Strategic Opportunity

Environmental Scan
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Boys & Girls Clubs of Canada
Clubs Garçons et Filles du Canada

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Executive Summary

STRATEGIC OPPORTUNITIES FOR SERVING CHILDREN, YOUTH & FAMILIES

Canada's shifting demographics – an aging population (except in Aboriginal communities), increasingly populated and diverse urban centres – combined with persistent challenges for children, youth and families call on nonprofits to:

- Support children, youth, and family when they immigrate or transition to large cities (integration, housing, etc.)

- Provide services and programs that are adapted to a diverse population of children, youth, and families in Canada's urban centres

- Help a growing percentage of youth aged 15-24 transition into adult social and health services

- Ensure services and supports for children, youth, and families are available where young people are highly represented – Nunavut, Northwest Territories, Aboriginal communities

- Collaborate with Aboriginal organizations to help make culturally unique programs available to a growing population of children and youth, and bridge the gap in outcomes for this population (health, safety, well-being, education, employment)

- Offer programs that promote mental wellness and reduce stigma related to mental illness, and join the call for culturally relevant mental health supports for all children, youth and families that need them

- Support youth to obtain the right training, education, and experience to build a strong attachment to the workforce

- Support those who are falling behind in education – Aboriginal, Québécois, and rural youth, young men, and youth from low-income backgrounds

- Increase outreach and support for Aboriginal and Black youth who are at increased risk of being criminalized and paying a higher price for their mistakes in the criminal justice system.

STRATEGIC OPPORTUNITIES FOR YOUTH-SERVING ORGANIZATIONS

A more competitive funding environment, combined with an increased demand for services, means nonprofits must work smarter and find ways to stand out as competent, trustworthy and effective agents of positive change. The coming years will present strategic opportunities to:

- Build trust in Boys and Girls Clubs by being transparent and demonstrating impact

- Strengthen the BGCC network and increase organizational capacity to measure outcomes and impact

- Measure social return on investment to meet donor demands, and compete in a new economic and social reality

- Engage millennials by providing ample and flexible opportunities for them to contribute to our cause

- Attract, hire, and retain young leaders by providing work in a flexible, collaborative and results-oriented environment

- Form partnerships to expand services, reach more young people, and access new resources in a demanding funding environment

- Leverage the high trust Canadians have in children's charities to secure government and corporate partners

- Use technology (social media, mobile friendly websites, visual data) to share and copy innovative ideas, and reach and engage supporters.

STRATEGIC OPPORTUNITIES IN PUBLIC POLICY

A trend towards austerity and fiscal prudence combined with an aging population means government investments in young people are not likely to increase very much. The coming years will see elections in all jurisdictions and the negotiation of Social transfers and Equalization payments, the latter potentially impacting provinces' capacity to deliver social programs. In response to policy discussions dominated by the need for impact and results, nonprofits can:

- Help maintain and increase investment in children, youth and families by demonstrating impact of programs for children and youth

- Contribute to policy and electoral discussions by sharing evidence of program impact in education, mental and physical health, crime prevention and employment

- Call for mechanisms that monitor government impact and results with respect to children, youth and families

- Seek opportunities to partner with other nonprofits and across sectors to advance public policy goals.

1. Data and trends for children & youth

1.1 DEMOGRAPHIC SHIFTS

Canada's population is getting increasingly older, diverse, and urban.

- Between 2015 and 2021, the number of seniors will surpass the number of children under the age of 14 for the first time in Canada.[1]

- Children and youth (24 and under) represent 30% of the Canadian population. Children 13 and under represent 16.5% of the population.[2] The proportion of youth in the total population is decreasing: 15 to 24 year olds represented 13% of the Canadian population in 2011, this could drop to 11% by 2031.[3] However, there has been a relative increase of 15-24 year olds in relation to all children and youth.

- In all provinces and in the Yukon, the percentage of youth is close to the national average of 30%. In the Northwest Territories however, youth represent 38% of the population, and in Nunavut, they represent over half the population.[4]

- Youth are also well represented in the Aboriginal population: 30% are under the age of 15 and 18% are between 15 and 24. "By 2017, Aboriginal people aged 20-29 could make up 30% of those in their 20s in Saskatchewan, 24% in Manitoba, 40% in the Yukon Territories, and 58% in the Northwest Territories."[5]

- In 2011, Canada's immigration population represented 20.6% of its total population, the vast majority living in the largest urban centres of Ontario, British Columbia, Quebec and Alberta.[6]

- 19.1% of the Canadian population identify themselves as a member of a visible minority group: 30.9% were born in Canada and 65.1% were born outside the country; 7 out of 10 live in the three largest cities: Toronto, Montreal and Vancouver.[7]

- Urban living is the reality for 80% of Canadians, but only a little over half of those living in Newfoundland and Labrador, Nova Scotia, and New Brunswick live in urban centres. PEI and Nunavut are still predominantly rural, with 65% and 67% of their population living in rural areas respectively.[8]

1.2 TECHNOLOGICAL SHIFTS

Young people in Canada are highly connected thanks to networked technologies. A survey of 5,436 youth from grades 4 to 11 in every province and territory found that they had universal access to internet – 99% having access outside of school.[9] These digital natives are used to online access that is personal and portable (24% of Grade 4 students have their cell phones, a percentage that increases to 85% by Grade 11). This is a shift from an earlier 2005 report that found most accessing the internet from a home computer. Youth are confident and enthusiastic users of the internet, accessing multiple platforms for entertainment (videos, music,

