT VANTAGE POINT

Founded as the Central Volunteer Bureau of Vancouver in 1943, Vantage Point is an impact-driven and collaborative organization.

At Vantage Point we convene, connect, and equip leaders to lift the organizational capacity of non-profit and charitable organizations. We provide high-quality, practical education, facilitation, and consulting support to BC's non-profit and charitable sector, and programs that support sector success through convening, facilitation, and advocacy.

Vantage Point plays an important role in lifting and amplifying the strengths of this dynamic, resilient, and innovative sector. By identifying the sector's strengths and challenges through research, and engaging in collaborations and government relations, Vantage Point has emerged as a relevant voice for the sector in recent years.

Vantage Point provides training and capacity-building supports in areas of governance, leadership, human resources, strategic planning, and other key areas that support non-profits to achieve greater impact.

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EXECUTIVE SUMMARY

In British Columbia (BC), the non-profit sector makes an impact in every community, and supports many aspects of our lives, including healthcare, education, poverty reduction, sports and recreation, arts and culture, and more.

There are approximately 31,000 non-profit organizations[1] in BC, employing approximately 335,000 individuals[2]. Even so, the non-profit sector in BC does not have a clear way to coordinate efforts across sub-sectors and regions or showcase its collective impact.

This feasibility study set out to learn if non-profits in BC are interested in, and ready to develop a non-profit network.

This report provides an overview of common themes, opinions and ideas shared by various stakeholders throughout the project consultation period, which included 18 focus groups[3] and a survey.

The results identify common challenges and opportunities facing non-profit organizations across regions and sub-sectors, which could be better addressed through a coordinated approach. Through this consultation process, Vantage Point learned there is interest from the majority of those consulted to move forward with building a non-profit network in BC.

The following key points emerged from the consultation period:

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[1] *There are 31,418 active registered societies in the OrgBook BC database. Government of BC, "OrgBook BC", accessed on June 12, 2023. https://orgbook.gov.bc.ca/ search?q&category%3Aentity_type=S&credential_ type_id=1&inactive=false&page=1.*

[2] *Statistics Canada, "Table 36-10-0617-01, Employment in non-profit institutions by sub-sector (x 1,000)", accessed on May 30, 2023, https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061701.*

[3] *Referred to throughout the project as "Community Conversations".*

Support for a network in BC

Most stakeholders expressed interest and excitement at the idea of a non-profit network in BC, saying that a network could support their organizations, communities and/or the entire sector, and sharing specific ways a network could create added value.

Broad ideas around network activities

A network could facilitate access to resources and best practices, convene and connect organizations, strengthen coordinated advocacy, and help provide a voice to government for the sector. Additional activities were identified and will be explored as the network is developed.

Varied ways organizations want to participate

The top three desired modes of participation in the network are:

- participating in surveys, attending meetings and other opportunities to engage and share perspectives;
- supporting outreach and engagement efforts through social media, newsletters, and other mechanisms; and
- joining boards or committees to contribute to building and sustaining the network.

As next steps, Vantage Point will lead an inclusive process to develop a Steering Committee that will determine an implementation plan for the network, and work with funders to support the establishment of the network. As priorities and workplans are developed, we anticipate non-profit stakeholders will deepen their engagement with the network over time.

Permission for Vantage Point to continue this work

Participants shared their perspectives around the idea of Vantage Point as an appropriate convenor of a network in BC, and 56% of respondents either strongly agreed or slightly agreed when asked if Vantage Point was a suitable convener[4].

Vantage Point interprets this feedback as sufficient momentum to begin the work of convening a network, understanding there is still work to do to engage more organizations in

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[4] *Responding to question 6 in the survey. See figure 4 on page 24 for full response breakdown. All survey questions can be viewed in Appendix II.*

the sector, invite participation, seek feedback on financial models, build relationships and trust, and ensure an equitable and democratic governance structure.

Challenges and opportunities in creating a network

Stakeholders in the consultation process identified the following issues as challenges to address:

- time commitment and potential membership fees; and
- potential equity challenges if the network does not create a balance among voices – including creating regional and sub-sector balance or center the perspectives of Indigenous and other equity-deserving groups[5].

In terms of opportunities, stakeholders identified the following potential benefits of a province wide non-profit network:

- having access to and sharing resources and best practices
- advocacy for sector-wide issues
- improved access to learning opportunities
- the potential for increased information, funding, and support from government and other sector funders

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[5] *Defined as people who share an identity that have historically and/or currently marginalized, discriminated against, or disadvantaged.*

INTRODUCTION

In BC, the non-profit sector does not currently have an organized way to coordinate efforts across all sub-sectors and regions, or showcase collective impact, despite there being approximately 31,000 non-profit organizations across the province[6], representing approximately 335,000 jobs in BC.[7]

Non-profits include soccer teams and symphonies, hospitals and homeless shelters, foundations, and food banks; they protect the environment and provide education; their work is international and local; and they are where people worship and work. In 2021, non-profits contributed $28 billion to BC's economy[8]; yet there is no organized way for non-profits to showcase their collective contribution to BC's economy, social infrastructure, and community wellbeing.

From August 2022 to March 2023, Vantage Point undertook a feasibility study to assess the BC non-profit sector's interest and capacity to build a formal provincial network, and to identify the types of activities such a network could embark on together to achieve greater impact and visibility for the sector.

This report presents what we heard, common themes that emerged, and intended next steps through the following sections:

- Support for a Network in BC

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[6] *There are 31,418 active registered societies in the OrgBook BC database. Government of BC, "OrgBook BC", accessed on June 12, 2023. https://orgbook.gov.bc.ca/ search?q&category%3Aentity_type=S&credential_ type_id=1&inactive=false&page=1.*

[7] *Statistics Canada, "Table 36-10-0617-01, Employment in non-profit institutions by sub-sector (x 1,000)", accessed on May 30, 2023. https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610061701.*

[8] *Statistics Canada, "Table 36-10-0614-01, Gross domestic product (GDP) and income of non-profit institutions by activity (x 1,000,000)", accessed on May 30, 2023. https://www150.statcan.gc.ca/t1/ tbl1/en/tv.action?pid=3610061401.*

- Network Activities or Functions
- Ways Non-Profits Want to Participate
- Anticipated Network Benefits
- Anticipated Challenges
- Vantage Point as a Network Convenor
- Existing Non-Profit Networks in Canada
- Current Challenges and Opportunities for BC Non-Profits

About This Project

Beginning in 2019, Vantage Point began expanding our work through a membership program, government relations strategy, and exploring greater regional outreach in BC. Since then, we have continued to expand our reach and work in coalition with partners to improve organizational outcomes and build support for:

- a home for the sector in the provincial government;
- a sector-specific stability fund in the provincial budget;
- a coordinated advocacy approach; and
- the emergence of a voice for the sector that can amplify the concerns, ideas, and solutions from non-profits to decision makers.

