

WHAT IS OUR THIRD SECTOR?

LOOKING AT ASSETS OF THE NONPROFIT SECTOR IN CAMBRIDGE



Social Planning Council of Cambridge and North Dumfries

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INTRODUCTION

Welcome to the 2005 *What is Our Third Sector?* issue paper. This paper is the first part of a series of four issue-specific documents that synthesize and reflect upon research related to key topics in our communities. While this paper looks at the nonprofit sector in Cambridge, future papers will explore important local issues in North Dumfries, employment and training supports in Cambridge, as well as broader, sustainable growth management concerns in our community.¹

These papers fall on the heels of a community-wide initiative called Moving Forward Together (MFT). Moving Forward Together was implemented by three local agencies: the Social Planning Council of Cambridge and North Dumfries, Volunteer and Information Cambridge and the United Way of Cambridge and North Dumfries. One of the objectives of the project was to identify community priorities. To gather this information, project staff collected data from people that lived and worked in Cambridge and North Dumfries concerning the strengths and challenges in their communities. To date, seven reports have been published that summarize what was learned.²

WHAT IS THE NONPROFIT SECTOR?

If we were to choose a word to characterize the nonprofit sector, it might be the word “diverse”. Non-profit organizations are found in every Canadian community. They come in a various sizes, with varying resources, and function in a wide range of fields. “In the broadest conceptualization, the nonprofit sector refers to the realm where people

associate outside their households; it is a third realm that exists beyond the structure of both markets and governments. This includes registered charities, universities, hospitals, and churches, as well as

“The voluntary sector in Canada represents one of the most impressive illustrations of our shared humanity; that there are many people who choose – as volunteers, as staff people, as donors, as administrators – in thousands of different ways, to commit their time and effort to making our world a better place.” (Voluntary Sector Awareness Project. *Greater than the sum of our parts*, p. 14)

credit unions, cooperatives, trade and professional associations, social, self-help, mutual benefit, sports, and advocacy organizations, both formally organized ones and those which are not.”³

According to figures from the 2003 National Survey of Nonprofit and Voluntary Organizations, there are approximately 161,000 nonprofit organizations in Canada.⁴ Though present in every province and territory, more than half are found in Ontario and Quebec.⁵

Collectively, the nonprofit sector makes a significant contribution to the economy. In 2003 these organizations reported \$112 billion in revenues. While hospitals, universities, and colleges accounted for a third of this, the rest of the sector (made up of much smaller organizations) was able to generate \$75 billion in revenues.⁶

Locally, nonprofit organizations contribute greatly to the fabric of life in Cambridge. The over 500 hundred organizations listed with *Information*

Cambridge offer a wide range of programs and services including social services, arts and culture, sports and recreation, and daycare.⁷ Hundreds of volunteer referrals are made every year.⁸

Despite the importance of this sector, today's nonprofits face a number of serious challenges. These include problems obtaining funding, planning for the future, recruiting volunteers, and obtaining board members.⁹ The information collected by Moving Forward Together (MFT) and presented in this paper is important in that it will offer a richer understanding of the role of the nonprofit organizations operating in Cambridge and will provide baseline data regarding their attributes, contributions, services, resources and organizational supports.

DESCRIPTION OF THE CAMBRIDGE NONPROFIT SECTOR

Cambridge has a strong volunteer base. Community stakeholders have described residents as being supportive of local nonprofits and generous with their resources.¹⁰ We know that there is a tremendous amount of voluntary activity in our community. As part of the MFT project, 864 nonprofit organizations were identified in Cambridge and these organizations provide a diverse range of services¹¹—from basic services, to arts, culture and recreation supports, to community and economic development.¹² Over 16,000 volunteer positions were accounted for in Cambridge.¹³ With a sector which could be characterized as disparate, we need to develop a multi-sectoral understanding of each others' services, activities, capacities, issues and challenges. It is our goal to better understand this sector so that we may coordinate efforts to jointly address some of our issues and challenges.

The following discussion is a descriptive account of the nonprofit sector in Cambridge based on findings documented in several reports written from the Moving Forward Project (MFT).¹⁴ A majority of material was derived from an asset survey that

documented the strengths and resources in the various organizational sectors of the community (i.e. business, nonprofit, and labour). With a low response rate (35%)¹⁵ and the challenge in obtaining a full listing of all nonprofits in Cambridge, these findings are limited, but nevertheless are valuable in that they provide us with an initial snapshot of this sector in our community.