[1] Statistics Canada. 2010. Population projections for Canada, provinces and territories 2009-2036. Ottawa, Government of Canada: 246.
[2] The Canadian Institute for Child Health. 2012.The Health of Canada's Children and Youth: A CICH profile. http://profile.cich.ca/
[3] Galarneau, D., Morrissette, R. & J. Usalcas, 2013. Insights on Canadian Society: What has changed for young people in Canada? Statistics Canada. http://www.statcan.gc.ca/pub/75-006-x/2013001/article/11847-eng.pdf
[4] The Canadian Institute for Child Health. 2012.
[5] The Canadian Institute for Child Health. 2012.
[6] Statistics Canada, 2011. National Household Survey, 2011. Immigration and Ethnocultural Diversity in Canada. http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-010-x/99-010-x2011001-eng.pdf
[7] Statistics Canada. 2011.
[8] The Canadian Institute for Child Health. 2012.
[9] Steeves, V. 2014. Young Canadians in a Wired World, Phase III: Life Online. Ottawa: MediaSmarts. http://mediasmarts.ca/ycww

TV), socialising with peers, and finding information (e.g. sports, news, sexuality, health). Youtube is the most popular site with children and youth, followed by facebook and twitter.

Most youth feel safe and confident in their ability to stay safe online – 90% of boys and 89% of girls agreed with the statement, "I know how to protect myself online". That should be some comfort given how often they are connecting through the Internet. Young people report sleeping with their cell phones, anticipating calls or messages. "This peaks at just over half of students by Grade 11, but one-fifth of Grade 4 students also report sleeping with their phones". Luckily, 94% of them report going offline to spend time alone, with friends and family, or to go outside.

1.3 TRENDS FOR CHILDREN

The main areas of concern for children's health and well-being are:

- **Poverty**: While not extremely high on the political agenda, poverty remains one of the most important factors in a child's health, well-being and future success. The poverty rate for Aboriginal children is 40%, more than twice the national average of 17%.[10] A significant percentage of immigrant (33%) and visible minority children (22%) also live in impoverished conditions.[11] In Canada, 1.1 million children experience food insecurity because of financial constraints.[12] When asked about the impact of the recession, organizations serving children in Canada stated they have seen increased need and demand for services and supports for families, children and youth.[13]

- **Physical activity and healthy weights**: Activity levels among children and youth remain very low, raising concerns about chronic health problems. Only 7% of 5 to 11 year-olds, and 4% of 12 to 17 year-olds, meet the Canadian Physical Activity Guidelines for Children and Youth, which recommend at least 60 minutes of daily moderate to vigorous physical activity.[14]

- **Mental health**: It is estimated that 1.2 million Canadian children and youth are affected by mental illness, yet less than 20% of them will receive appropriate treatment.[15] There is growing momentum in Canada to change this situation by reducing stigma, promoting mental wellness, and increasing access to mental health supports.

- **Welfare of Aboriginal children**: Research has consistently found that Aboriginal children trail the rest of Canada's children on practically every measure of wellbeing: family income, educational attainment, crowding and homelessness, poor water quality, infant mortality, health and suicide.[16] Movements, organizations, and individuals are coming forward with urgent calls to change this situation.

- **Peer violence (bullying)**: Bullying and cyberbullying are widespread forms of youth violence – ones that are taking a lot of space in the public and political spheres, for good reason. Prevalence statistics for cyberbullying range from 5.5% to 72% with the average being 24% of young people having encountered cyberbullying. A study conducted by the University of Toronto found that "between 10% and 30% of Canadian children surveyed experience bullying at school at least some of

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[10] Macdonald, D. & D. Wilson. 2013. Poverty or Prosperity: Indigenous children in Canada. Canadian Centre for Policy Alternatives & Save the Children Canada. http://www.policyalternatives.ca/publications/reports/poverty-or-prosperity

[11] Macdonald & Wilson. 2013.

[12] Campaign 2000. 2013. Annual Report Card: Canada's REAL Economic Action Plan Begins with Poverty Eradication. http://www.campaign2000.ca/reportCards/national/2013C2000NATIONALREPORTCARDNOV26.pdf

[13] National Alliance for Children and Youth. pending publication.

[14] Active Healthy Kids Canada. 2013. *Report Card on Physical Activity for Children and Youth.* http://www.activehealthykids.ca/ReportCard/ReportCardOverview.aspx

[15] The Mental Health Commission of Canada. http://www.mentalhealthcommission.ca

[16] Macdonald & Wilson. 2013.

the time".[17] There is an opportunity to shift the focus from denouncing and punishing, to healthy relationships and belonging.

1.4 TRENDS FOR YOUTH

Youth have to contend with unprecedented demographic, economic and social shifts. An aging population, high cost of education and housing, and high debt loads combined with high unemployment rates are creating both challenges and opportunities for young people.[18]

The main areas of concern for the health, well-being and healthy transitions of youth are:

- **Mental health and addiction**: Suicide is the leading cause of death for young people in Canada. While there is a variation among communities, suicide rates are five to seven times higher for First Nations youth than for non-Aboriginal youth, and suicide rates among Inuit youth are 11 times the national average.[19] Unaddressed, mental health problems can lead to risky behaviours and suicide. More needs to be done to make culturally relevant mental health supports accessible to all youth and families.