Finding some success in these efforts, this feasibility study explored the potential of a coordinated network to scale up past successes and support greater capacity building for BC non-profits.

Through financial support from the project funders, Vantage Point carried out a feasibility study with the following goals:

- research network models both provincially and nationally to understand how a BC non-profit network could function and achieve success;
- share the concept of a BC non-profit network with non-profit organizations across BC, to gauge interest in the development of such an initiative;
- learn what non-profits are willing and able to invest in the development of a BC non-profit network and/or how different non-profits would like to participate;
- identify challenges and opportunities in the sector, document findings, and suggest next steps toward implementation should there be widespread support for a BC non-profit network; and
- gauge if non-profit organizations across BC feel that Vantage Point is a suitable convenor/lead of a BC non-profit network.

METHODOLOGY

This project relied on direct input from non-profit staff and volunteers across the province, using primary and secondary sources to gather both quantitative and qualitative data. Primary data sources included a series of focus groups and a survey. Secondary data sources included a review of existing networks across Canada, as well as key informant interviews with senior staff from established and emerging provincial networks.

Throughout the consultation process, our intention was to ensure outreach across a broad range of non-profits across BC, looking at four key areas of diversity: size; geography; subsector; and demographics.

Community Conversations

The first phase of data collection was completed through Community Conversations, a series of virtual and in-person focus groups with leaders working at/or supporting non-profits. When recruiting participants, an effort was made to connect with both those who have existing connections to Vantage Point, as well as those unfamiliar with our services and organization.

Vantage Point invited approximately 760 non-profit leaders from across BC to participate in the Community Conversations through direct email. We also shared conversation dates and registration information on our website and engaged non-profit partners across the province to circulate the event information.

A concerted effort was made to connect with small, rural, and remote organizations, as well as Indigenous and Black led organizations, and organizations led by and serving other racialized communities. Community partners played a key role in stakeholder outreach in various regions of BC, increasing participation and supporting those not previously connected to Vantage Point to engage in the conversation. Between October 2022 and

February 2023, Vantage Point held 18 Community Conversations around the province. Each conversation had between five and 34 attendees. We met with a total of 169 individuals from 157 organizations through the consultation period.

Organizations located in each of the following regions were invited to join **virtually**:

- Metro Vancouver
- Vancouver Island
- Okanagan
- Northern BC
- Thompson-Nicola-Cariboo
- Kootenays

To expand project reach, and provide alternative opportunities to connecting virtually, organizations operating in and around these cities/towns were invited to join **in-person**:

- Vancouver
- Prince George
- Kamloops
- Victoria

In addition, Vantage Point hosted sessions to engage the following stakeholders, with a mix of virtual and in-person engagement options:

- Vantage Point Knowledge Philanthropists (skilled volunteers)
- Vantage Point Members
- Provincially mandated organizations & umbrella organizations
- Indigenous-led and serving organizations

Data from these conversations was collected using collaborative note-taking methods[9], with participants taking a lead role in capturing their thoughts throughout the process.

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[9] *Community Conversation participants supported collaborative notetaking by participating using Google Jam boards and recording key ideas formed in breakout groups. These collaborative documents were available to participants to continue adding thoughts to after the session was completed.*

Survey

To validate what we heard in the Community Conversations and expand the reach of this project, Vantage Point circulated a survey to non-profit leaders across BC. The survey was developed based on our learnings from the conversations and generated both quantitative and qualitative data.

The survey was circulated between February 7 and March 3, 2023, using various methods, including direct email to more than 1400 individuals, publications in Vantage Point's member and general newsletters, postings on social media, and through distribution by community partners to their own networks via social media and newsletter posts.

A total of 486 individuals completed the survey.

Participant Overview

Preliminary organizational information was collected through the Community Conversation registration forms, with more detailed organizational descriptors collected through the survey. To do this, questions nine to 17 of the survey pertained to organizational characteristics[10]. The number of respondents to these questions range from 201 to 465, and the descriptions below are expressed as a percentage of the total number of respondents to each question[11].

Size of Participating Organizations

To determine the size of the organization, survey participants shared the number of staff and annual budget of the organizations they work for. Survey participants shared organizations ranged from being fully volunteer run, to organizations with more than 500 full-time staff, averaging seven full-time employees and 41 volunteers per organization[12]. Participant organizations had a range of budget size, with 57% having a budget under $1M, and 23% in the $1M to $2.9M range. Only 8% of survey participants had a budget of over $10M[13].

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[10] More information about survey respondents can be found in Appendix I.

[11] All survey questions and # of responses to each question can be found in Appendix III.

[12] Average of 403 respondents. See question 13.

[13] Percentages based on 409 respondents. See question 14.

Geographic Representation

Community Conversation participants were asked to share the city or town their organization is located in. Participants joined the conversations from communities across BC, including Prince Rupert, Trail, Lillooet, Revelstoke, Williams Lake, and Gibsons. Most Community Conversation participants joined from three regions: 36% from Metro Vancouver; 24% from Northern BC, and 17% from the Thompson-Cariboo-Okanagan region[14].

Similarly, survey respondents were located across the province. The majority of survey participants were located in: Metro Vancouver (31%); Vancouver Island or Coastal Region (13%); Thompson/Okanagan Region (10%); and North Coast/Nechako/Northeast area (7%)[15]. Organizations with a provincial focus accounted for 23% of survey respondents, 30% have a regional focus, and 40% have a local focus[16].

Diversity of Sub-Sectors

Community Conversation participants represented a wide range of sub-sectors, including arts and culture, capacity building, health, housing, social services, philanthropy and more. Most survey respondents were a part of the social services sector, representing 38% of respondents, followed by arts, culture, heritage, and tourism at 20%, education and research at 13%, and health at 12%[17].

51% of survey respondents indicated that their organization focuses its programs, services, or activities on people from specific demographic groups[18]. From those that do have specific demographic focuses, those most frequently supported were:

- Youth (37%)
- People experiencing poverty or with low income (28%)
- Children (26%)

- Adults (25%)
- Seniors (21%)
- Indigenous peoples (20%)[19].