The description is organized into areas of interest including such topics such as services and programs, resources and organizational supports, and residents' reflections on the sector. The final sections consider Cambridge's nonprofits within a broader regional, provincial, and national framework. We conclude with an outline of what we envision our next steps to be surrounding this issue.

GENERAL CHARACTERISTICS

The nonprofit sector as a whole is diverse, encompassing organizations that provide many different types of services which support varied population groups. Although Cambridge nonprofits are more likely to be community support-based agencies, other types of nonprofit organizations are at work within the community. These include those

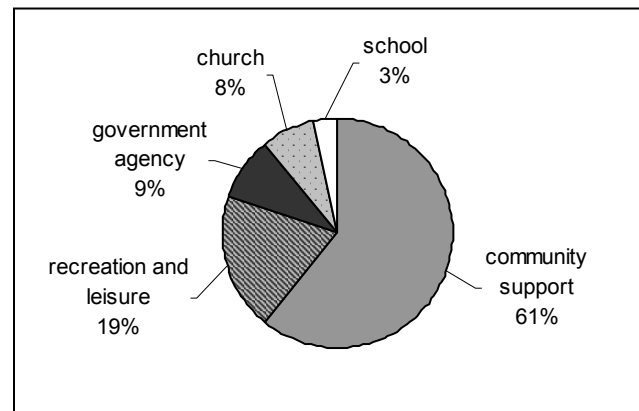


Figure 1 Types of nonprofits in Cambridge

with a focus on recreation and leisure activities, government agencies, or churches and schools [Figure 1]. Mirroring national trends, just over half (53%) of all nonprofits reporting in the MFT survey in Cambridge have charitable status.¹⁶

Who do Cambridge nonprofits serve? The geographical catchment area that nonprofit organizations typically serve is local—their own neighbourhood, city, town or rural municipality; and Cambridge nonprofits are no exception.¹⁷ Although many nonprofits are diversified in the areas they serve, out of 156 organizations that participated in the MFT survey, nearly **all** reported serving the City of Cambridge. Other areas served include North

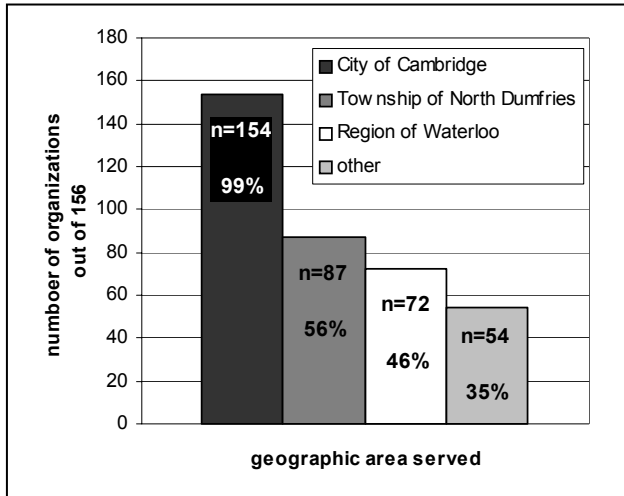


Figure 2 Geographical areas served by Cambridge nonprofits

Dumfries, and the broader Region, which includes the cities of Kitchener-Waterloo. As well, one-third of Cambridge nonprofits reported serving areas outside of the Region—typically in southern Ontario or nationwide [Figure 2].

CONTRIBUTIONS THAT CAMBRIDGE NONPROFITS MAKE TO THE COMMUNITY

Cambridge nonprofits make considerable contributions, giving back to the community in terms of both human and financial resources. The MFT asset survey reports that last year, nonprofits donated volunteer hours—that is hours over and above their own mandated work—totaling over 16,000 hours to the community.¹⁸ Nonprofits, as well, contributed on average approximately \$2000 in charitable donations, which is on par with contributions made by the business and labour sectors.¹⁹

SERVICES AND PROGRAMS THAT CAMBRIDGE NONPROFITS PROVIDE

What kinds of services do Cambridge nonprofits provide to the community? Based on MFT survey responses by 156 nonprofits in Cambridge, organizations provide a vast array of services and programs to the local community; from social service-related supports, to education and employment programs, to conducting research and fostering community networks and economic development [Figure 3].²⁰ Clearly both volunteerism and educational outreach are critical to the majority of nonprofits' efforts in the community, with 61% reporting that they promote volunteering activity and 55% reporting that they promote education in the community.

