



**The Report of National Project on
Sharing Resources:
Developing Models of Collective
Fundraising for National Women's
and Girls' Organizations**

EXECUTIVE SUMMARY

February 1995

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The views expressed in this report do not necessarily reflect the views of the funders.

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FORWARD

The Consulting Team of Mary Chrow, Suzanne Gibson and Ratna Omidvar found The National Project on Sharing Resources: Developing Models of Collective Fundraising for National Women's and Girls' Organizations exhilarating, demanding, and above all invigorating. It was an exciting experience to work on a project which will help national equality-seeking women's groups enter a new phase in their search for growth and independence. We hope that the findings and recommendations of the Feasibility Study will assist women's groups in making critical decisions about collaboration and fundraising in the near future.

We were afforded significant amounts of support and understanding from many people during the research phase. We would like to express our sincere thanks to all the women, experts, and funders who took time out of their busy schedules to share their thoughts, expertise, and advice with us. This Report would not have been possible without their input.

In particular, we would like to mention Michel Simard of Health partners, Gordon White of The Environmental Fund of B.C., and Anna Doering of WOMANS WAY U.S.A. Their experiences with federation structures and workplace giving were most generously provided to us. They made an invaluable contribution to the research and final Report. We would also like to thank Ian Morrison from Friends of Canadian Broadcasting who so willingly shared his experiences of coalition building with us.

The Consulting Team received critical support from Lucie Langdeau in implementing the francophone research, questionnaires, and focus groups. Pippa Shaddick and Violetta Li both toiled long hours to input charts and information for the final Report. Deanne Fisher on short notice conducted additional research and provided us with invaluable editorial support. We are grateful for their time and support.

We would like to express our appreciation to The Women's Program, Department of Human Resources Development and The Voluntary Action Directorate, Department of Canadian Heritage for providing the funding for the Feasibility Study Project. They maintained a keen interest in the Project from start to finish.

Finally, the implementation of the Project was guided by a committed Planning Committee which worked diligently on behalf of Canada's national equality-seeking women's groups. In particular, we would like to thank, most sincerely, Aisla Thomson of The Canadian Congress for Learning Opportunities for Women for her accessibility and

support to us in all phases of the research, analysis, and writing of this Report.

In closing, we wish national women's groups all the best in their future development. Bon Voyage!

GLOSSARY OF TERMS

Alternative Funds: Workplace Giving campaigns organized by federations of members other than the United Way

Coalition: An informal alliance of organizations or individuals who come together to accomplish a specific task or objective.

Collaboration/Collective: A voluntary contract between two or more.... [organizations] with a common vision that place their dollars, effects, labour, and skill or some or all of them in lawful commerce or business with the understanding that there will be a proportional sharing of profits and losses between them.

Federation: An organization made up of participant members to raise and distribute funds, primarily through workplace giving to members

Donor Designation: A mechanism whereby a donor can assign a donation to a specific member organization of a federation in a workplace campaign

Foundation: A grant-making body which raises dollars through a variety of means and distributes these to applicants who meet stated criteria

Profit-Making Venture: An organization or an arm of an organization which raises net revenue through the sale of goods or services to a consumer market

Strategic Alliance: An agreement between two or more separate, independent (sometimes competing) organizations that work together to accomplish a specific objective(s) of mutual interest and benefit.

Workplace Giving: A fund-raising strategy which enables employees in a specific workplace to make donations to approved organizations through payroll deductions and other means

EXECUTIVE SUMMARY

INTRODUCTION

A. BACKGROUND

Initiated by the Canadian Congress for Learning Opportunities for Women (CLOW), this Project was developed to research models, strategies, and structures for collaborative fundraising and resource development within the women's sector.