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[14] *Of the 169 Community Conversation participants, 143 shared the city the organization operates in when registering.*

[15] *Percentages based on 463 respondents. See question 10.*

[16] *Percentages based on 465 respondents. See question 11.*

[17] *Percentage based on 464 respondents. See question 12.*

[18] *Percentage based on 437 respondents. See question 15.*

[19] *Percentage based on 220 respondents. See question 16.*

Demographic Diversity

This project heard from a range of organizations led by and serving equity deserving groups.

23% of survey respondents identified as being from an organization that is both led by and serving a specific equity-deserving group[20]. Of the respondents who shared details on which groups, respondents were most frequently led by and serving:

- Women (28%)
- Individuals with physical and/or neurological disabilities (20%)
- 2SLGBTQIA+ and gender diverse people (20%)
- Indigenous peoples (16%).

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20 Percentage based on 437 respondents to question 15, and the number of 'yes' respondents to question 17. Those who answered 'yes' to question 15 were promoted to answer if their organization explicitly identifies as an organization both led by and serving a specific equity-denied group. 79 survey respondents shared the demographic group(s) that their organizations are led by and serving.

MAIN FINDINGS

Below are the major findings drawn from the data collected through Community Conversations (169 participants) and the survey (486 participants), representing the feedback of 655 participants[21]. The findings are presented as summaries, with quotes to contextualize and add detail.

This report provides an overview of the most common feedback collected, organized into major themes. There were important thoughts, ideas, and considerations shared through the Community Conversations and survey that are not touched on in this report because they did not emerge as common themes. Regardless, these perspectives hold value, will inform activities beyond this report, and will be referenced throughout the initial stages of network building.

Support for a Network in BC

Overall, there is support for the development of a non-profit network in BC. Most participants expressed interest and excitement at the idea of a network in BC. Participants shared how a network could support their organizations, communities and/or the entire sector, and the specific ways a network could create added value to organizations in BC.

Community Conversation participants were asked to share "how could a BC not-for-profit network create a stronger sector for your organization or region." Below are a sample of responses:

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[21] *There may be individuals who participated in the Community Conversations and completed a survey. We do not know the number of survey participants have participated in a Community Conversation as well.*

It could "broaden awareness about what sort of impact non-profits make in the community – often undervalued compared to for profit."

"A network could position the non-profit sector as equal partners to government."

It could provide a "resource database which could include contacts of other non-profits, policy and procedure samples, descriptions of what other non-profits are doing, info about training..."

Create a space for "sharing resources, learning from each other, empowering each other, allyship, collaborating."

Q1 - Please indicate to what extent you agree with the following statements:

The non-profit sector in BC would benefit from the establishment of a formalized network, which encompasses all sub-sectors and regions of BC
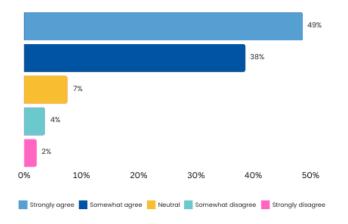

Figure 1

Survey respondents' answers aligned with what Vantage Point heard in the Community Conversations: nearly half of survey respondents strongly agreed that BC's non-profit sector would benefit from a formalized provincial network, and another 38% somewhat agreed. See figure 1.

Q1 - Please indicate to what extent you agree with the following statements:

There are gaps, challenges, or issues my organization faces that could be better addressed by a non-profit network in British Columbia.

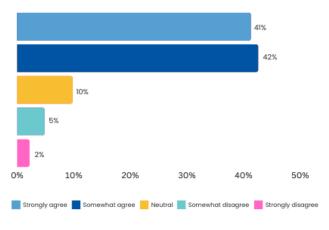Strongly agree ■ Somewhat agree ■ Neutral ■ Somewhat disagree ■ Strongly disagree

Figure 2

A significant number of survey participants agreed that there are gaps and challenges faced by their organization that could be better addressed by a non-profit network in BC. See figure 2.

Taken together, these responses demonstrate that a considerable number of the non-profit leaders who responded believe a BC non-profit network could support both their individual organizations, as well as BC's non-profit sector overall.

Of note, 7% of survey participants expressed doubt, either somewhat disagreeing or strongly disagreeing that there are gaps and challenges faced that could be better addressed by a network. Reasons most frequently shared for not seeing benefits to a network included potentially duplicating existing work, too many single-issue groups advocating for the social services sector, and fear that a network might not be inclusive or equitable.

For example, one survey participant shared, "I do not believe that a BC wide network will be helpful. It is very rare that the issues faced in each region are the same, and there is very little evidence that people based in Vancouver/Victoria are able to represent the interests of the rest of the province in an effective manner. I worry that the network would suppress the voices of smaller agencies."

These are important perspectives that need to be considered to ensure there is meaningful regional participation, an equitable governance structure, and transparent processes in any provincial network.

Implications for next steps: Given that there is general support among the stakeholders consulted, Vantage Point will continue the collective exploration and development of a network. What we heard through the survey and conversations gives Vantage Point confidence that a significant number of non-profit leaders in BC are ready and excited to move towards the next step in developing a BC non-profit network, while providing

cautionary advice regarding how to proceed to ensure equitable representation and engagement across the province.

Activities or Functions of a Network

Throughout the Community Conversations, participants were asked to brainstorm how a network could create a stronger sector, with a wide range of topics emerging (in no particular order):

- Convene & connect non-profits
- Raise the profile of the non-profit sector
- Provide easily accessible resources and best practices (e.g., policies, resources, and templates)
- Offer training & education to non-profits
- Conduct sector-wide research & data collection
- Advocate on behalf of the non-profit sector
- Be a voice to government on behalf of the non-profit sector
- Provide quality assurance/accreditation for non-profits
- Provide emergency readiness education & support
- Offer shared HR resources (e.g., benefits, pension plan)

The ten above identified functions were then included in the survey, with participants ranking them from most to least important. Vantage Point learned that each of the functions listed are important to the sector, with no broad consensus on what is the most important focus.

The items with the highest weighted average are:

- Provide easily accessible resources and best practices (6.9)
- Advocate on behalf of the non-profit sector (6.8)
- Be a voice to government on behalf of the non-profit sector (6.6); and
- Convene & connect non-profits (6.4)[22].