Nonprofits recognize the need to adjust to changing demands in the community and they often look to expand their mandates. Many Cambridge nonprofits surveyed for MFT noted that they would like to offer certain services or programs in the future that they do not at the present. The most prevalent key areas noted for development and expansion involve fostering community networks, employment and training, and health care supports. More specifically, the most commonly reported programs and services they nonprofits indicated that they would like to offer in the future include fostering racial harmony, connecting those who need help with those who can help, child care, and improving access to health care and counselling.²¹

Through the MFT project, we now have some initial insight into the types of services and programs offered by nonprofits in Cambridge; but the question remains, who do they serve? Organizations surveyed were asked to indicate the number and age of the people they served last year. Regrettably, due to the limited capacity of many nonprofit organizations, nearly 40% of those participating in the MFT survey were not able to report on the specifics of **who** they actually serve. What we do know is that based on responses from 104 nonprofit organizations, almost 600 thousand

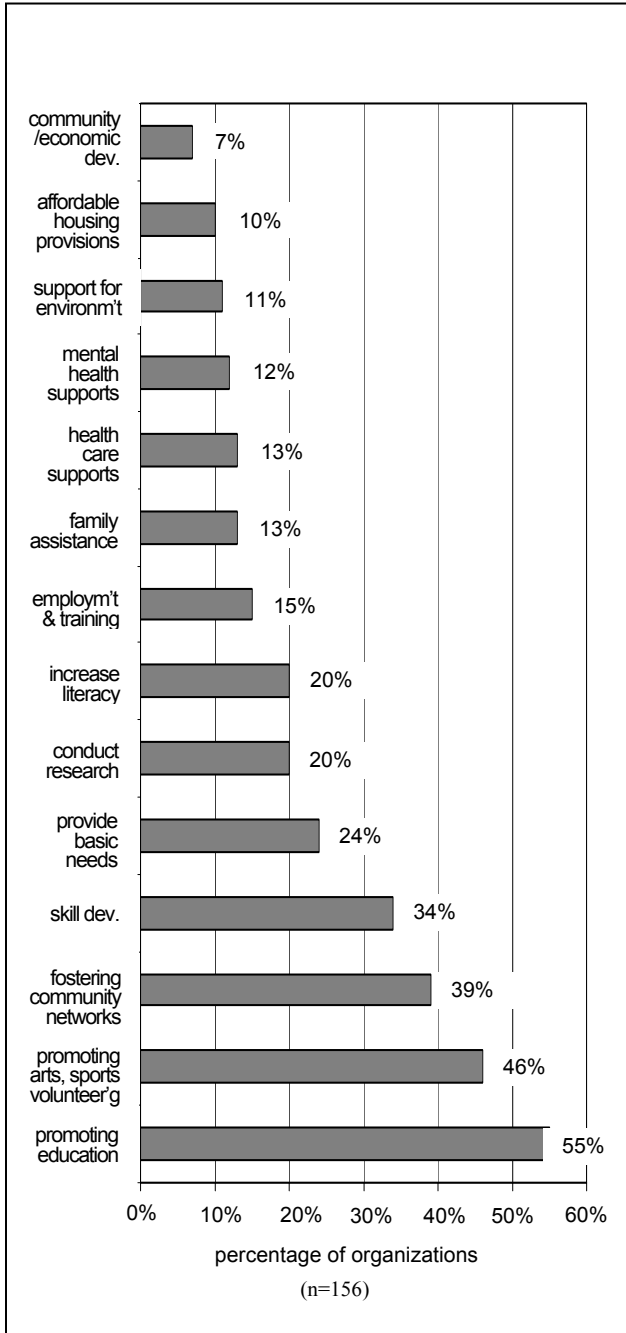


Figure 3 Services and programs provided by Cambridge nonprofits

persons were reported being served last year; and those organizations able to report on age distribution indicated that they support a wide variety of individuals in different age categories.²²

It is important to point out that this figure of (e.g. 600,000) may not accurately indicate a total number

of **individual** people served because it is quite possible that people are tallied countless times among the various organizations. It may be more correct to interpret this figure as **units of help** provided. The distribution of total numbers served per/age group can then be better understood as essentially reflecting what resources are available to particular age groups in the community. Lower numbers of individuals served in any age group may indicate a lack of capacity to respond to the needs of community members of a certain age.

