

Envoy

Spring 2011

Five Trends in the Not-for-Profit Sector

Researcher LaPiana provides insight into E4C's future

Convergence. Defined on Wikipedia as an occurrence of two or more things coming together or the common ground between two theories or phenomena. Who would have thought this concept would become a topic of discussion in the not-for-profit sector? Yet LaPiana Consulting out of California has brought five converging trends forward, guiding E4C as we plan for our future.

As part of E4C Staff and Board planning, the senior leaders of E4C have been looking at current trends and research to best position the agency for stability and growth and to ensure that the needs of our changing community are met. Through the process of strategic and business planning, many documents have shaped our conversation - the key document that has emerged is LaPiana's report, *Convergence: How Five Trends will Reshape the Social Sector*.

LaPiana's 2009 report took an in depth look at the nonprofit sector and found five key trends converging to reshape the social sector. These trends focused on **generational and other demographic shifts**, the **rise and impact of social media and other technological advances**, the **growing importance of networks and collaboration as a means for effecting change**, the **role of volunteerism and civic engagement in society** and the **blurring of nonprofit and profit sector boundaries**. Each of these trends will change the social, not-for-profit sector.



Jackson Pollock's painting *Convergence*

Changing Demographics

The demographics of our society are rapidly changing and the not-for-profit sector is not immune to this younger, more culturally diverse face. Although, LaPiana says, "the nonprofit sector has always featured an intergenerational workplace (with older workers in leadership positions and younger colleagues in front line or support positions), the future will require non profits to understand how to share leadership across generations." This is apparent when you look at the aging leadership in our sector. Succession planning is on everyone's radar as leadership nears retirement.

LaPiana also adds that the demographic change is not simply generational. The increase in an immigrant or new Canadian population has made it equally important to work across cultures. Statistics show that Gen Y (those born between 1981 and 1999) "is proving to be more diverse than any preceding generation, with many more young people of colour, first and second generation immigrants and mixed-race individuals."

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Embracing Change

thoughts from E4C's Chief Executive Officer

Michael Farris, MS, CEO



Most people can look back over the years and identify a time and place at which their lives changed significantly. Whether by accident or design, these are the moments when, because of a readiness within us and a collaboration with events occurring around us, we are forced to seriously reappraise ourselves and the conditions under which we live and to make certain choices that will affect the rest of our lives (Frederick F. Flack). What a profound statement.

From economic recovery to political uncertainty - there is never a dull moment in the not-for-profit sector. Thanks to the generosity of our community, E4C did alright financially in 2010. Responding to need is something Albertan's do well.

However, just when we were celebrating our success, we were surprised by Premier Ed Stelmach's resignation. This will certainly mean change in the political fabric in Alberta and could mean a total shake up in priorities and funding.

What might happen to the *10 Year Plan to End Homelessness*? will a change in leadership derail this lofty initiative? Will the focus on social issues now shift to a renewal of support for businesses in our primary industry, oil and gas? What might this mean to our sector as a whole?

Key research and documents (such as the LaPiana document) have suggested that the not-for-profit sector is headed for monumental change. The merger of Big Brother and Sisters with The Boys and Girls Club seems to be the tip of the iceberg as the sector evolves to remain grounded and current. There are now 83,000 charitable organizations in Canada - will that remain? What might our sector look like in five, ten, fifteen years?

As we work with our Board on E4C's 5-year strategic plan, we can't help but brace ourselves for change - change to funding and support of the human services sector, changes to the demographic make up of our population and changes to how we meet social need. How will E4C have to evolve to meet the inevitable changes in our city and province?

"If you don't like something, change it; if you can't change it, change the way you think about it," wise words from Mary Engelbreit, author of the Home Companion. I say, bring it on - we're ready for change. ☺

Save the date!

Fall Gala

Friday, October 14, 2011
\$200 (\$160 tax deductible)
(780) 424-7543



Add your address to our email list and you could win an Ipad Touch!

Email us and your name will be entered into a draw to win an Ipad Touch (draw to take place on April 15, 2011).

E4C has lots going on and we would love to keep you in the loop by email. New digital publications such as Good Works as well as a busy event schedule make email the best way to stay in touch.

We can also email the Envoy to you, saving a stamp.

funddevelopment@e4calberta.org

Royal Alex Hospital Employees give money to five of E4C's Programs

The Royal Alexandra Hospital Employees' Charitable Donation Fund has supported E4C and its programs for many years - this year was no exception, with five of E4C's programs receiving almost \$30,000. E4C's Snack Program, Women's Emergency Accommodation Centre, Crossroads, Early Head Start and Elizabeth House were among 43 not-for-profit programs and agencies to receive funding.