- **Gaps in educational attainment**: The education gap is most striking among First Nations youth living on reserve. Only 39% of youth aged 20-24 had completed a high school or equivalent diploma.[20] First Nations youth living off reserve, Inuit and Métis youth were faring a bit better – 72% of those aged 18-44 had a high school diploma or equivalent, compared with 89% among non-Aboriginal people. Also of concern are high dropout rates among Québécois youth,[21] young men,[22] rural youth and low-income youth.[23]

- **Transitions to employment**: Unemployment rates among youth remain twice the national average, ranging from 13.5% to 14.5% since the 2008 recession.[24]

[17] Andreychuck, R. & J. Fraser. 2007. Children: The Silenced Citizens: Effective Implementation of Canada's International Obligations with Respect to the Rights of Children. Senate Committee on Human Rights. http://www.parl.gc.ca/Content/SEN/Committee/391/huma/rep/rep10apr07-e.pdf

[18] Community Foundations of Canada. 2012. National Report 2012: #GenerationFlux: Understanding the seismic shifts that are shaking Canada's youth. http://www.vitalsignscanada.ca/en/vitalyouth

[19] Health Canada. 2013. First Nations & Inuit Health: Suicide Prevention. http://www.hc-sc.gc.ca/fniah-spnia/promotion/suicide/index-eng.php

[20] Haldane, S., Lafond G. E. & C. Krause. 2012. Nurturing the Learning Spirit of First Nation Students. The Report of the National Panel on First Nation Elementary and Secondary Education for Students on Reserve. http://firstnationeducation.ca/wp-content/themes/clf3/pdfs/Report_02_2012.pdf

[21] Richards, J. 2009. Dropouts: The Achilles' heel of Canada's high-school system. Commentary: Social Policy. Toronto, C.D. Howe Institute. 298: 23. http://www.cdhowe.org/pdf/commentary_298.pdf

[22] Statistics Canada. 2010. "Study: Trends in dropout rates and the labour market outcomes of young dropouts." The Daily. http://www.statcan.gc.ca/daily-quotidien/101103/dq101103a-eng.htm

[23] Hankivsky, O. 2008. Cost estimates of dropping out of high school in Canada. Canadian Council on Learning. http://www.ccl-cca.ca/pdfs/OtherReports/CostofdroppingoutHankivskyFinalReport.pdf;;

[24] Table provided by Geobey, Sean. 2013. The Young and the Jobless: Youth Unemployment in Ontario. Canadian Centre for Policy Alternatives Ontario. http://www.policyalternatives.ca/publications/reports/young-and-jobless.

APPENDIX C 2012 Provincial Adult and Youth Unemployment Rates. CANSIM 282-0002			
Province	**15 to 24 Years**	**25 Years and Over**	**Gap**
All Canada	14.3	6	8.3
Newfoundland	18.9	11.4	7.5
PEI	18.7	9.9	8.8
Nova Scotia	18.2	7.3	10.9
New Brunswick	17.5	8.9	8.6
Quebec	13.7	6.7	7
Ontario	**16.9**	**6.2**	**10.7**
Manitoba	11	4.1	6.9
Saskatchewan	9.6	3.8	5.8
Alberta	8.9	3.8	5.1
British Columbia	13.2	5.6	7.6

Certain regions in Ontario have especially high levels of youth unemployment: 18.1% in Toronto (18.1%), over 20% in Windsor, Oshawa, Branford and London.[25] Successful entry into the job market relies heavily on educational attainment. Making a difference in that area, and providing career counseling and work experience to youth will go a long way to helping them be successfully employed. The gap in employment is therefore intimately tied to the gap in education: 28% of those with only some high school are unemployed, compared with 9.5% unemployment rates among those with a postsecondary certificate or diploma.[26]

- **Impact of increased criminalization**: The past decade has seen an 80% increase in incarcerated Black inmates, making Black Canadians the fastest growing subgroup in federal prisons – most are incarcerated in Ontario and Quebec (60%).[27] Black inmates represent 9.5% of the prison population, but only 2.9% of the general Canadian population. This population is young, with approximately half of Black inmates 30 years or younger (only 8% are over 50). Aboriginal youth are also incarcerated at a rate 10 times higher than the national average, and for longer periods of time. The Aboriginal population in federal prisons has increased by more than 40% since 2005-2006.[28] Recent changes in criminal law have shifted the focus of youth justice from rehabilitation and reintegration to punishment and denunciation. More young people – especially Aboriginal and Black youth – risk being drawn into the justice system, and paying a much higher price for their mistakes.

- **Peer violence**: In large part due to high profile cases, bullying and cyberbullying remain high on the political agenda. The first response from all levels of government has been to legislate. New federal measures to criminalize the non-consensual sharing of intimate images risk drawing more youth into the criminal justice system – although it will be less stigmatizing than charging them with child pornography, if the image they share depicts a minor.

2. Trends in the nonprofit sector

Canada's nonprofit sector is incredibly large in terms of revenue, value created, number of charities, and number of people reached. However, it is vulnerable due to the fact that half the sector consists of small, locally focused charities operating in

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[25] Geobey. 2013.

[26] Geobey, 2013.