RESOURCES AND ORGANIZATIONAL SUPPORTS

The nonprofit sector in Cambridge financially sustains itself through a diverse set of sources either through external granting agencies such as

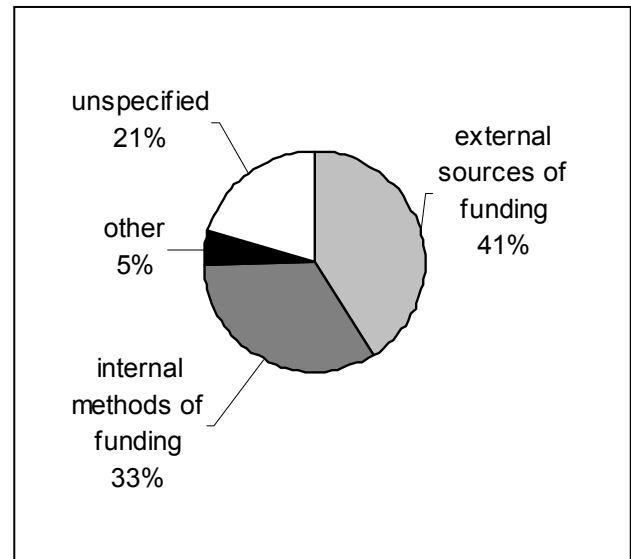


Figure 4 Percentage of nonprofit sector funding from various sources

government or city funding, or through internal mechanisms such as fundraising or program fees [Figure 4]. Based on MFT survey responses by 85 nonprofits in Cambridge, the total dollars contributed to these organizations from various sources of funding was over \$56,000,000 with a median figure of \$67,000 [Figure 5].²³

Fundraising is the most frequently cited source of funding for nonprofits in Cambridge; but in terms of absolute dollars, it is the provincial government that provides the most funding—extending financial

	total \$\$ funded	average amount funded	median amount funded
Federal Gov.	1,030,000	80,000	41,000
Provincial Gov.	15,400,000	642,000	105,000
City of Cambridge	3,780,000	180,000	5,000
Township of ND	2,000	500	70
Region Waterloo	2,500,000	119,000	26,000
United Way	590,000	37,000	27,000
EXTERNAL SOURCES	\$23,302,000		
fundraising	8,970,000	183,000	16,000
program fees	6,490,000	250,000	18,000
sponsorship	580,000	52,600	8,000
memberships	2,810,000	108,000	1,200
INTERNAL SOURCES	\$18,850,000		
OTHER	2,850,000	95,000	33,600
UNSPECIFIED	11,670,000	2,340,000	125,000
TOTAL FROM ALL SOURCES	\$56,672,000		

(n=85) nonprofit organizations surveyed

Figure 5 Financial resources of the Cambridge nonprofit sector

support totaling just over \$15,400,000 dollars to 24 of the 85 organizations surveyed. This figure accounts for just over 27% of budget dollars in all organizations' funding. Nearly all (95%) of the provincial funding reported goes specifically to community support agencies, and this accounts for just over one-third of their total funding dollars from all sources combined. Recreation and leisure groups are largely supported by memberships and fundraising, followed by program fees and sponsorship. Government agencies are mostly supported by the City and the Region. Schools

noted most funding sources as program fees,²⁴ and churches are largely funded by fundraising activity.²⁵

There is a notable difference between levels of funding for nonprofits in our community. Among most sources of funding, organizations tend to receive or generate very dissimilar amounts of monies; some received large amounts of funding, while others receive very little.²⁶ This point is also clearly evident in the disparity between average and median figures of funding dollars shown in Figure 6.

Human resources like financial resources in the nonprofit sector can vary among the many types of organizations that are present in the community. Some organizations are small and rely mostly on a volunteer staff, while others are sizably larger with a number of full-time paid staff working.

Based on organizations surveyed, nonprofits in Cambridge typically rely heavily on members and volunteers (as opposed to paid employees) to provide the services and programs that are offered to the community [Figure 6]. Nonprofits employ almost 60% of their staff full time, however, employees compose only 12% of their human resources. With over 16,000 volunteer positions accounted for in Cambridge, clearly, the most significant human resource for nonprofits remains volunteers.²⁷

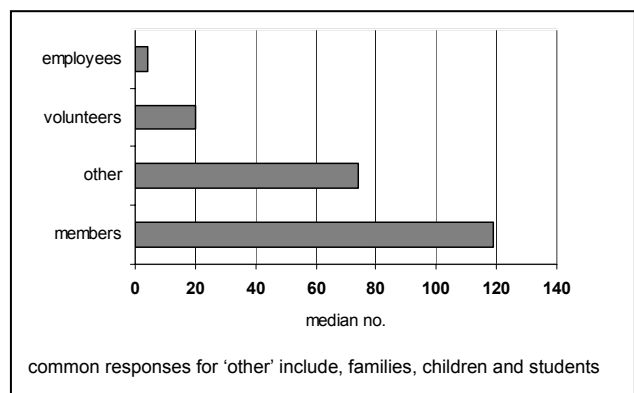


Figure 6 Distribution of human resources among Cambridge nonprofits

Nonprofits surveyed as part of MFT were also asked to indicate whether or not they currently offer a variety of supports and benefits either to their own