Efforts to bring together national women's groups for the purpose of exploring the potential for collaborative fundraising emerged from the development of the Canadian Women's Foundation (CWF). The work of the CWF in this area led to a 1991 conference called *Enlarging the Pie*. The conference, co-sponsored by the Canadian Women's Foundation, the YWCA of Canada, and the National Action Committee on the Status of Women, brought together 18 national women's groups to begin the process of working together more effectively by pooling resources, experiences, and knowledge. One of the results of this meeting was an agreement that women's groups should investigate opportunities in collaborative fundraising. Other areas of work identified included information sharing on fundraising, and development of a common message or case statement to support fundraising efforts.

In an increasingly competitive fundraising environment, women's groups recognize that a simple reshuffling of existing fundraising dollars will not bring about the kind of financial stability and organizational capacity needed. Instead, the women's sector requires an infusion of new funds -- a larger pie -- which could best be achieved by working together rather than in isolation.

This concept is in no way meant to suggest that women's groups accept the increasing reluctance of governments to fulfill their responsibilities in providing support to groups working to redress social inequalities. Instead, groups recognize the reality of their situations. For many, the success and survival of their organizations in the coming years will depend greatly on developing new sources of revenue, though continuing to advocate government support for their efforts.

The National Project on Sharing Resources is a Feasibility Study which assesses the degree of need, willingness, capacity, and consensus among women's groups for a collaborative fundraising initiative and recommends a plan of action for achieving success.

CLOW invited the original partners of the Enlarging the Pie Conference and other national women's organizations to form a Planning Committee to work together on the project. Nine national women's organizations agreed to have a representative on the

Planning Committee. For a variety of reasons, not all groups were able to participate actively in Planning Committee meetings and discussions. All have been supportive of the Project. Groups that participated in the Planning Committee are:

- Canadian Association for the Advancement of Women and Sport
- Canadian Women's Foundation
- Canadian Research Institute for the Advancement of Women
- DisAbled Women's Network (DAWN - Toronto)
- National Action Committee on the Status of Women
- National Council of Women of Canada
- National Organization of Immigrant and Visible Minority Women of Canada
- Réseau national d'action éducation femmes
- YWCA of/du Canada

A team of Consultants composed of Mary Chow, Suzanne Gibson, and Ratna Omidvar worked with the Planning Committee on the Project. With a combined background and knowledge in organizational development, fundraising, and strategic planning, the Consultants circulated a questionnaire, conducted interviews and focus groups, and synthesized the information for presentation in this Report.

Funding for the Feasibility Study was obtained from the Women's Program, Department of Human Resources Development, and the Voluntary Action Directorate, Department of Canadian Heritage.

B. CONTEXT

Women's groups face enormous barriers to securing adequate funding. Traditional funding sources give predominantly to "gender neutral" services and programming. Government funding is dwindling, presenting major challenges for the financial future for national equality-seeking women's groups.

Experts estimate that traditional funding sources give less than 5% of their donations to women-specific programming. The work of many women's groups concentrates on generating systemic change, an approach which many foundations and corporations will not support. As a result, many women's groups currently receive the majority of their - funding from government sources which, in the current climate of government expense reduction, stand only to diminish.

Women's groups recognize the need to employ new fundraising strategies and reach new markets. However, they are caught in a vicious cycle. The largest obstacles to launching new fundraising initiatives include lack of staff and volunteer time and the lack of financial resources. This project is envisioned as the first step toward breaking that cycle.

C. OBJECTIVES OF THE PROJECT

- To determine charitable status; mission; resource base; organizational structure; development and expansion needs; short and long-term financial planning; and fundraising potential, goals, opportunities, and challenges of national equality-seeking women's and girls' organizations
- To establish an annual information gathering vehicle for national women's and girls' organizations on relevant financial matters, fundraising issues, and techniques
- To explore the possibility of developing collaborative fundraising models for national equality-seeking women's groups
- To secure advice and recommendations re: feasibility from key informants on proposed models
- To determine which fundraising techniques are most applicable to the models
- To secure tangible feedback from national equality-seeking women's groups on the advantages and disadvantages of each proposed model with regards to each organization's structure and operational reality
- To determine how national equality-seeking women's and girls' organizations can participate in the collaborative model
- To explore local and provincial branches' past experience with collaborative fundraising projects and to determine how these branches will be affected by a national collaborative model
- To secure tangible feedback from experts on the attributes and drawbacks of each proposed model
- To determine the potential for support from funders of a collaborative initiative and to determine under what conditions funders will support a collaborative model
- To build momentum for the Project and build ownership of the process, and decision-making by women's groups, and support from potential funders

D. METHODOLOGY

In addition to a review of relevant literature, the Consultants gathered information and opinions from women's groups, experts in the field of fundraising and collaboration, and donors.