[27] Sapers, H. 2013. Annual Report of the Office of the Correctional Investigator 2012-2013. http://www.oci-bec.gc.ca/cnt/rpt/annrpt/annrpt20122013-eng.aspx

[28] Sapers. 2013.

isolation and struggling to secure adequate resources to meet needs.[29] Of these small charities, less than half belong to any kind of network, further deepening their isolation and hindering their ability to meet rising demand for their services. Charities serving children and youth are seeing more complex and critical needs among the population they serve, combined with a more demanding and difficult funding environment.[30]

Children's charities have strength to navigate these challenges: [31]

- Ability to provide consistent services based on best practice
- Expert reviewed programs, ongoing evaluation and measurement of outcomes
- Adherence to accreditation standards
- Clear and credible missions and mandates that are connected to communities

In response to the economic crisis, children's charities have secured revenue from other sectors, reduced overhead costs, increased collaboration to reduce expenses, increased reliance on volunteers, and (unfortunately) tapped into their reserve funds.

Nonprofits are facing a new economic, demographic, technological and social reality. Their success will depend on their ability to:

- affiliate themselves with large networks of charities to collaborate and share best practices;
- measure their impact and social return on investment and use these as a guide to design programs; and
- form partnerships that will help them expand services and access resources.[32]

2.1 TRUST IN CHARITIES

Canadians generally trust charities (79%) and they trust children's charities even more (82%). They generally consider them to be important (93%) and to improve quality of life (88%). Two thirds of Canadians say charities are better at understanding and meeting their needs than government. Confidence notwithstanding, Canadians think charities need to do a better job of telling the story of what they do and its effects.[33]

Organizations can inspire trust from millennials by being transparent, by translating their support into people helped, and by providing ample opportunities for them to contribute to the cause.

Trust in major corporations is considerably lower, at 41%. There is a lot for corporations to gain from being associated with well-trusted nonprofit organizations.

To bolster trust and transparency in the sector, Imagine Canada has launched a standards initiative, offering charities and nonprofits a set of shared standards that demonstrate good governance. This peer review based accreditation process is strongly supported by the sector and illustrates a trend towards increased professionalization and accountability.

2.2 LEADERSHIP

Workforce renewal

The James Irvine Foundation reports that a demographic shift is redefining participation and employment in the sector with the boomer generation needing to share leadership with youth and adapt to their expectations and approach to the workforce.[34] We should expect a significant turnover in senior leadership in the coming years and be prepared to support new leaders in very

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[29] Berz, K. & J. Tucker. 2012. Unlocking Additional Value in the Charitable Sector: A call to action for enhanced outcomes. Boston Consulting Group.

[30] National Alliance for Children and Youth. pending publication.

[31] National Alliance for Children and Youth. pending publication.

[32] Berz & Tucker. 2012.

[33] Lasby, D. & C. Barr. 2013. Talking About Charities 2013: Canadians' opinions on charities and issues affecting charities. The Muttart Foundation & Imagine Canada. http://www.muttart.org/surveys

[34] Gowdy, H., A. Hildebrand, et al. 2009. Convergence: How five trends will reshape the social sector. The James Irvine Foundation.

demanding roles – managing people, finances, and donors, advocating for their mission, fundraising, etc.[35] By 2025, millennials will represent 75% of the global workforce.[36] Nonprofits can attract and retain their talent by being transparent, providing meaningful work, and a positive corporate culture that includes training and development opportunities (which millennials value over status and salary). They can also create a work environment that is highly collaborative, flexible, and results-oriented.

Learning to work across cultural differences is also increasingly important as Canada's large cities are becoming more diverse. The onus will be on nonprofits to ensure their workforce is reflective of their community.

Volunteer engagement

There is increased interest in civic engagement and volunteerism, but organizations will have to adopt an intergenerational approach to engaging volunteers.[37] Different generations of volunteers may have distinct motivations for volunteering. Boomers (those born 1946-1964) are retiring and may have time to offer, if the opportunity is right. "Baby boomers are very selective and particular in how they will dedicate their time. Often boomers will want to shape their own volunteer opportunities."[38] Nonprofits can engage this generation by:

- being well managed and using volunteer time efficiently
- providing opportunities for boomers to work autonomously and use their skills
- inviting boomers to take on leadership roles as volunteers, on boards for example
- using online tools for recruiting volunteers (boomers are confident using the Internet)
- providing seasonal and flexible opportunities to attract a generation sandwiched between caring for their parents and their children[39]

Given the leadership challenges ahead, nonprofits could also do a better job of engaging youth as volunteers. Understanding their motivations and aspirations will help:

- Youth want the opportunity to volunteer in a range of ways – one-time, longer term, skill-based. They will get involved if they care about the cause and if they have choices about how they can engage. Barriers to participation must be low.

- Youth are less interested in structures and organizations, and more interested in people and issues. Connecting with them on a personal level and drawing them in with the cause will maximize their involvement.

- Youth can be reached through their peers, and are willing to mobilize their peers for a cause they treasure. Peers help motivate other youth to volunteer, participate in programs, attend events and otherwise engage with a nonprofit.[40]

Non-profit leadership

Facing a new economic, demographic, technological and social reality will require that nonprofit leaders be skilled innovators and relationship-builders who are able to strengthen their organization's talent base and take advantage of opportunities.[41] Successful leaders will be:

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[35] National Council of Nonprofits. 2013. 2014 Nonprofit Trends to Watch. https://www.councilofnonprofits.org/sites/default/files/2014-trends-to-watch.pdf

[36] Schawbel, D. 2013. "10 Ways Millennials Are Creating The Future Of Work." Forbes. http://www.forbes.com/sites/danschawbel/2013/12/16/10-ways-millennials-are-creating-the-future-of-work/

[37] Gowdy, Hildebrand et al. 2009.