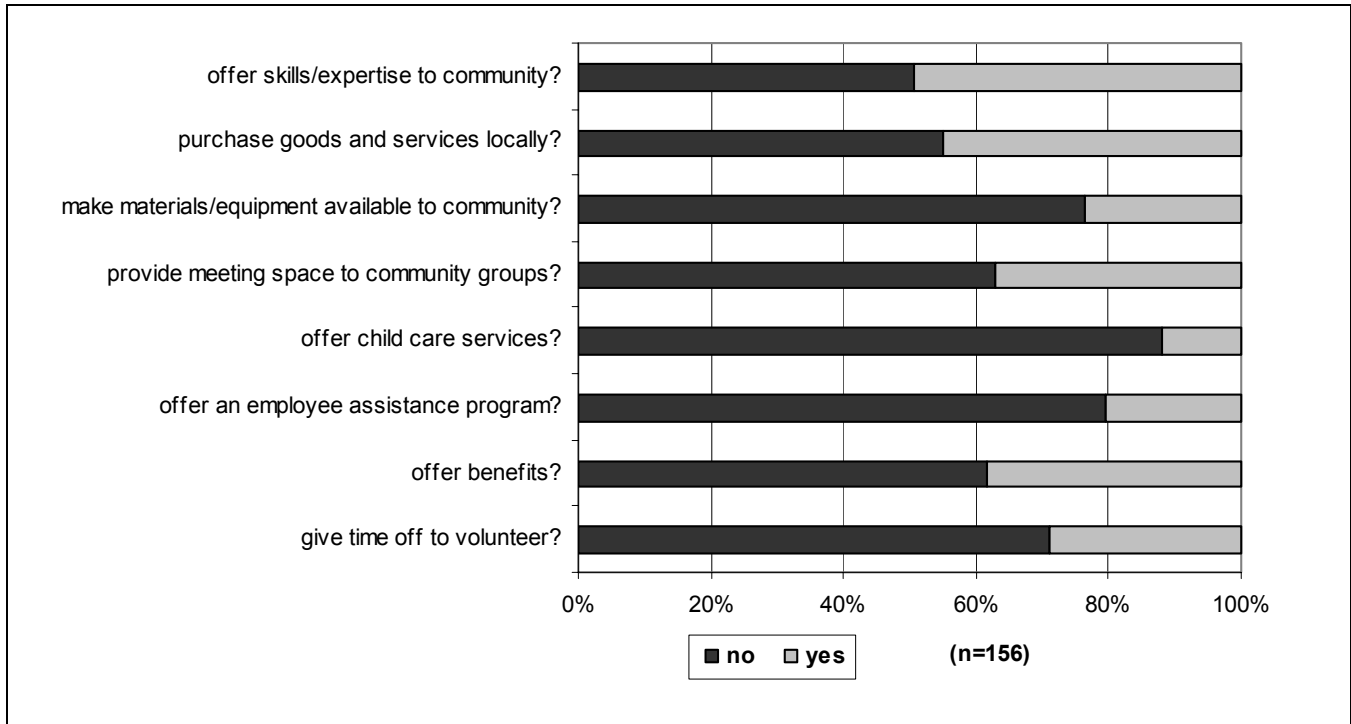


Figure 7 Percentage of nonprofits in Cambridge that offer specific organizational supports/services

staff/members or to the broader community [Figure 7]. Based on responses from 156 organizations, the vast majority of nonprofits in Cambridge **did not offer** additional supports for their employees, such as a benefit package (62%), an employee assistance plan (79%), child care services (90%) and time off for volunteer work (71%). Most also **did not offer** meeting spaces (63%) or materials and equipment to community groups (76%). Only about half of nonprofits in Cambridge offered skills or expertise to the community (51%) and aimed to purchase goods and services locally (55%).²⁸

**REFLECTIONS ON THE NONPROFIT SECTOR:
SUPPLEMENTAL REPORTS**

In addition to the *Asset Surveys* which focused on various organizational sectors within the community, several other MFT reports provide information specifically on ‘volunteerism’ which gives valuable insight into Cambridge’s nonprofit sector. Quantitative results from resident surveys, for example, point to a high level of community engagement through volunteerism with nearly half of

those responding (49.2%) to the survey indicating that they volunteered.²⁹ Based on findings from this survey, it also appears that older residents, longer-term residents, and those with higher educational attainment are more likely to participate in volunteering activities.³⁰

