



Leading Through Partnerships and Collaboration

Marcel Lauzière
President & CEO
Imagine Canada

Philanthropy Through The Looking Glass

April 7, 2011

Te Papa, Wellington, NZ

Imagine Canada

A national charitable organization whose cause is Canada's charities and nonprofits.

- We reinforce the sector's collective **voice**,
- We act as a **forum and meeting place**, and
- We create an **enabling environment** in which organizations contribute to building stronger communities.

Essentially, it is our our mission to support and strengthen charities and nonprofits so they can, in turn, support the Canadians and communities they serve.

National Engagement Strategy

GOALS:

- **Strengthen the collective voice of our sector** to address shared priorities for action;
- **Foster knowledge exchange and innovation** to build organizational and community resiliency; and
- **Create and support linkages, networks and collaborations** to enhance our effectiveness as a sector and our impact across Canada and around the world.

National Engagement Strategy

GUIDING PRINCIPLES:

- Shared leadership and mutual accountability.
- Taking ownership of the agenda.
- Not necessarily consensus on every issue.
- Working from a position of strength.
- We are a sector.

Drivers of Change

- Driver 1** The increasing importance and influence of social innovation in Canada
- Driver 2** Structural shifts in the revenue base which supports the work of charitable and nonprofit organizations
- Driver 3** Shortage of talent to strengthen and lead charitable and nonprofit organizations
- Driver 4** Lack of growth in the number of volunteers to govern, support and promote civic and community organizations
- Driver 5** Heightened demand for transparency, accountability and communication of impact
- Driver 6** Growing need for transformative partnerships among charities and nonprofits and with other sectors
- Driver 7** Increased use of social media and new technologies for community engagement, outreach to youth and networking

Why Partner and Collaborate?



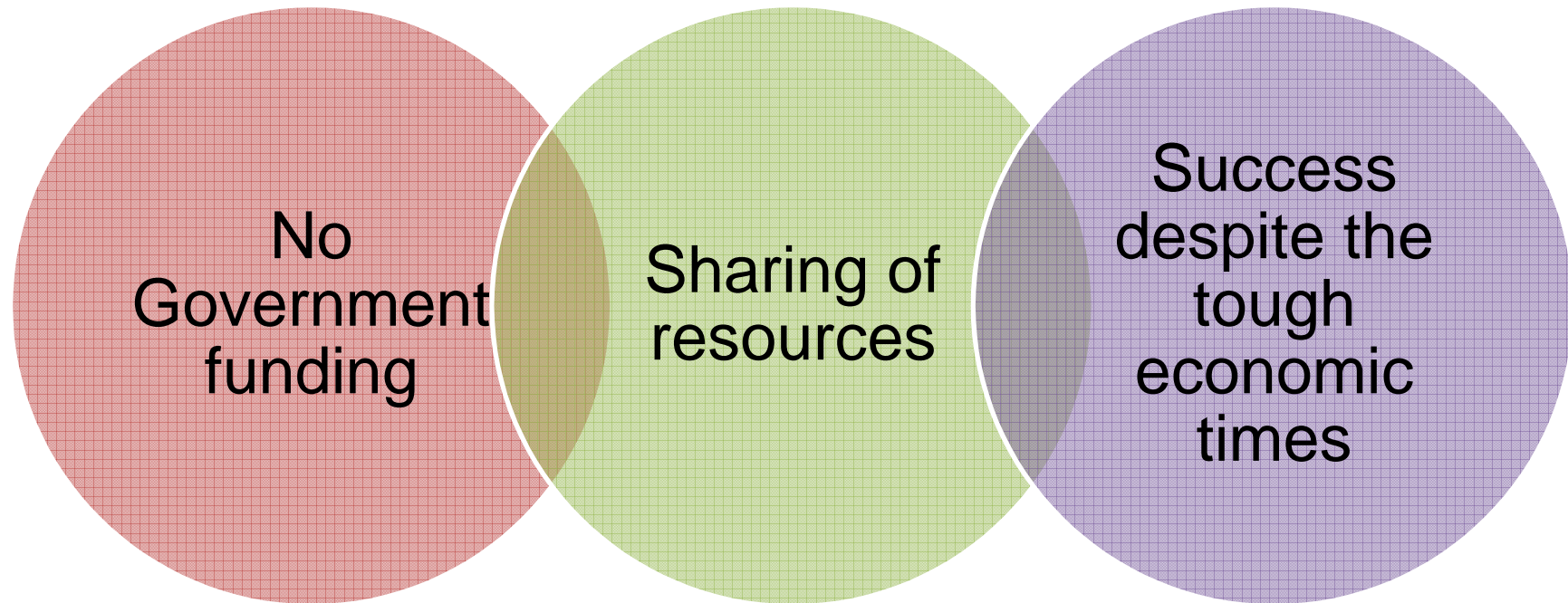
WHO DID WE ENGAGE

...way beyond social services (arts, international development, sports, health, environment, etc.).

...rural and remote areas as well.

...not just large organizations (one in 4 participants were from a small organization).

For the Sector, by the Sector



KEY OUTCOME

Collective priorities have been identified:

1. Enhanced capacity in the sector to attract and retain the best and the brightest
2. More diversified and sustainable financing
3. Enhanced support for organizations to engage volunteers/external talent
4. Better public understanding of the sector and its impact

Additional Outcomes

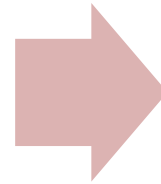
- Local contact among individuals and organizations in the sector who now know more about each other and can better support, collaborate, and learn from one another
- Heightened awareness among federal, provincial and municipal government officials about the sector's strengths, what's driving change and our priorities for action

Additional Outcomes (cont'd)

- Common framing and shared understanding of the drivers of change and the priorities for action that will enable the sector to address these challenges and opportunities together
- Demonstrated model of shared leadership and collaboration among local and national organizations that can be replicated by others and that has generated significant good will for the next phase of the engagement

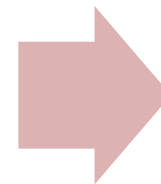
Challenges and Missed Opportunities (Failures)

A provincial
Forum that did
not live up to
expectations



- Lack of participation
- Lack of Input

A key partner
who did not
agree to come on
board



- Lost opportunity
- Political difficulties

Conclusion: Lessons Learned

- Our Guiding Principles were the right ones
- Partnering is tough and sometimes messy ... but it pays dividends (usually)
- Articulating and organizing the issues goes a long way (7 Drivers of Change)
- Recognizing the full richness of the sector is essential for buy-in
- Go slow to go fast

Thank You

Marcel Lauzière
President & CEO
Imagine Canada

mlauziere@imaginecanada.ca

For more information about Imagine Canada visit:

www.imaginecanada.ca

Imagine  Canada