[38] Hientz, M. & S. P. Sladowski. 2011. Building Blocks for Boomer Volunteer Engagement. Volunteer Canada & Manulife Financial. http://volunteer.ca/content/building-blocks-boomer-volunteer-engagement

[39] Hientz & Sladowski. 2011.

[40] Achieve. 2013. The 2013 Millennial Impact Report. www.achieveguidance.com

[41] Barton, D. 2013. Leadership Requirements in a Fast-Changing World. Imagine Canada Sector Champions Roundtable. Toronto: January 16.

- **Bold** – encouraging innovation, challenging orthodoxies, and personally championing new opportunities

- **Network-builders** – broadening their organization's influence by nurturing cross-sector partnerships, building networks within the organization, externally, and across sectors

- **Gently influential** – influencing without authority, investing time to understand people's motivations and concerns, guiding through honesty and deliberate communication

- **Motivating** – unlocking people's potential by providing opportunities for improvement, giving them autonomy, and assigning responsibilities that match their skill level and test their capacities

- **Trusting** – relying on trusted advisors and staff that they have taken the time to know well and test in challenging environments

- **Purposeful** – drawing on a strong sense of personal purpose, guiding core beliefs, and self-control in decision-making

- **Focused and disciplined** – relying on personal discipline, self-care, and calm to help mitigate the impact of shocks (e.g. reputational, financial, human resources) within their organization

2.3 TECHNOLOGICAL ADVANCES

Technological advances, including the explosion of social media, have represented a shift for many organizations, opening up a world of opportunities and presenting some challenges.

Political and sectoral boundaries and the divides between experts and citizens, are more easily bridged thanks to technology. It has supported collaboration and enabled the sharing and copying of innovative ideas at a low cost.[42] It has nurtured collaborative social entrepreneurship by helping innovators find financial or other support for their initiatives.[43]

Decision making, planning and evaluation can also be advanced by having access to increasing amounts of digitized information.[44] Search engines, research, and tracking sites provide up to date information on fundraising, charities, and the nonprofit sector (e.g. www.opencharity.ca, www.charityfocus.ca). The ability to access and analyze data could dramatically change the world of philanthropy by providing rapid information on which organizations are most effective, what strategies achieve results, and what fundraising strategies are most successful.[45] Organizations are finding creative ways to share this data, with infographics becoming more popular and data visualisation practices expected to increase.[46] Concerns with what is being called 'big data' includes the lack of democracy (best resourced messages will dominate), risk of security breaches and scandals, and tensions between local needs and outside data.[47] An additional challenge for some, especially in rural and low-income communities, remains access.

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[42] Huddart, S. 2012. "Renewing the Future: Social Innovation Systems, Sector Shift, and Innoweave." Technology Innovation Management Review. The J.W. McConnell Family Foundation. P. 5-14. http://www.mcconnellfoundation.ca/assets/Media%20Library/Publications/Technology-Enabled%20SI%20.pdf

[43] Muskat, E. & D. Sylvester. 2012. "Being Disruptive: How Open Growth is Delivering Effective Social Change at a Fast Pace." Technology Innovation Management Review. The J.W. McConnell Family Foundation. P. 27-35. http://www.mcconnellfoundation.ca/assets/Media%20Library/Publications/Technology-Enabled%20SI%20.pdf

[44] Lenczner, M. & S. Phillips. 2012. "From Stories to Evidence: How Mining Data Can Promote Innovation in the Nonprofit Sector." Technology Innovation Management Review. The J.W. McConnell Family Foundation. P. 15-27. http://www.mcconnellfoundation.ca/assets/Media%20Library/Publications/Technology-Enabled%20SI%20.pdf

[45] Bernholz, L. 2013. "How Big Data Will Change the Face of Philanthropy." Wall Street Journal. http://online.wsj.com/news/articles/SB10001424052702304243904579197652066923202

[46] National Council of Nonprofits. 2013.

[47] Bernholz. 2013.

Technology is also presenting opportunities to reach new audiences and renew a base of support. It is an interesting tool to engage larger donors, including corporate donors. Strong communications and messaging – and a strong brand – will be increasingly important from a philanthropic perspective.[48] A cultural revolution of sorts is taking place and organizations need their own voice and message.

This trend is most obvious among young people. The majority (83%) of youth have smartphones and 75% of them like, retweet or otherwise share content on social media.[49] Most youth prefer to connect with their networks using technology, and mobile technology gives them instant access. Organizations wanting to reach youth will need smartphone friendly websites and quick, easy, and inspiring ways for youth to connect to their work (the people, and the cause).

2.4 INCREASED COLLABORATION & BLURRING OF SECTOR BOUNDARIES

There is a trend towards working collaboratively across sectors – nonprofit, government, private sector and communities.[50] Such collaboration is expected to help expand the reach and deepen the impact of social programs. Federal and provincial governments are asking not-for-profits to work together on large scale projects or to secure funding from the private sector to match government funds. Nonprofits are also nurturing partnerships among funders, across sectors and between charities to address persisting social problems.[51]

Corporations are more and more involved in the social sector through donor-driven funds and an emphasis on corporate social responsibility (see Corporate philanthropy section below for more details).