The fund raises money through payroll deductions from all of the Hospital's employees. This allows employees to give back in a significant way. This year, the Royal Alexandra Hospital Employees' Charitable Donations Fund gave \$214,000 back to the community. Since the fund's inception, over \$2 million has been donated to charitable organizations who provide services that are of benefit to the the health and welfare of the individual and that of the community.

"We focus on organizations within the RAH catchment area as we tend to share many of the same clients," says Beth Lipsett, spokesperson for the Fund. "We provide care for a short time when a person is hospitalized. It is the organizations in the community, such as E4C, that support the person as they move through their lives. We remain grateful for the support E4C provides in the continuum of care."

E4C is very thankful for the partnership and support of the Royal Alexandra Hospital Employees Donation Fund. 🍀



Program Manager Terry MacPhee of Elizabeth House accepts his cheque from the fund. Elizabeth House received \$2000.



WEAC Program Manager, Violet Bird, accepts \$9000 for the Women's Emergency Accommodation Centre.

PROSTITUTE: a glimpse into the human behind the label - a volunteer's story

**March 7 - 11 marks
Prostitution Awareness
Week in Edmonton**



I was extended an invitation to volunteer with an outreach worker for Crossroads Outreach, the E4C program that works in the community with street-involved women and girls. Curious and aware of the gaps in my understanding about this population, I accepted the invitation.

So we set out in the Crossroads Van on a Friday night, prepared with food, snacks, condoms, resources and what's known to this community as "bad date" sheets. As we drove the streets where street involved workers populate, I found myself observing the streets with an unusually inquisitive lens, scanning for waving hands.

It is one thing to know of all the predisposing and contributing factors that can lead (and sustain) a person into a life of sexual exploitation. But as I listened and observed the interplay of these factors, it became more apparent how unique the experiences of this population are, especially when compounded by various forms of chronic trauma, exposure to daily threat, hyper-vulnerability, abandonment and too much more.

As the evening progressed, we responded to the waves, both conspicuous and discreet to the unmarked van. Trauma, addictions and poverty approached the van every time. They all had stories to tell but I was not surprised when those precious fragments of their lives were reserved for only those whom they carefully selected to be safe keepers of their private memories. And sometimes, the van was privileged enough to make the cut.

Towards the end of the evening, one young lady in her twenties approached the van and greeted us with a smile. She began to tell us how she had been doing and presented that she was doing "okay." But as we listened, she began to tremble and sob as she told us of the time when she was the most terrified in her life - when a john pulled a knife on her in a car while they were driving down the highway. She said she calculated her options which were either to jump (and die) or stay (and die). Instead, she found that he began to strangle her repeatedly until the fourth time she regained consciousness and managed to say "thank you for not killing me." And he replied casually, "well, you are not worth killing."

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Under our Umbrella



Elizabeth House has new flooring, thanks to the Edmonton REALTORS® Community Foundation

After receiving notice in the fall of funding from the Edmonton REALTORS Community Foundation for new flooring at Elizabeth House, Program Manager, Terry MacPhee wasted no time. New clean, white tiling was installed replacing the worn and dated carpeting, giving this transitional residence a whole new look in time for Christmas. ☺



Young Chefs - bringing the kitchen to the classroom

E4C's Nutritional Services division offers a Young Chefs program to grades 4 to 6 students (upon request of the teachers) at schools that have E4C's School Lunch Program. Most of the programs are offered during class time with the occasional after-school program. Young Chefs takes place in school staff rooms or Home Ec rooms.

An average of 200 students take part each year, from October to April. Each group of students has 5 sessions, once a week with an average of 90 sessions each school year. Most groups follow a similar recipe theme - one snack, one breakfast, one lunch, two supper foods. The recipes become more difficult from start to finish.



Students have the opportunity to choose recipes from a recipe choices sheet. Past favourites have been mini pizzas, fruit kebobs, pita crisps, omelets, egg McMuffins, fruit smoothies, chicken noodle soup, taco salad, bannock, soft tacos and spaghetti and meatballs. The majority of the recipes are healthy and feature everyday, affordable ingredients. Most of the recipes are also foods that the kids would be likely to make at home. ☺

ArtStart helps kids gain self-esteem and confidence



My name is Eva Schneider and I am the program assistant for ArtStart.

I am also a full time student at the University, completing a Fine Arts degree. One of the classes I was taking in the fall was a women's studies course. For the class we did a "feminist praxis project." This project was about getting involved in the community, through volunteerism to encourage positive, feminist principles. I decided to dedicate develop a special project with one of the ArtStart classes.