Findings from focus group discussions generally support survey findings with both mainstream and minority ‘voices’ stating that there exists a strong level of volunteerism in Cambridge.³¹

Finally, the *MFT Research Scan*³² summarized several of key issues and challenges surrounding the voluntary sector that impact our community. These include:

- the variability of volunteering activity among those who volunteer and the need to secure and expand a more reliable ‘core group’;³³
- attracting older adults as volunteers as a potential resource—and the need for increased education and training supports for this group;³⁴

- the overburdened volunteer sector which is showing signs of stress, with volunteer burnout being identified as an issue;³⁵
- concerns about the “barriers that hinder people from volunteering” and the need to provide supports such as child care or expense compensations for example;³⁶
- the need for volunteer education, training, promotion and outreach;³⁷ and,
- the need to be more creative and flexible in providing opportunities for volunteers, recruiting volunteers, and seeking out those who want to volunteer but are unaware of venues to do so.³⁸

THE BIGGER PICTURE

While the MFT asset survey was instrumental in identifying the strengths and resources of the local nonprofit sector, focus group interviews conducted with staff, management and volunteers shed light on some of the challenges facing nonprofits today. The issues identified through these discussions are consistent with issues identified in national level studies³⁹ and many relate to changes in the funding environment.

In the following paragraphs, stakeholder comments made during MFT discussion groups and interviews are shown in italics, followed by a brief synopsis of the issue within a broader framework.

- *“Lack of dependable revenue stream from provincial/federal government”*⁴⁰

While governments have traditionally been the biggest funders of nonprofits, changing priorities have had a significant impact on the sustainability of these organizations. With the loss of government funding, many nonprofit groups now find themselves reliant on a myriad of often tenuous funding sources.⁴¹

- *“Successful proposals are those that are ‘innovative’; funding is needed to support programs that already exist”*⁴²

The loss of stable core funding and the concomitant increase in narrowly-prescribed project funding

threatens the ongoing delivery of needed and proven programs and services.⁴³

- *“Difficult to fundraise in a small community – competition for resources”*⁴⁴

As funding becomes less certain and the number of local nonprofits continues to grow, stakeholders expressed concern about increased competition for funding. National surveys confirm that competition has become fiercer in recent years and that smaller groups often lose out to larger ones.⁴⁵

- *“Community’s need is much greater than what funders and foundations can serve”*⁴⁶

Stakeholders attributed an increased demand for services to provincial downloading and lamented that despite the energy, commitment and hard work of local organizations, “there [remains] a huge number of people in need and this list keeps growing.”⁴⁷

Several issues related to human resource capacity were also identified:

- *“Difficult to engage people in the community”* (Stakeholder comment, MFT discussion group)⁴⁸

While Cambridge nonprofits continue to benefit from strong levels of volunteerism, local studies have found that older people are more likely to volunteer (and are likely to volunteer more often) than are young people.⁴⁹ This reflects national trends where time spent volunteering increases with age.⁵⁰ It would seem that the challenge in future years will be to engage the many young individuals and families who are moving into the area.

- *“Lack of human resources, both staff and volunteer managers/recruiters”*⁵¹

Largely related to funding constraints, many organizations find themselves unable to attract and pay for the qualified people they need.

Overall these findings suggest that the effectiveness of many local organizations is hampered by external factors, most notably issues related to funding. In light of this, initiatives such as the recently-announced Voluntary Sector Awareness Project take on a sense of urgency. While in the past it has

not been common for nonprofits to speak with one voice, issues related to funding and sustainability provide a strong incentive for joining with others and could well become a rallying point for action.

WHAT WE'VE LEARNED

- **Cambridge's nonprofit sector is growing.**
Over 500 nonprofits are listed with Information Cambridge, a rise from 483 in 2004.
- **Cambridge's nonprofit organizations tend to serve the local area.**
- **Cambridge's nonprofits are operationally diverse.**
Nonprofits can be found in every sub-sector—social services, sports, the arts, education, healthcare, etc.
- **The nonprofits surveyed employed (part-time and full-time) a total of 2,200 people.**
- **With over 16,000 volunteer positions accounted for, nonprofits in Cambridge effectively engage the community.**
Nearly half of individuals responding to the survey indicated that they volunteered.
- **The nonprofits surveyed together receive more than \$56.5 million in revenues from a diverse set of sources.**
- **Cambridge's nonprofits make a significant contribution to the quality of life.**