2.5 PHILANTHROPY

Traditional philanthropy

The fundraising landscape appears to be changing: religious charities and those supporting arts and culture have seen decreased revenues, while education and environment focused charities have been raising more funds.[52] Charitable giving is on a downward trend with fewer donors giving a smaller percentage of their income over the last decade.[53] Newfoundland and Labrador is the only jurisdiction that has seen a slight increase (1.9%), whereas Ontario, New Brunswick and PEI have each seen a decrease of over 10%. Alberta is holding steady with only a .2% decrease. Canada's most generous donors are in Manitoba, giving the highest percentage of their earned income. Quebec is still trailing behind all provinces in charitable giving.[54] Notably, the Governor General of Canada has recently launched *My Giving Moment*, a campaign that aims to celebrate and increase Canadian's community participation and charitable giving (www.mygivingmoment.ca).

The loyal donors Canadian charities have acquired over the years are aging, and we are witnessing an important transfer of wealth. Some of that money will be inherited by the boomer generation, but the sector will also benefit through bequests and endowments. Charities wanting to renew their base of support are faced with a boomer generation increasingly interested in activist giving, and younger people who may not have the faith in traditional institutions their grandparents had.

There is reason to be hopeful that Canada's generous spirit is not extinguished. Eighty-three per cent of millennials made a financial contribution to an organization in 2012. There is a trick to obtaining that support. "Millennials first support a cause they are passionate about (rather than institutions), so it's up to organizations to inspire them and show them that their support can make a

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[48] Ketchum Canada. 2010. Trends Quarterly. Issue 4: Communications. http://kciphilanthropy.com/lang/en/#panel-4-b
[49] Achieve. 2013.
[50] Gowdy, Hildebrand et al. 2009.
[51] Ketchum Canada. 2010.
[52] Berz & Tucker. 2012
[53] MacIntyre, H. & C. Lammam. 2013. "Generosity in Canada and the United States: The 2013 Generosity Index." Fraser Research Bulletin. Fraser Institute. http://www.fraserinstitute.org/uploadedFiles/fraser-ca/Content/research-news/research/publications/GenerosityIndex_2013.pdf
[54] MacIntyre & Lammam. 2013.

tangible difference on the wider issue." Nonprofits can inspire young people's commitment and generosity by being transparent, investing in peer to peer engagement strategies, and getting better at telling the story of their work.[55]

Charities will have to adapt to a donor that is increasingly deliberate and issue focused, discerning, and demanding – the donor of the future wants a clear cause that matters and makes a difference, and they will support those who can provide detailed information about how their dollars are making a difference.[56] Increasingly, people are looking for organizations that connect to their own personal mission or values, and they want to be engaged in unique and meaningful ways.

Corporate philanthropy

Companies are significant contributors to communities. They provide funds to community organizations, contribute through sponsorship and marketing activities, offer in-kind resources, services and goods, and support employee volunteering. Civic and community organizations are most likely to receive these investment dollars (77%), with health care organizations coming in second (67%). Community investment programs do not benefit all provinces and territories equally, however.[57]
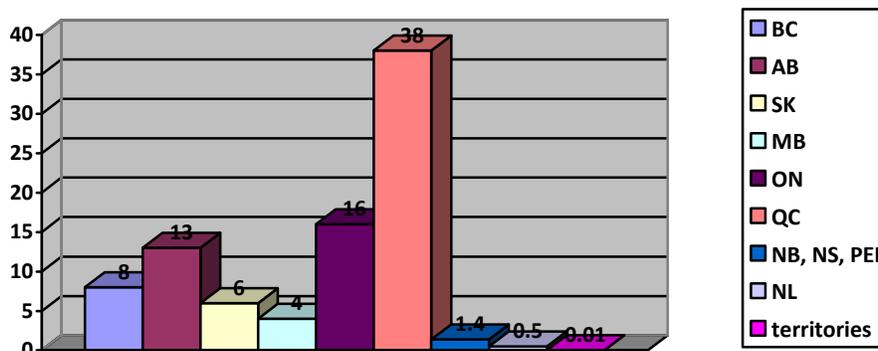
Many companies (38%) have a signature community investment program that focuses on an issue or group they want to impact. Half have matching employee donation programs and 102 out of 180 polled have employee volunteering programs, contributing over 1 million hours in 2011. Presidents and CEO are often highly involved in corporate philanthropy, but employees are also playing a role in directing corporate giving. This should not come as a surprise given that the top motivations for giving are corporate values, company culture, and reputation.

Nonprofits wanting to engage corporations will need a large footprint, the ability to demonstrate impact and provide opportunities for corporate employees to get involved as volunteers. In short, successful corporate fundraising requires considerable resources.

Social enterprise

Charities are facing an increased demand for services combined with a flattened donation supply. This shifting philanthropic context is pushing more of them to look at alternative sources of revenue and entrepreneurship opportunities: 38% of charities reported earned income in 2011 and an extra 13% were expected to join them in 2013. More than 20% were using these funds as their

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[55] Achieve. 2013.
[56] Koreen, P. 2013. Trends 2013 - AFP Congress. http://prezi.com/fg5dnmelgnon/trends-2013-afp-congress-final/?utm_campaign=share&utm_medium=copy
[57] Bassett, M. 2013. Canadian Corporate Community Investment Benchmarking Report. Conference Board of Canada. http://www.conferenceboard.ca/e-library/abstract.aspx?did=5389

primary source of income.[58] The risk in this trend is that small charities with already overextended resources will allocate staff and volunteer time to pursuing a social enterprise to the detriment of service delivery.