Of the top-listed functions, the following items were identified at the lower end of importance:

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[22] *Weighted averages were used for survey questions 1, 2, and 6. The weighted average for this ranking question (question 2) is calculated by assigning each rank with a number or weighted bucket. 1 (most important) = 10, 2=9, 3=8, 4=7, 5=6, 6=5, 7=4, 8=3, 9=2, 10=1. Then, the average was calculated for each component, producing a number that indicates, on average the response. The numbers presented are on a 10-point scale.*

- Provide emergency readiness support and education (3.4); and
- Provide quality assurance/accreditation for non-profits (3.2).

What this indicates is that there is a wide range of activities and functions deemed valuable by the sector, with a short list of **eight** that will inform the discussion in the next phase of work. The two lowest ranked items will not be prioritized at this time.

Implications for next steps: Vantage Point will establish a Steering Committee with inclusive representation based on the feedback provided through the consultation process. Together with this Steering Committee, we will determine short-term, medium-term, and long-term strategic activities, using data collected to prioritize network functions.

Ways Non-Profits Want to Participate

Q4 - Please indicate the ways in which your organization might contribute to the building and sustaining of a BC non-profit network if it were to be established (check all that apply):
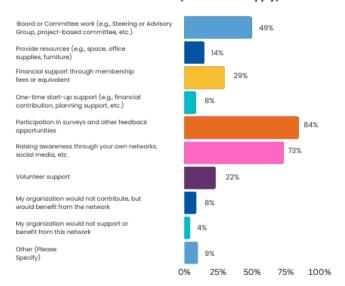

Figure 3

Survey participants indicated the ways in which they might support building and sustaining a network if one were to be established. Participants indicated that they are most likely to participate through: 1) Surveys and other feedback opportunities, 2) Raising awareness through their own networks and platforms, and 3) Board or committee work[23]. See figure 3.

Some participants shared other ways they might want to contribute, as well as reasons why they may not want, or be able, to participate. Some additional ways of participation include collaborating to provide workshops, mentoring support, or education, as well as to help develop regional networks, support research efforts, or share expertise.

For those who would not contribute, some provided further details. One survey respondent shared "we would like to support but our capacity is limited at this time," while another said

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[23] *Respondents could choose more than one option.*

they were "unsure if participation would be worth another membership fee. [The] cost of belonging to multiple provincial groups is already taxing on the organization."

Implications for next steps: There is a varying degree of capacity to commit to a network. Knowing this, a network will need to be designed with multiple points of engagement to connect with and support organizations in BC. It will be important to develop a model that supports both high participation activities, and low participation activities as identified through the study, while ensuring equitable access to organizations across regions and sub-sectors regardless of budget size, time available, or ability to contribute financially.

Anticipated Benefits of a Non-Profit Network

"MANY ORGANIZATIONS SUCH AS OURS COULD BENEFIT FROM ADDITIONAL RESOURCES TO HELP US WITH OUR MANAGEMENT, LEADERSHIP, AND BOARD OVERSIGHT CAPACITY."

– SURVEY RESPONDENT

"WE HAVE LITTLE TO NO CAPACITY TO UNDERTAKE GOVERNMENT ADVOCACY, OR RAISE AWARENESS FOR THE NON-PROFIT BUSINESS MODEL IN OUR SECTOR. A PROVINCIAL NETWORK THAT COULD ENABLE GOVERNMENT ADVOCACY ON OUR BEHALF WOULD BE AMAZING."

– SURVEY RESPONDENT

In both the Community Conversations and survey, participants shared anticipated benefits for their organization if a network were to be established. A wide range of potential benefits were identified, from increasing access to data, potentially accessing shared services such as a pension plan, and increasing the sector's collective power. Below are the top four most shared benefits[24]:

Sharing and accessing resources and best practices was mentioned in 32% of responses as a potential network benefit. The creation of a space to share best practices, templates, forms, and policy examples, is seen as a function that could potentially save time and reduce costs for organizations.

Advocacy for sector-wide issues was referenced by 19% of survey participants as a potential benefit. Participants shared having a lack of capacity to conduct advocacy on their own but identify sector advocacy as a necessity. There is a desire for more effective sector advocacy, particularly with government.

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[24] *Percentage based on 332 survey respondents. See question 8.*

"HOPEFULLY ACCESS TO TRAINING ON COMMON ISSUES SUCH AS: VOLUNTEER MANAGEMENT, NON-PROFIT COMPLIANCE […], LONG TERM PLANNING/FINANCE."

– SURVEY RESPONDENT

Access to learning and education was identified as a potential network benefit by 12% of respondents, who referenced having low barrier learning opportunities for board members, new leaders, and staff, along with the development of entry-level opportunities to support a pipeline for future recruitment as potential benefits to their organization.

Finally, **improved information, funding, and support from both government and foundations** was referenced by 7% of respondents as a desired outcome of a network. Participants are looking for access to timely information, increased visibility, and to ensure the sector is supported long-term.

"THE HOPE IS THAT THIS ASSOCIATION WOULD HAVE STRONG RELATIONSHIPS WITH THE GOVERNMENT AND CAN ACHIEVE CHANGE IN SIMPLIFYING THE ADMINISTRATIVE BURDEN OR APPLYING AND MANAGING FUNDING AS WELL AS ADVOCATE FOR CORE FUNDING, ETC."

– SURVEY RESPONDENT

Implications for next steps: Understanding the benefits that organizations are looking for from a network will help the Steering Committee determine priority actions, and determine the steps needed to develop a network that is able to deliver these types of benefits for organizations across BC.

Anticipated Challenges

"SIMPLE CAPACITY AND THIS NOT BEING A PRIORITY FOR ATTENDANCE/ SUPPORT BY SOME STAFF. MOST FOLKS ARE ALREADY WORKING WELL BEYOND CAPACITY SO IT WOULD NEED TO BE SUPER HELPFUL AND EFFICIENT."

– SURVEY RESPONDENT

Survey participants shared a variety of potential challenges that could arise with the creation of a provincial non-profit network. The most referenced challenges are time commitment, equity-related challenges, and financial constraints[25].

The **time commitment** required by a network was referenced by 15% of survey respondents as a possible challenge. Time to participate, volunteer time, and time to send staff to conferences or committee meetings were all

[25] *Percentage based on 251 survey respondents. See question 7.*

cited as potential challenges for organizations, whose capacities are already overwhelmed. Organizations are stretched delivering direct services, with limited capacity to participate in other initiatives.