- A seven page questionnaire was sent to 58 national equality-seeking Canadian women's and girls' organizations. Twenty-eight national women's groups and one local member of a national women's group completed the questionnaire which form the basis of the analysis.
- Personal interviews were conducted with 65 people including representatives of national women's groups, experts in fields related to fundraising, organizational development or collaborative initiatives, individual donors, a public affairs director for a corporation, and leading philanthropists from Canadian foundations.
- Focus groups comprised of 26 participants representing women's issues, fundraising, organizational development, business, government, media, donors, and collaborative initiatives were held in Montreal, Ottawa, and Toronto.

E. COLLABORATION

Canada's not-for-profit sector has been hard hit by a lengthy recession. Resources are limited while demand for services and programming has increased.

Not-for-profit agencies are competing for funding and many are losing their traditional market share. Organizations are looking at new and cost effective ways of providing services. Funders are expecting groups to link and pool resources in order to become more efficient. 'Partnerships,' 'strategic alliances,' 'collaboration,' and 'cooperation' are approaches that charities and funders alike are exploring as possible ways to affect social change.

Collaboration is defined as "a voluntary contract between two or more... [organizations] with a common vision that place their dollars, effects, labour, and skill or some of all of them in lawful commerce or business with the understanding that there will be a proportional sharing of profits and losses between them" (1)

It is possible, and indeed probable, that women's groups will want to extend the concept of collaboration into a 'collective' approach. The term collective implies a method of decision-making based on reaching consensus between either groups or individuals. Many

women's groups are quite comfortable with this approach to decision-making. The authors of this Report do not wish to pre-determine what method of decision-making will be adopted by the groups involved and have thus used the more general term 'collaboration' throughout the report.

National equality-seeking women's groups need to consider the critical elements for success and barriers to an effective collaboration. The elements for success are well established and include: positive attitude, a balanced team composition, communication, commitment of resources, equitable power structures, informed stakeholders, sound management, financial and administrative stability and creativity. Above all, women's groups must understand the implications of working collaborative and make a commitment of trust, cooperation, and resources to any new joint effort. The initiative's success will depend on this.

(1) Audet A.B., Rostami, J. (1993) Partnership Strategies for Community Investment, National Consultations: Final Report. Institute for Donations and Public Affairs Research, Toronto, Ontario

FINDINGS

A. POTENTIAL FOR COLLABORATION

There is demonstrated need; support and ability within the women's sector for the creation of a collaborative fundraising initiative.

The majority of women's groups responding to a questionnaire administered for this Study receive more than half of their operating revenue from government sources. Women's groups indicate a need to raise money to replace dwindling government resources. They do not, however, wish merely to shift current resources around but want to tap into new resources. Groups recognize that working in collaboration is probably the most effective way of raising new funds without competing with current national, provincial, or local fundraising efforts. Women's groups also recognize that collaborative work has the potential for increasing efficiency and cost-effectiveness.

The results of the questionnaire also indicate that women's groups have the structural capacity and are ideally positioned to embark on a collaborative initiative:

- The majority of groups are federally incorporated
- The majority have charitable status

- Eight have endowment funds
- Seven have separate charitable foundations or trusts
- Six groups have full or part-time fundraising staff
- The majority have elected Boards of Directors
- Most groups have between two and seven full-time staff
- The majority have operating budgets at or above \$50,000 a year
- The majority have operating reserves
- Nine have had collaborative fundraising experiences

Most groups which responded are incorporated and have charitable status. Some of those which do not have charitable status have a charitable foundation or trust. And, most importantly, most are willing to share volunteers, expertise, staff, and financial resources for a collaborative effort.