Canadians generally support charities engaging in business activities: 86% think it is a good way to raise money, and 79% think charities should be able to earn money if earnings go towards the cause.[59]

Social finance

The idea of social finance is gaining traction in Canada, but there are still few investments and activities taking place. Organizations and funders still see philanthropy and business as two separate things. This is changing slowly as people consider ways of achieving a blend of economic and social returns. Foundations have led the charge in this area, using social finance as a funding mechanism to support innovative ideas. Government has also demonstrated interest, setting the tone with the release of *Harnessing the Power of Social Finance*.[60] Nonprofits will do well to remain open to new funding mechanisms while ensuring they do their homework before jumping in what is still a relatively untested approach.[61]

Impact investment

Whether through individual or corporate giving, government funding, or through social finance mechanisms, the face of philanthropy is shifting as donors change their way of interacting with the nonprofit sector, increasingly acting like investors and demanding information about operations and evidence of impact. Demonstrating Social Return on Investment is increasingly important, but 42% of charities don't measure their impact in any way, and only 4% of those that do use social return on investment measurements.[62] Barriers to the use of SROI include cost and administrative burden. Locally focused small scale charities are at a distinct disadvantage in this environment as they lack the resources to reach and satisfy the needs of this new kind of donor.[63]

"Projecting these trends forward, we arrive at a future where the charitable sector is dominated by charities which are naturally aligned with a focus on impact. Those charities that have traditionally relied on personal relationships to causes then have a particularly strong impetus to adopt an impact focus to overcome their disadvantaged position in the new landscape."[64]

Being able to establish social return on investment is not only increasingly important to funders, it is also a tool for charities to demonstrate impact to the public and to inform decisions about where to invest resources so they have the greatest social impact.[65]

3. Public policy trends & opportunities

Federal, provincial and territorial governments are facing increased scrutiny and pressure to address social and economic problems. Unprecedented fiscal burdens, growing income inequality and unemployment, combined with a culture of permanent campaigning that results from frequent polling and a constant news cycle, are leading to short-term and fragmented approaches to policy making.[66] Success in influencing policy will depend on the ability to garner public and political support for innovative solutions to long-standing problems.

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[58] Boston Consulting Group. 2012.

[59] Lasby & Barr, 2013

[60] Human Resources and Skills Development. 2013. Harnessing the Power of Social Finance. http://www.hrsdc.gc.ca/eng/consultations/social_finance/report/index.shtml

[61] Ketchum Canada. 2012. Trends Quarterly. Issue 1: Trends in philanthropy. http://kciphilanthropy.com/lang/en/#panel-4-b

[62] Berz & Tucker. 2012

[63] Boston Consulting Group. 2012

[64] Berz & Tucker. 2012

[65] Berz & Tucker. 2012

[66] Barton. 2013.

3.1 FEDERAL POLICY TRENDS

Overall well-being of children and youth

Canada would benefit greatly from a national child and youth policy, and from mechanisms to coordinate and monitor the country's overall performance with respect to young people. Calls continue for an independent Children's Commissioner to monitor the protection of children's rights and ensure that the federal government is held publicly accountable for fulfilling its responsibilities with respect to child and youth protection. Despite several efforts to introduce legislation, this has not yet come to fruition.

The federal government has an important role to play in improving the health and well-being of Aboriginal children and youth. The four most significant issues the government must address are: "**education**, including the need to increase educational attainment; **family and community well-being**, including intergenerational dynamics of change, identity and culture, and building healthy communities; **criminal justice**, including ways to reduce Aboriginal youth incarceration rates and cycles of violence; and **the importance of changing the way governments and aboriginal communities work together**".[67]

Issues dominating federal politics

Employment and skills: Canada's demographic shift and the shortage of skilled labour have made employment, skills training and postsecondary education top priorities for the federal government. This issue will continue to dominate the political agenda, starting with the Canada Job Grant that is still a source of contention between the federal government and provinces. There is an opportunity for Boys and Girls Clubs to highlight the educational and employment supports they offer young people, and to contribute data to the discussion by measuring the impact of programs such as Rogers Raising the Grade.

Safe communities: The overwhelming response to youth violence and crime, including cyberbullying has been to legislate. We ought to be concerned with the cumulative effect of this trend on youth who are at increased risk of being criminalized and paying a very high cost for their mistakes (e.g. minimum sentences, reformed pardon system). There is a greater impetus for prevention programs, and an urgent need to monitor recent legislation to assess the impact on youth.

Negotiations: The coming year will see the federal, provincial and territorial governments negotiate several important agreements: social and health transfers, labour market agreements and equalization payments. The negotiation of Social transfers and Equalization payments are very relevant to charities and nonprofits as they both contribute funding for provincial/territorial social programs.