I chose a class called "Zene Scene" in which students developed their own magazine - a positive advertisement project. This assignment was about developing critical eyes towards typical advertising.

The students examined problems that typical advertising promotes, such as unrealistic body image. The students then created advertisements with their own messages of positive self-esteem! This was such an incredible experience.

A highlight for me was watching one student go from shy to sparkling over the course of the eight weeks. In the beginning of the semester she was not very into it. She would not talk very much or get into the projects. As the semester progressed and group grew closer, I saw a real improvement in her attitude and her work. At the end of the semester the class voted and picked her art for the cover for the magazine. When she found out her art was chosen she was incredibly touched and excited. At the

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A night to remember

The Quon family raises over \$10,000 for E4C's School Lunch Program

A night to remember. This would be an understatement when describing the Lingnan Fundraising event held in mid-January for E4C's School Lunch Program. This event combined reality TV, Chinese food, lion dancing, 60s costumes, a fashion show and frenetic energy that was contagious.

Edmonton's iconic Quon family were the hosts for the evening with daughter, Mandy, planning the whole event. 100 tickets were sold to friends and loyal patrons of the Lingnan Restaurant located northeast of MacEwan. The Quon family women were models in the 1960s fashion show - none more noticeable than mom, Amy Quon who modelled gowns to suit her outgoing personality. The fashion show was generously created by Vivi Designs.

Guests bid on over 30 silent auction items, including a oil painting done by father, Kinman Quon (purchased by his wife, Amy) and a collection of Beaujolais from Miles Quon's personal cellar as well as a coin from the Beijing Olympics.

Kinman over-saw the preparation of an excellent Chinese buffet, including favorites such as lemon chicken and ginger beef. The Quon family donated 100% of the meal to E4C's School Lunch Program and loyal staff at the Lingnan worked for free that evening.

Shang De Marital Arts performed a Chinese Lion Dance and E4C made a presentation, showing the School Lunch video. Brown paper lunch bags adorned each table and guests were encouraged to donate additional money to feed hungry children.

What made this event most interesting was that this was all being filmed for the Quon family's reality television show, *The Quon Dynasty*, set to begin airing in May on City TV. Each guest signed a release form and E4C staff Kris Morra and Marnie Cathcart became "stars" as they were filmed setting up and collecting donations.

In total, this event raised over \$10,000 for E4C's School Lunch Program and E4C looks forward to working with the Quon's again. 🌟



E4C's Make Tax Time Pay

Gearing up for another busy tax season!

It's income tax time, and with April 30th right around the corner, E4C's Make Tax Time Pay (MTTP)

volunteers are trained and ready to go to assist thousands of Edmontonians prepare their income taxes and apply for government benefits and subsidies, helping families not just at tax season, but all year long.



Last tax season E4C's MTTP volunteers completed over 4,100 income tax returns, connecting those service users with over 1,393 government benefit application forms and over \$1.1 million dollars back in anticipated tax refunds. We are look forward to another successful year in 2011!

To find a MTTP tax site near you and book an appointment for a volunteer to complete your income tax, please call the Support Network at 2-1-1.

To donate to E4C's MTTP program please contact (780) 424-7543. 🌟



Thank you! Merci! Gracias!

The generous donations from our community helped us raise over \$1.6 million in support of our many programs and services.

fall end recital she asked, or rather insisted, that she MC the recital. There are so many stories just like this one that proves that there is so much more to art than making pictures. Art is about individual expression and not about being perfect. The ability to be with peers in a place that is open and enjoyable is critical to healthy social development. This freedom or outlet does incredible things for their confidence and over all sense of self-worth. 🌟

- Submitted by Eva Schneider

Supporters take to the rings to raise money for Mosaic Centre



On February 12, 2011, supporters of the Mosaic Centre headed to the rink to raise money for this Fort Road outreach centre. Over 18 teams from novice to seasoned "hurried hard", sweeping rocks up the curling rink while purchasing 50/50 tickets and bidding on silent auction items. In the end, over \$3000 was raised for the Mosaic Centre. Thank you to Ed, Dale, Elmer and Rudy and the Jasper Place Curling Club for hosting this event.