Challenges related to equity were referenced in 15% of survey responses, and throughout many of the Community Conversations. Ensuring a balance of voices across regions and sub-sectors and creating a space that lifts Indigenous and equity-deserving voices is key to a successful network.

Concerns centered in these key areas: potential for a power imbalance between small and large organizations, between sub-sectors, and between regions; challenges supporting the needs and voices of rural and remote organizations; and potential to perpetuate colonial practices that continue to cause harm.

The following quotes demonstrate the potential challenges created if equity is not centered in the network design:

"Really important to ensure a very diverse representation and engagement in decision making and who the network speaks on.
If lack of Indigenous and underrepresented organizations and leadership, it will be hard to support a network that further perpetuates colonial/patriarchal/racist systems and practices."

"We are a small organization, and I would be concerned that large non-profits would hold too much power within the network."

"Balancing the voices of different sub-sectors within non-profit. My worry is that health and larger non-profits would get the most attention and arts non-profits would not get a lot of support."

"We are rural and northern and often don't get engaged/consulted with by Vancouver based entities and so sometimes policies, practices and procedures are made without considering our unique challenges or needs."

Requiring **financial support** to participate or benefit from the network was identified as a barrier by 14% of survey respondents. Many organizations' budgets are already stretched, and requiring membership fees will create challenges for organizations of various sizes and budgets.

In addition, 3% of respondents discussed the possibility of a network reducing the available funding pool, causing further competition and financial strain on organizations.

Implications for next steps: Understanding where this work has the potential to exclude organizations, create challenges, or reinforce colonial practices is immensely valuable as we begin to build this network. To mitigate these challenges, Vantage Point will prioritize establishing a Steering Committee, taking geographic, sub-sector, demographics, and organizational size into consideration when engaging members through a transparent process.

With a Steering Committee, explore how the network will:

- provide a variety of participation options, understanding a network exists to support organizations and build capacity, not reduce it;
- prioritize multiple vehicles for participation, including both virtual and in-person options, live events, and asynchronous opportunities. Prioritize areas outside of Metro-Vancouver for in-person gatherings;
- consult with organizations in rural and remote communities to understand how they want to participate in network activities, and how best to meet their needs;
- engage organizations led by Indigenous, Black, and People of Colour to learn if/how they want to be engaged and centered in the development of the network, and proceed based on their guidance;
- build in multiple points of entry, including low and no-cost membership options; and
- approach key funders to seek financial support to begin the work of building a formal provincial network in BC, refraining from competing for direct service grants.

Vantage Point as Network Convenor

Survey participants shared their perspectives on the idea of Vantage Point leading the development of a network. 56% of respondents strongly agreed or somewhat agreed with Vantage Point being a suitable leader to convene a network in BC.

25% were neutral and 14% answered 'Unsure/do not know.' Unfamiliarity with Vantage Point was the reason for lack of certainty given by 44% of those who answered 'Unsure/do not know'. See figure 4.

Q6 - Please indicate how strongly you agree or disagree with this statement:

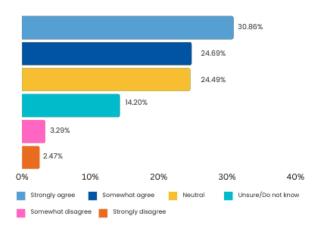Vantage Point is a suitable organization to lead the development of a BC Non-Profit Network

Figure 3

Combining these responses into a weighted average, the average response is 4.6[26] meaning that participants, as a whole, are neutral to somewhat agree with the idea of Vantage Point leading the development of a network.

Vantage Point understands this feedback as signaling sufficient momentum to move forward with the work of collaborating with the sector to establish a provincial non-profit network. It will be vital to ensure close collaboration with diverse non-profits, continued commitment to equity and transparency, and to build trust as the process moves along.

This data does not give Vantage Point permission to represent itself as the voice for the sector, but rather to take on the role of a lead convener in connecting non-profit leaders together and start establishing a provincial network.

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26 Weighted averages were used for questions 1, 2, and 6. The weighted average for this question (number 6) is calculated by assigning each of these options with a number or weighted bucket. 6 = Strongly Agree, 5 = Somewhat Agree, 4 = Neutral, 3 = Unsure/do not know, 2 = Somewhat Disagree, and 1 = Strongly Disagree. Then, the average was calculated for each component, producing a number that indicates, on average the response. The number presented is on a 6-point scale.

EXISTING NETWORKS IN CANADA

There are several existing non-profit networks that BC can look to for examples and guidance. Many provinces and territories in Canada have established formal networks for the non-profit sector. Vantage Point has been meeting monthly with these non-profit networks through the Federation of Nonprofit Networks.

Below is an overview of four Canadian networks in various stages of maturity.

Ontario Nonprofit Network

The Ontario Nonprofit Network (ONN) began in 2007 after a mobilization of sector leaders concerned about proposed changes to the Ontario Not-for-Profit Corporation Act[27]. This network was developed as an incubated project of the Centre for Social Innovation and was incorporated as a non-profit in 2014[28].

ONN works to create a public policy environment that allows non-profits to thrive. They focus on policy, advocacy, and services to strengthen Ontario's non-profit sector. As a general rule of thumb, "if an issue or opportunity affects multiple subsectors and multiple regions, ONN will look at what kind of systemic impact [it] can make"[29]. ONN does not do capacity-building work for individual organizations, support governance work, or focus on specific subsectors or regions. Since fruition, the network has had success in creating a sector-wide pension plan, successfully advocating for effective public policy, including the proclamation of the Ontario Not-for-Profit Corporations Act, and supported capacity building through a digital resource

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[27] Ontario Nonprofit Network. "About the Ontario Nonprofit Network," accessed June 1, 2023. https://theonn.ca/about/.

[28] Ontario Nonprofit Network. "About the Ontario Nonprofit Network," accessed June 1, 2023. https://theonn.ca/about/.

[29] Ontario Nonprofit Network. "About the Ontario Nonprofit Network," accessed June 19, 2023. https://theonn.ca/about/how-we-work/.

centre[30]. Their initiatives on Decent Work and Reimagining Governance have significantly impacted language and approach to non-profit strength-building across Canada.

Impact Organizations of Nova Scotia

Formerly known as the Community Sector Council of Nova Scotia, Impact Organization of Nova Scotia (IONS) is one of 14 Industry Sector Councils funded by the Government of Nova Scotia's Department of Labour, Skills, and Immigration, and the Department of Communities, Culture, Tourism and Heritage[31].