Events in the coming 5 years

- Federal Elections in 2015
- 25th anniversary of the UN Convention on the Rights of the Child in 2015
- Canada's 150th anniversary in 2017

3.2 PROVINCIAL POLICY TRENDS

Issues dominating provincial/territorial politics

Early childhood education: The publication of the OECD's *Starting Strong: Early Childhood Education and Care* over a decade ago sparked a discussion that endures to this day. Recommendations about strong and equal partnerships with the education system, training and working conditions for early childcare workers, and a universal approach to access, continue to be debated at the provincial level. Ontario has taken steps to move all early childhood education services into the education system, but thanks to BGCC and others' advocacy efforts, the province has permitted a continued role for third party providers. Similarly, New-Brunswick is integrating the early childhood system into the education system. The Margaret & Wallace McCain Family Foundation aims to be a catalyst for a Canadian system of integrated early childhood programs. It is actively supporting the creation of Early Learning Centres in Nova Scotia, PEI's Preschool Excellence Initiative, and Early Childhood Development Centres in New Brunswick. The

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[67] Kroes, G. 2008. Aboriginal Youth in Canada: Emerging Issues, Research Priorities, and Policy Implications. Government of Canada. Policy Research Initiative. http://www.horizons.gc.ca/sites/default/files/Publication-alt-format/2009-0005-eng.pdf [emphasis mine]

Foundation has also hosted discussions on early learning and childcare in Newfoundland and Labrador. The issue has been raised in other provinces, but suggestions to integrate early childcare into the education system appear to have lost momentum due largely to their high cost.

Closely tied to this issue are provincial and territorial standards and accreditation systems that risk impacting Clubs when they are extended from daycare services to recreational child and youth programs.

Negotiating social transfers: Provinces and territories will be highly impacted by the outcomes of negotiations related to federal social transfers.

Elections: Elections offer an opportunity to raise issues of concern to children, youth and families. With some lead time, there are additional opportunities to help shape party platforms. Six provinces and territories will go to the polls in 2015 (SK, YT, NL, MB, NT, PEI, NB). Quebec and Ontario could call elections in 2014 given their minority governments, and NB is also set for this year. Alberta will go to the polls in 2016, with NS, NU and BC following in 2017.

3.3 POLICY INITIATIVES FROM THE NONPROFIT SECTOR

Youth engagement

Several organizations worked with youth to identify their needs and concerns, supporting them to draft and advance policy recommendations. The Office of the Provincial Advocate for Children and Youth's *Youth Leaving Care Hearing* (http://provincialadvocate.on.ca/), the Vancouver Foundation's *Youth Vital Signs* (http://youthvitalsigns.ca/#intro) and their collaboration with BC's representative for children and youth on *Make-it-Count* (http://make-it-count.ca/) are model examples of youth engagement in policy.

The relatively new *4Rs Youth Leaders Initiative* is just as inspiring. The initiative was sparked by a collaboration of five national youth-serving organizations (including BGCC), six national Aboriginal organizations and three national charitable foundations. Young leaders were chosen from across these fourteen organizations to lead the development of a national awareness campaign that aims to reshape the dialogue among Canada's indigenous and non-indigenous peoples in order to strengthen the cultural, economic and social fabric of our country. Through this youth-to-youth initiative, we want to deepen understanding of our common heritage, to challenge prevailing views of the contribution and potential of both indigenous and non-indigenous Canadians, and to forge a new path forward together.

The BGCC National Youth Survey found that children and youth believe in their ability to make a change, and count on the adults in their life to encourage and support them.

Mental health

The movement to shine a light on mental health is growing in Canada. In the coming years, the Canadian Mental Health Association (CMHA) will work to reinforce what is currently being done to strengthen protective factors and promote mental health in children and youth, while communicating a strong rationale for mental health services and supports.

The Mental Health Commission of Canada (MHCC) released The Mental Health Strategy for Canada in 2012 and is now leading several policy initiatives two of which should be of interest to BGCC as they relate to the elimination of stigma and suicide prevention.

Partners for Mental Health has launched their *#Right by you* campaign with great success. In two months, 14,000 people had signed their petition asking the federal government to ensure that every child and youth has access to mental health services by dedicating $100 million to a youth suicide prevention fund. They also called on provincial governments to show an equal commitment by changing the current 2-tier system of care for mental health. Their *Not Myself Today* campaign was also successful, encouraging organizations to take action to build mentally healthy workplaces.

Physical activity

ParticipACTION has spearheaded a campaign to increase children's physical activity – *Bring Back Play*. They have also been involved in Canadian Tires' efforts to launch ACTIVE AT SCHOOL, a multi-year movement that includes Nike, the NHL, the Canadian Medical Association, and PHE Canada. The goal is to work with governments to increase physical activity levels at school and reverse the trend of inactivity. New Brunswick is the first province to jump on board and receive a $1 million investment from Canadian Tire to make their pledge a reality. This is an excellent example of for-profit efforts to help shape public policy – a trend that is likely to grow as non-profit, for-profit and government partnerships increase.

Canada's sport policy was renewed in 2012, setting the direction for governments, institutions and organizations wanting use sport to positively impact society (http://sirc.ca/csprenewal.cfm). Sport for social development features prominently in the strategy.

The Canadian Parks and Recreation Association has been working on a National Recreation Agenda to define recreation, identify a vision for the sector and strategies to achieve that vision. The next milestone for the Agenda is the 2014 National Recreation Summit (http://www.cpra.ca).

Poverty reduction

Campaign 2000, a coalition of which BGCC is a member, continues its advocacy on child poverty, releasing a report each year on trends and making recommendations to reduce poverty among those who are most vulnerable.

Led by researcher Paul Kershaw, Generation Squeeze (http://gensqueeze.ca/) is breathing new life into the call for additional investment in programs and supports for young families. The focus of the campaign has recently shifted from BC to all of Canada. This is one to keep an eye on.

Boys & Girls Clubs of Canada
Clubs Garçons et Filles du Canada

2005 Sheppard Ave E., Suite 400
Toronto, ON M2J 5B4
Tel 905-477-7272
Fax 905-477-2056
www.bgccan.com

A good place to be