Other planned fundraising events for Mosaic include a Comedy Night and Silent Auction in April, a Benefit Concert at the Northeast Christian School and the Second Annual Golf Tournament at Elk Island Golf Course in June. For more information on these events, contact Mosaic at mosaiccentre@shaw.ca. 🌟

E4C's School Lunch Program launches pilot program at Delton School

In the spring, when the Edmonton Public School Board closed five innercity schools, the biggest concern for parents was whether the receiving school, Delton, would have E4C's School Lunch Program. Unfortunately, the layout and set up at Delton School did not allow for the typical daily hot lunch. Throughout the fall, E4C School Lunch staff worked with the principal at Delton to come up with options for this school.

On January 17, in partnership with the United Way, E4C launched a pilot project for the School Lunch Program. Instead of the standard hot lunch, sandwiches and other cold meals are prepared each day and are served with unsweetened juice and a vegetable or fruit on



the side. Parents are invited to pay \$20 per month (\$1 per day) or whatever they can afford. 225 students are enrolled in the School Lunch Program at Delton.

"Delton is thrilled to be offering a lunch program for students. It is great to know that students are able to access a nutritious lunch. We are reaching out to potential sponsors to see if they can provide funding. Many thanks to the parent volunteers who have been helping out by preparing sandwiches each day," says school Principal Nancy Weber. "It's great to see children eating better than before the program started."

One month into the project, staff and volunteers say it is going very well but are working on providing more variety and a larger meal. 🌟

Hockey Alberta gives \$5000 to promote community hockey in McCauley neighborhood

Hockey Alberta has selected E4C to receive \$5000 in funding through the Every Kid Every Community Project, created to give more kids the opportunity to be involved in hockey. David Prodan, Program Manager of E4C's McCauley Apartment, notes the grant is a welcome boost to his new program.

"In the inner city, there are many families who cannot afford to register their kids in hockey or other organized sports, so the big goal of this program for us is to make organized hockey accessible to every kid who wants to play, while providing them with a positive, healthy experience." Prodan adds, "We will use the grant to develop partnerships with other agencies and community volunteers to make this a viable long-term program."

The Edmonton Federation of Community Leagues has also connected with David to partner in renewing interest in community hockey and community skating rinks.

This isn't the only activity in the McCauley neighborhood, headed by E4C's McCauley Apartments. Karate lessons, coffeehouse concerts, creative writing sessions, guitar lessons, collective kitchens and family skating are also planned throughout the spring. Contact David

Prodan at (780) 424-2870 for more information on all the activities happening out of E4C's McCauley Apartments. 🌟

Goodwill Industries supplies Clareview Head Start with valued employees and volunteers

Doug Massey and Nate Lema may have developmental disabilities but that hasn't stopped them - both of them are valued members of the team at Clareview Head Start. Goodwill Industries provides work opportunities and skill development to people who face employment barriers. 🌟

This also means that our client demographic is changing as we see a more diversity. At E4C, our staff is increasingly becoming a mirror of the population we serve. At the Women's Emergency Accommodation Centre where the majority of our clients are aboriginal, many of our staff are also aboriginal. In our Head Start and Early Head Start programs, we are seeing more and more new Canadian families and our staffing is a reflection of this shift. ArtStart is looking at offering English as a Second Language while children attend classes and Make Tax Time Pay has a range of volunteers spanning multiple languages and cultures.

We have already had to respond to this rapid change to the demographics of our population by changing the way we deliver service.

Non-profit vs profit - the division blurs

In the past, organizations looking to create social impact and community change used one model - the nonprofit model. However, research and trends show that this is no longer the case as non profits are increasingly developing income-generating social enterprises as ways of enhancing their business model and creating less dependency on external funding. The lines between non-profit and profit blur as this expansion occurs. "In this changing environment, transformation is not optional. The future will demand a collective rethinking of ... how individuals define their work and how best to both compete and partner across many permeable boundaries", poses LaPiana. The doors open wider to more "business" collaborations and partnerships.

How can E4C embrace this trend? What businesses can we start that could employ our clients and service users while generating an income? Who could we partner with to further this endeavour? Board and staff are already having this conversation.

Technology - the open frontier

We need to embrace and utilize new technology - we know that. For many in the sector, that is tough. Financial constraints make it difficult to stay current with technological advances and the rapidly changing fabric of social media is tough to be on top of. Few organizations have the capacity to handle the challenges posed by the rise of social media, yet they don't want to stifle its use.

This creates an ongoing dilemma for E4C. With the plethora of new technology tools comes the need to improve the organization's ability to effectively choose among them and to use them well. It is not enough to just have a website or Facebook page. Users of Facebook, Twitter and other social media tools want authenticity, not overly marketed messages. They want to hear real stories from actual participants. This means that there will not necessarily be "one voice" for the agency but many true stories from the front-lines that frame and define our work and agency.

We know this is the future - maybe we just need to jump in.