The organization connects, supports, and advocates for Nova Scotia's community impact sector, with a role of addressing sector workforce challenges, building capacity within non-profit organizations, and increasing access to expertise, opportunities, and resources[32]. A 2021 rebrand brought with it a change in direction and work for IONS, with "an intentional move away from old paradigms of charity, towards recognition of the value and contributions of the people and organizations that IONS supports."[33] The organization's strategic priorities are to educate and innovate, collaborate and activate, and advocate and celebrate.[34]

Nunavut Association of Non-Profit Organizations

The Nunavut Association of Non-Profit Organizations (NANPO) is an emerging network in Canada, being incorporated as a society under the *Societies Act* in March 2021 with the goals to:

- advance the interests of non-profit organizations with operations in Nunavut;
- increase communications between non-profit groups; and
- address issues that collectively affect non-profits in the territory.[35]

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[30] Ontario Nonprofit Network. "About the Ontario Nonprofit Network," accessed June 1, 2023. https://theonn.ca/about/.

[31] Impact Organizations of Nova Scotia. "About IONS,", accessed June 1, 2023. https://ions.ca/about-ions/.

[32] Impact Organizations of Nova Scotia. "About IONS,", accessed June 1, 2023. https://ions.ca/about-ions/.

[33] Impact Organization of Nova Scotia. "2021-2022 Annual Report: Our Year in Review," June 29,2022. Accessed June 1, 2023.

[34] Impact Organizations of Nova Scotia. "About IONS,", accessed June 1, 2023. https://ions.ca/about-ions/.

[35] Nunavut Association of Non-Profit Organizations. "Welcome to Nunavut Association of Non-Profit Organizations," accessed June 1, 2023. https://www.nanpo.ca/.

With the work guided by the Inuit Qaujimajatuqangit principle of *piliriqatigiinniq/ikajuqtigiinniq* (working together for a common cause), this network shares knowledge, builds capacity, and amplifies voices to create a stronger and more unified non-profit sector[36]. The network builds public knowledge of the role non-profit organizations have in Nunavut, and advocates for the non-profit sector's needs. The organization's 2023-2025 strategic priorities are to establish sound operations, build understanding, and create connections[37].

Alberta Nonprofit Network

The Alberta Nonprofit Network (ABNN), which began work in 2018, is led by the ABNN Network Stewards, which consists of six non-profit organizations based in Alberta with different geographic and mission mandates. These six organizations are: Calgary Chamber of Voluntary Organizations; Edmonton Chamber of Voluntary Organizations; FuseSocial; IntegralOrg; Volunteer Alberta; and Volunteer Lethbridge[38]. The Stewards strive to co-develop common understandings on strategic issues, which are defined as issues beyond the scope and mandate of any single organization and is relevant to the whole sector[39].

ABNN uses a "network of networks" model that leverages learning and resources through increased coordination and collaboration, enabling opportunities for collective action, and engaging each other as organizations in the work of defining and responding to systemic issues impacting the whole sector in Alberta[40]. The Alberta Nonprofit Network acts on shared priorities and aims not to compete with other non-profit organizations in Alberta. The action and engagement of the network is led by issue-focused steering committees, which are seen as working groups.[41]

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[36] *Nunavut Association of Non-Profit Organizations. "Welcome to Nunavut Association of Non-Profit Organizations," accessed June 1, 2023. https://www.nanpo.ca/.*

[37] *Nunavut Association of Non-Profit Organizations. "2023-2026 Strategic Plan," Accessed on June 1, 2023. https://www.nanpo.ca/s/NANPO_Strategic_Plan_2023_to_2026_FINAL_March_2023.pdf.*

[38] *Alberta Nonprofit Network. "About ABNN," accessed June 1, 2023. https://albertanonprofits.ca/about.*

[39] *Alberta Nonprofit Network. "Draft Statement of Purpose – V7," accessed June 1, 2023. https://albertanonprofits.ca/resources/Documents/ABNN%20Purpose%20and%20Context_V7.pdf.*

[40] *Alberta Nonprofit Network. "ABNN 2019 Policy Agenda," accessed on June 1, 2023. https://albertanonprofits.ca/resources/Documents/ABNN%202019%20Policy%20Agenda%20-%20FINAL.PDF.*

[41] *Alberta Nonprofit Network. "About ABNN," accessed June 1, 2023. https://albertanonprofits.ca/about.*

STATE OF THE SECTOR IN BC

In addition to this Feasibility Study, Vantage Point has conducted several research projects this past year, surveying over 1,000 organizations on workforce conditions and organizational trends, challenges, and opportunities. Together with the network feasibility survey, these research initiatives allowed us to develop a snapshot of challenges organizations find difficult to tackle independently and understand where working collectively might yield more results.

Three common themes emerged from Vantage Point's research over the last year[42]:

Doing more with less

Throughout the province, non-profit organizations are doing more to meet increasing program and service demands from communities they serve while also doing more to take care of staff through increased wages and benefits. With rising costs, expenses are increasing while overall revenues are staying the same.

Staffing and unsustainable budgets top of mind

Concerns related to human resources contribute to feelings of uncertainty, anxiety, and worry about the future. Research indicates there is inadequate funding for quality compensation, new or more staff, wage increases, inflation-adjusted wages, and benefits. Organizations are observing staff burnout, mental health challenges, stress, overload, and financially stretched and struggling staff, even for organizations who identified as a living wage employer. These

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[42] *Themes are outlined in the 2023 State of the Sector Report. This report is the third in the series following our previous No Immunity and Unravelling reports and details the current challenges and opportunities facing non-profit organizations in BC. Vantage Point, Vancouver Foundation, Victoria Foundation, Vancity Community Foundation, United Way BC. "2023 State of BC's Non-Profit Sector: Safety Net," accessed on May 30, 2023. https://thevantagepoint.ca/sector-reports/.*

conditions are leading to high turnover and organizational instability from absences caused by the use of sick and disability leaves.

Some stabilization, but for how long?

BC's non-profit sector has continued to exist and evolve despite precarity in the past. Respondents juxtaposed references to optimism with clear concerns about sustainability and ability to thrive as program and service delivery, central operations, and revenue trends signal difficulty in the face of increasing cost and staffing pressures.