OUR NEXT STEPS

The Social Planning Council of Cambridge and North Dumfries, along with its partner – The Centre for Research and Education in Human Services, is interested in the sustainability of a healthy nonprofit sector. The joint release of our “*Building Sustainable Nonprofits*” manual which looks at internal tools for agencies to build their organization’s sustainability, raised questions

regarding the sustainability of the sector as a whole. As well, the discussion at the SPC’s Annual General Meeting documented some ongoing challenges for the sector. We hosted a community conversation as part of the National Voluntary Sector Awareness Project to raise awareness of the voluntary sector. We saw this as an opportunity to continue our discussion and dialogue on these issues.

In the future, we plan on conducting further research as well as engaging in developing and organizing activities within the local nonprofit sector to further understand its capacities, strengths and challenges. As this, our third sector, gains a more common understanding of itself, it will be able to better advocate for itself, plan for the development of services and jointly work on addressing common challenges.

¹ While each paper may include some information relevant to North Dumfries, the paper that features North Dumfries will provide an in-depth analysis of the rural community – which may include some of the elements covered in other papers, but will also explore other key rural trends.

² These reports can be downloaded from the Moving Forward Together website: www.movingforwardtogether.ca.

³ Reed, P. and Howe, V. (2000). *Voluntary organizations in Ontario in the 1990s*, p.3. Ottawa: Statistics Canada.

⁴ Statistics Canada. (2004). *Cornerstones of the community: Highlights of the national survey of nonprofit and voluntary organizations summary*, p.4. Ottawa: Minister of Industry.

⁵ Ibid, p. 6.

⁶ Ibid, p. 5.

⁷ Information Cambridge. (2005). *2005-2006 Directory of community groups and agencies*, p. 1. Cambridge: Author.

⁸ Ibid, p. 49.

⁹ Statistics Canada. op. cit., p.5.

¹⁰ Pye, A. (2005, May). *Moving Forward Together: Stakeholder perspectives on the strengths and challenges of Cambridge and North Dumfries*, pp. 7, 10. Cambridge: Social Planning Council of Cambridge and North Dumfries, Volunteer/Information Cambridge, & United Way of Cambridge and North Dumfries.

¹¹ See general reference to Information Cambridge. (2005). *2005-2006 Directory of community groups and agencies*. Cambridge: Author.

¹² Pye, A. (2005, May). *Moving Forward Together: Asset surveys: A description of organizations that serve Cambridge and North Dumfries*, pp. 32-39. Cambridge: Social Planning Council of Cambridge and North Dumfries, Volunteer/Information Cambridge, & United Way of Cambridge and North Dumfries.

¹³ Ibid, p. 6.

¹⁴ See note #2.

¹⁵ Pye, *Asset surveys*, op. cit., p. 19.

¹⁶ Statistics Canada. (2004). *The Daily*, Monday, September 20, 2004. *National Survey of Non-profit and Voluntary*

Organizations. Retrieved from

<http://www.statcan.ca/Daily/English/040920/d040920b.htm>

¹⁷ Ibid. See as well, Pye, *Asset surveys*, op. cit., p. 23.

¹⁸ Pye, *Asset surveys*, op. cit., p. 32.

¹⁹ Ibid, pp. 30, 59, 73. The business sector was reported as having contributed an average of \$1,500 in charitable donations and the labour sector was reported as having contributed on average \$3,500. The sample size was small (n=48) and (n=3), respectively, so caution should be taken in generalizing these figures.

²⁰ "Factor analysis is a statistical procedure for determining how well certain items on a questionnaire *stick together*. For example, factor analysis showed that physical health services and home health care are 'on the same team' in the sense that organizations providing one also tend to provide the other. Therefore, if an organization offers one of the services within a particular team of services, it is also much more likely that they provide the other services within that same team." See Pye, *Asset surveys*, op. cit., p. 33.

²¹ Pye, *Asset surveys*, op. cit., p. 7.

²² Pye, *Asset surveys*, op. cit., pp. 7, 8, 39-40.

²³ Pye, *Asset surveys*, op. cit., p. 25.

²⁴ This indicates that the education systems represented in this report were private institutions. See Pye, *Asset surveys*, op. cit., p. 8.

²⁵ Ibid.

²⁶ Pye, *Asset surveys*, op. cit., pp. 8, 25.

²⁷ Pye, *Asset surveys*, op. cit., pp. 6, 28-29

²⁸ Pye, *Asset surveys*, op. cit., pp. 8-9, 40-42.