Collaboration and networking - partnering to better our future

Collaboration is not a new concept for E4C. E4C has collaborated for 40 years in conventional and unconventional ways. However, with the advent of new technologies and new norms for working collaboratively, the potential impact of these collaborations has increased exponentially. Technology and the "smaller world" now allows for far deeper and more meaningful partnerships than were previously possible. It is just as easy to share globally as it is locally and this is shaping and framing how we get our work done. We need to think more systemically about the challenges we want to address and look at possible approaches and partners. "This trend presents an array of possibilities for the organization that is willing to adopt the role of futurist to test its assumptions, and to experiment with new structures and ways of working," says LaPiana.


This spring, we are partnering with the Chamber of Commerce on a unique fundraising event - is this just the tip of the iceberg? E4C hopes so.

Volunteering and Civic Engagement - the new "black"

LaPiana reports that "in the coming years, an unprecedented number of active retirees and a new generation of young professionals raised with community service as part of their everyday life will create a broad pool of potential volunteers - a tremendous opportunity for the sector, but only if it learns to engage them." In the enthusiasm building around volunteerism, it is easy to assume that the motivation and benefits are universal, which is not true. "For the not-for-profit sector to build and sustain the volunteer workforce of the future, it must make a commitment to evaluating cultural assumptions, systems and thoughts inherent in volunteer management and practice." And again, both generational and cultural differences apply. Non profits must design opportunities that both respect and appeal to the needs of an increasingly diverse pool of volunteers - they need to be partners rather than just an extra set of hands.

Plans at E4C include a new position to manage and recruit volunteers.

So, what does this mean

The convergence of these trends is changing the landscape for mission-driven organizations, increasing the complexity and urgency of our work. The challenges are many and need to be met head on to uncover the opportunities they bring while being willing to experiment with creative responses to social need. This will require reevaluation, reinvention and redefinition of traditional organizations and funding structures. Leadership and management styles will change. Tools and technologies will expand. And organizations and funders will have to adapt. To read LaPiana's full report go to www.lapiana.org. 



Red White and Cheese raises funds and friends for E4C's Kids in the Hall Bistro

On Friday, February 11, Kids in the Hall Bistro hosted a wine tasting event to raise funds and friends for E4C's youth employment program.

Red White and Cheese invited wine representatives from Renaissance Wines, Grady Wine Marketing, Pacific Wine and Spirits and Epsilon Wines Canada to share a sampling of their wines. These wine companies poured a variety of wines from Sauvignon Blanc to Malbec for the over 45 guests to sample. Kids in the Hall paired food and cheese with these wines.

Favorites wines at the event were the Luigi Bosca Malbec, the Hess Cabernet Sauvignon and the sparkling Prosecco. Thanks to the Liquor Depot and the Kipness family for connecting us with the wine suppliers.

Guests attending enjoyed the event and Kids in the Hall raised over \$1000 for the program. E4C is planning another wine tasting in the fall and a Gardener's Lunch, including a guest speaker from a local garden centre, on April 30th. For tickets and more information, contact E4C at (780) 424-7543. 📞



the Human Behind the Label from page 3

In thinking back now and recalling those words, I wonder if the greater assault was in his actions or his words. When we asked when it happened, she calmly said "an hour ago."

She explained that her brother showed no concern over the attack - an affirmation that she really didn't matter - and that made it clear why she felt it necessary to pretend she was "okay." It was astonishing and perplexing that the service users "normalized" violence and appeared to take it in stride. I suppose this is one of many manifestations of what repeated disappointment and trust-breakdown will do to a person.

Using a harm reduction model, Crossroads supports individuals who live high-risk lifestyles to increase their safety on the streets and to become empowered. The program works to address and reduce the barriers that this unique, marginalized population faces by connecting them with resources and offering alternatives. 📞



E4C Services Include



Nutrition and Community Services

Make Tax Time Pay, E4C's School Lunch and Snack Programs

Early Learning

ArtStart, Clareview Head Start, Early Head Start, Northeast Community Program

Transitional Services

Crossroads Programs, Elizabeth House, Mosaic Centre, Women's Emergency Accommodation Centre (WEAC)

Affordable Housing & Mental Health Services

Intensive Case Management Team, GC Place, Gold Nugget Suites, Holmes Place, McCauley Apartments, Meadow's Place, Our Place, Our Other Place, Sorensen Place, Stollery Place

Social Enterprise

Kids in the Hall Bistro Program, Shared Financial Services

Founded in 1970, E4C is a registered charitable human services organization. Our charitable registration is #13155 8140 RR001.



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