A BC Non-profit Network would be well-suited to continue similar State of the Sector surveys and reports in the future, and to elevate the findings with policy makers, community members, and the general public.

CONCLUSION

Based on learnings from our consultation and outreach, Vantage Point has determined that there is sufficient interest and momentum among non-profits across the province to start building a non-profit network in BC with Vantage Point playing a convenor role

The next phase of work will include engaging interested stakeholders, developing a governance model, and nurturing consensus around target objectives to develop a three-year workplan.

Based on feedback from the consultation process for this feasibility study, stakeholders have identified a broad over-arching goal of enhancing the visibility, coordination, and awareness of the impact of the non-profit sector in BC.

Next Steps

Steering Committee

Through 2023 – 2024 Vantage Point will convene stakeholders to develop:

- a governance model for a network;
- a Steering Committee to support with foundational planning: terms of reference, strategic priorities, and associated policies to ensure continuity and consistency;
- coordinated outreach to non-profits to seek feedback on governance and potential committee structure; and
- exploring a sustainable funding model, including a structure of membership dues, and avenues to participate for organizations with reduced financial capacity.
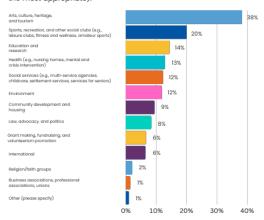
Role of Funders

There is sufficient interest and momentum among key leaders, influencers, umbrella groups and early adopters for Vantage Point to approach key funders to seek financial support to begin the work of building a formal provincial network in BC. Vantage Point will be careful not to compete for direct service grants, which could create unnecessary competition in the sector. Start up support from funders will support the development of the network as Vantage Point proceeds with the work of identifying member-based funding models, whether through umbrella organizations, bursary programs, individual memberships, or other models.

APPENDIX
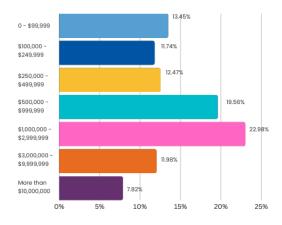
I. More About Survey Respondents

I.I Sub-Sectors Represented Among Respondents

Q12 - What subsector does your organization primarily belong to?
These are categories often used by the federal government. (Pick the most appropriate).

I.II Current Annual Operating Budget

Q14 - What is your organization's current annual operating budget?

I.III Geographic Region Located

Region	Percentage of Responses	Number of Responses
Province-wide focus	22%	101
Vancouver Island / Coast	13%	58
Metro Vancouver	31%	144
Fraser Valley	2%	11
Sunshine Coast	2%	8
Squamish-Lillooet	2%	10
Thompson/Okanagan	10%	48
Kootenay	5%	24
Cariboo	3%	15
North Coast/Nechako/Northeast	7%	34
Out of province	>1%	2
Not applicable	2%	8
Total		463

II. Considerations Moving Forward

Although not explicitly asked in the Community Conversations or survey, participants shared their thoughts on what a network needs to be impactful and supportive of the full diversity of non-profits in BC. The following are a collection of responses to this idea:

Responses related to starting and sustaining the network:

"Common vision/clear goal. Be clear on what we are working towards, don't over complicate or get into weeds" – Community Conversation Participant

"Look at those gaps where there isn't representation" – Community Conversation Participant

"This space should address the wants that's relevant of all not for profits, regardless the sector." – Survey Participant

"A specific focus and clearly defined boundaries would offer the greatest chance of success: it is not possible to be all things to all organizations." – Survey Participant

Need "compelling reasons for people to participate, share (e.g., make time in their day)" – Community Conversation Participant

"Network needs to have commitment to engage those with lower capacity" – Community Conversation Participant

"Community Developer roles - going out into communities, especially rural and remote communities. Group talked about the importance of relational ways of working rather than a top-down approach (for example, focusing on building relationships rather than working towards a predefined set of objectives)" –Community Conversation Group

Responses related to a model and leadership:

"Need to have equitable representation for all sizes of NPOs at the table and ensure that all voices are heard. All "sectors" of the [non-profit] sector need to have a dedicated seat … needs to have a strong governance model to represent the vast network within BC" – Community Conversation Participant

"Really important to ensure a very diverse representation and engagement in decision making and who the network speaks on." – Survey Participant

"Lean into agencies that are already doing this work to build a hub – don't create new, there are already the connectors" – Community Conversation Participant

"I believe it is extremely important that provincial organizations connect to ensure there is an organized approach, and they are not "battling" with multiple mandates on behalf of the organization." – Survey Participant

"Leadership team made up of different non-profit leaders to guide the direction of this group, that would be best as they are the users and ones that benefit"- Survey Participant

"Steering Committee made up of Umbrella organization representatives" – Community Conversation Participant

"There is a lot of diversity in the province, suggest a chapter structure (like Association of Fundraising Professionals) ... maybe a pilot in Vancouver and a more rural area (Kootenays?)." – Community Conversation Participant

Centering Indigenous Perspectives:

"Network must be rooted in the understanding of substantive equality with a deep-rooted understanding of the colonial damage that has happened." – Community Conversation Participant

"Appropriate representation, inclusion and active decolonization of processes would need to be a priority." – Survey Participant

"Within design process create caucuses to set own priority and a portion of the agenda belongs to us. A generic system that is consensus based would not work." – Community Conversation Participant

Special considerations/supports for Rural & Remote organizations:

"There are so many rural organizations that would benefit from support, resources and access, everyone is doing the best they can but as mostly volunteers themselves time and capacity is limited." – Survey Participant

"Ours is a rural remote community with few resources and opportunities, including lack of human resource and lack of volunteers – if the sector is formalized and accreditation is required, that may present barriers to our ability to staff positions and meet standards set, as well as increase financial requirements for training." – Survey Participant

"Due to our geographical location and small population base of our whole region our needs and voice rarely gets heard." – Survey Participant

A network would need to "recognize the differential needs/expectations on the very tiny nonprofits that make up the majority of the nonprofits in rural/remote communities." – Survey Participant

III. Survey Questions and Number of Respondents

1

Please indicate to what extent you agree with the following statements:

- The non-profit sector in BC would benefit from the establishment of a formalized network, which encompasses all sub-sectors and regions of BC.
- There are gaps, challenges, or issues my organization faces that could be better addressed by a non-profit network in BC.