²⁹ Pye, A. (2005, May). *Moving Forward Together: A description of community life from residents of Cambridge and North Dumfries*, p. 33. Cambridge: Social Planning Council of Cambridge and North Dumfries, Volunteer/Information Cambridge & United Way of Cambridge and North Dumfries. Sample size was 2,459 resident responses.

³⁰ Pye, *A description of community life*, op. cit., pp. 7, 9.

³¹ Pye, A. (2005, May). *Moving Forward Together: Resident discussion groups: A report on the strengths and challenges of Cambridge and North Dumfries*, p. 7. Cambridge: Social Planning Council of Cambridge and North Dumfries, Volunteer/Information Cambridge & United Way of Cambridge and North Dumfries. Note more that the minority voice also cited the need for more support for nonprofits in general (p. 9).

³² This report is a summary of key issues currently impacting the City of Cambridge and the Township of North Dumfries. The focus of the scan was on identifying key issues in research documents produced from 1999-2004. Material was referenced from the Region, the City of Cambridge, and the Social Planning Council of Cambridge and North Dumfries as well as other agencies, with specific focus being given to studies that documented 'Cambridge' or 'North Dumfries' specific issues.

³³ Vandebelt, D. et. al. (2002, January). *Social Issues and Trends in Cambridge: A Preliminary Update*, pp. 15-16. Cambridge: Social Planning Council of Cambridge and North Dumfries.

³⁴ Ibid, p. 16.

³⁵ See reference to the *Social Issues Advisory Committee survey summary* from May 2001, in Vandebelt, D. et. al. (2002, January). *Social Issues and Trends in Cambridge: A Preliminary Update*, p. 28. Cambridge: Social Planning Council of Cambridge and North Dumfries. See as well, G. DeSantis, G. and Trainer, C. (2000, January). *Our Common*

Future, Our Progress: Progress report to Cambridge City Council from Our Common Future Advisory Committee, p. 7. Cambridge: Social Planning Council of Cambridge and North Dumfries; and, G. DeSantis, G. and Vandebelt, D. (1999, December). *Our Common Future, Our Progress: Content analysis of focus groups and public meetings*, p. 11. Cambridge: Social Planning Council of Cambridge and North Dumfries.

³⁶ Vandebelt, D. et. al. (2002, January). *Volunteerism*, pp. 2-6. Cambridge: Social Planning Council of Cambridge and North Dumfries. Social Planning Council of Cambridge and North Dumfries.

³⁷ Ibid.

³⁸ Ibid.

³⁹ Hall, M. et al. (2003). *The capacity to serve: A qualitative study of the challenges facing Canada's nonprofit and voluntary organizations*. Toronto: Canadian Centre for Philanthropy.

⁴⁰ Pye, *Stakeholder perspectives*, op. cit., p. 36.

⁴¹ Canadian Council on Social Development. (2003). *Fact sheet #4: Nonprofit and voluntary organizations respond to change*. Retrieved from

<http://www.ccsd.ca/pubs/2003/fm/fs4.htm>

⁴² Pye, *Stakeholder perspectives*, op. cit., p. 23.

⁴³ Canadian Council on Social Development. (2003). *Fact sheet #5: The funding fall-out*. Retrieved from

<http://www.ccsd.ca/pubs/2003/fm/fs5.htm>

⁴⁴ Pye, *Stakeholder perspectives*, op. cit., p. 23.

⁴⁵ Canadian Council on Social Development. (2003). *Fact sheet #2: An unstable, unpredictable and fiercely competitive funding environment*. Retrieved from

<http://www.ccsd.ca/pubs/2003/fm/fs2.htm>

⁴⁶ Pye, *Stakeholder perspectives*, op. cit., p. 23.

⁴⁷ Ibid.

⁴⁸ Pye, *Stakeholder perspectives*, op. cit., p. 36.

⁴⁹ Pye, *A description of community life*, op. cit., p. 35.

⁵⁰ Hall, M., McKeown, L. & Roberts, K. (2001). *Caring Canadians, involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering and Participating*, p.33. Ottawa: Statistics Canada.

⁵¹ Pye, *Stakeholder perspectives*, op. cit., p. 23.

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For more information about this paper or about related research, please contact:

**Social Planning Council of Cambridge
and North Dumfries**

150 Main Street (2nd floor), Cambridge, ON N1R 6P9

519-623-1713 info@socialplanningcouncil-cnd.org

visit our website at:

www.socialplanningcouncil-cnd.org

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