Number of respondents = 486

Response Options: Radio button matrix (strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree)

2

Through these feasibility study conversations, various potential areas of focus for a BC-wide network have been proposed. Below are the most common focuses identified at the conversations. Please rank from most important (1) to least important (10):

1. Convene & connect non-profits
2. Raise the profile of the non-profit sector
3. Provide easily accessible resources and best practices (e.g., policies, resources, and templates)
4. Offer training & education to non-profits
5. Conduct sector-wide research & data collection
6. Advocate on behalf of the non-profit sector
7. Be a voice to government on behalf of the non-profit sector
8. Provide quality assurance/accreditation for non-profits
9. Provide emergency readiness education & support
10. Offer shared HR resources (e.g., benefits, pension plan)

Number of respondents = 479

Response Options: Ranking

3

Are there other areas of focus for a BC-wide network not identified above you feel are important?

Number of respondents = 182

Response Options: Text box

4

Please indicate the ways in which your organization might contribute to the building and sustaining of a BC non-profit network if it were to be established (check all that apply):

- Board or Committee work (e.g., Steering or Advisory Group, project-based committee, etc.)
- Provide resources (e.g., space, office supplies, furniture)
- Financial support through membership fees or equivalent
- One-time start-up support (e.g., financial contribution, planning support, etc.)
- Participation in surveys and other feedback opportunities
- Raising awareness through your own networks, social media, etc.
- Volunteer support
- Other:
- The organization would not contribute, but would benefit from the network
- The organization would not support or benefit from this network

Number of respondents = 486
Response Options: Radio buttons (no limit)

5

Does your organization currently lead or belong to a regional, provincial, or national coalition/network or association?

- Yes
- No

If yes, please share the name(s) of any you think should be connected to or involved in this work

Number of respondents = 473
Response Options: Radio buttons/Text box

6

Please indicate how strongly you agree or disagree with this statement:
Vantage Point is a suitable organization to lead the development of a BC Non-Profit Network
Please expand on this response:

Number of respondents = 486

Radio button matrix (strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree)
Response Options: Text box

7
Please list any challenges or issues that could arise for your organization if a formal BC non-profit sector network was established

Number of respondents = 251
Response Options: Text box

8
What value or benefit would your organization gain from being a part of a provincial non-profit association or network?

Number of respondents = 332
Response Options: Text box

9
What is the current legal status of your overall organization (check all that apply):
- Unincorporated grassroots or community group (not a registered charity organization)
- Registered charity (e.g., under BC Societies Act or federal Non-Profit Corporations Act)
- Registered non-profit (e.g., under BC Societies Act or federal Non-Profit Corporations Act)
- Non-profit co-operative (under provincial or federal legislation)
- Project under an umbrella/host organization, charitable platform, or fiscal agent
- Non-profit social enterprise
- Network, collaborative, or coalition
- Community Contribution Corporation (CCC)
- Prefer not to answer
- Other (please specify):

Number of respondents = 461
Response Options: Radio buttons (no limit)

10

Please select the region of the province your organization is located:

- Province-wide focus
- Vancouver Island/Coast
- Metro Vancouver
- Fraser Valley
- Sunshine Coast
- Squamish-Lillooet
- Thompson/Okanagan
- Kootenay
- Cariboo
- North coast/Nechako/Northeast
- Out of province
- Not applicable

Number of respondents = 463

Response Options: Radio buttons (choose 1)

11

Select one of the following that best describes the geographic focus of your organization:

- Local
- Regional
- Provincial
- National
- International

Number of respondents = 465

Response Options: Radio buttons (choose 1)

12

What subsector does your organization primarily belong to? These are categories often used by the federal government. (Pick the most appropriate.)

- Arts, culture, heritage, and tourism
- Sports, recreation, and other social clubs (e.g., leisure clubs, fitness and wellness, amateur sports)
- Education and research
- Health (e.g., nursing homes, mental and crisis intervention)

- Social services (e.g., multi-service agencies, childcare, settlement services, services for seniors)
- Environment
- Community development and housing
- Law, advocacy, and politics
- Grant making, fundraising, and volunteerism promotion
- International
- Religion/faith groups
- Business associations, professional associations, unions
- Other (please specify)

Number of respondents = 464
Response Options: Radio buttons (choose 1)

13

Please indicate the number for each of the following (if you are unsure, or would prefer not to answer, please leave blank):
- Full time staff (comment box)
- Part time staff (comment box)
- Volunteers (comment box)
- Members (comment box)

Number of respondents = 403
Response Options: Three short text boxes

14

What is your organization's current annual operating budget?
- 0 – $99,999
- $100,000 – $249,999
- $250,000 – $499,999
- $500,000 – $999,999
- $1,000,000 – $2,999,999
- $3,000,000 – $9,999,999
- More than $10,000,000
- Prefer not to answer

Number of respondents = 409
Response Options: Radio buttons

15

Does your organization focus its programs, services, or activities on people from specific demographic groups?

1. Yes
2. No
3. Prefer not to answer

Number of respondents = 437
Response Options: Radio buttons

16 – DEPENDENCY: Only for Y to previous question

Who are the **primary** demographic groups your organization serves and/or are the focus of your mission? (Please choose up to 5)

- General public/no specific focus
- Children (1-12)
- Youth (13-24)
- Adults
- Seniors (55+)
- Families
- Women
- Indigenous Peoples
- Black people/African diaspora
- People who are racialized/people of colour/people of culture, other than Indigenous People and Black people/African diaspora
- People who are newcomers, immigrants, or refugees
- People whose first language in not English
- People who are Two Spirited, lesbian, gay, bisexual, queer, trans, non-binary, gender non-confirming
- People with experience with sex work
- People with experience of domestic or sexualized violence
- People experiencing poverty or with low income
- People living with employment barriers
- People experiencing homelessness
- People with lived/living experience of substance use
- People living with mental health challenges/mental illness, or who identify as mad
- People with a chronic illness or long-term condition

- People with disabilities not previously mentioned, including those who identify as disabled, autistic, neurodivergent, or dead/Dead
- Prefer not to answer
- Other (please specify):

Number of respondents = 220

Response Options: Radio buttons

17

Are you an organization that **explicitly** identifies as an organization that is **both led-by and serving** a specific equity-denied group?

Equity denied group means people who share an identity that have been historically and/or currently marginalized, discriminated against, or disadvantaged.

- Yes
- No
- Prefer not to answer

If yes, please specify which equity-denied group(s) you are led-by and serve:

Number of respondents = 201

Response Options: Radio buttons

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