Recommendation 1:

National women's groups should work together to access new markets and ensure success.

- Women's groups should focus on accessing new markets and new donors for their work in ensuring equality for women and girls in Canada
- Women's groups should work collaboratively to maximize potential for success
- Women's groups should develop proactive plans for collaboration through a cooperative spirit of trust
- Women's groups must develop a common vision for their collaborative work or else they will not succeed
- Women's groups need to position their work as results-oriented leading to tangible and measurable improvements in the quality of life for women and girls in Canada
- Women's groups should be as inclusive as possible in defining participation in a new collaborative venture. The diversity of Canada's women should be actively sought out and accommodated. Francophone women, aboriginal women, women of colour, immigrant and refugee women, lesbians, and women with disabilities should all find their place in this venture.

B. FUNDRAISING TECHNIQUES

Workplace giving is the fundraising technique which offers the highest potential, is least likely to compete with existing efforts, enjoys substantial support within the women's community, and is best suited to a collaborative initiative.

The individual donor market is currently the largest funding market in Canada with the highest potential. Workplace giving or payroll deduction is a cost-efficient and ongoing source of untapped revenue for women's groups and would in no way compete with local and provincial women's groups' endeavors. The technique also offers opportunities for increasing profile and visibility so valued by women's groups.

Our research indicated that women's groups are hesitant about workplace giving because of a lack of experience with the technique. Although women's groups are more attracted to special events, they also support those techniques which are the most cost-effective and which do not compete with current activities.

Opportunities of Workplace Giving

- The average gift is high -- some estimates are as high as \$ 125 annually
- It is an untapped market for women's groups that has enormous long-term potential
- Payroll deduction is a less painful way of giving
- Many workplaces are accustomed to giving
- Cost efficient
- Favorable profile building during employee presentations
- Easy vehicle for donors to give through
- Gives donors more choice
- Allows everyone to give regardless of amount
- Ongoing, predictable cash flow
- Potential for strong public relations
- The more fundraising that is done the more everyone benefits
- Recent studies reveal that more employees would give if choice is increased
- Attracts new supporters
- Recruits and involves volunteers

Challenges of Workplace Giving

- The employee market is shrinking due to the economy
- It takes three to five years to make money and close to ten years for substantial revenue generation -- growth is slow
- It requires a very strategic approach and ongoing commitment from members and the federation

- Access is very difficult
- Competition with United Way efforts
- Recipient organizations have difficulty developing personal relationships with donors
- It requires staff, time, resources, extensive network of volunteers and a tremendous amount of work
- Employer/employee and participant groups' education requirements are enormous due to existing payroll deduction plan
- Corporations are interested in direct service on a local level
- Donee organizations must demonstrate results involving community problems
- Recession has decreased donations
- The value of alternative funds will be questioned constantly
- Organization/staff may lack expertise
- Majority employee support is a critical factor in success
- Members need to have charitable status

Recommendation 2:

Women's groups should raise funds collaboratively through workplace giving and distribute dollars to member organizations.

- Women's groups should explore the possibility of setting up a federation of member organizations for the purpose of raising and disbursing revenue to members through workplace giving and payroll deduction
- Women's groups should develop an educational strategy for national, provincial, and local groups related to workplace giving and be advised that developing a workplace giving strategy is a long-term commitment (3-5 years before revenue is generated)
- Women's groups should work closely with local members to demonstrate clearly the impact of donations on women's and girls' lives

Following from this recommendation comes the recognition that:

Gaining access to employees through workplace giving is more likely to be achieved if approached through a strategic alliance with other groups.

Canada has only two non-United Way established alternative federations set up to access workplace giving (Health partners national and provincial and The Environmental Fund of B.C.) in comparison to 180 in the United States. Health partners has limited success in accessing workplace giving. To date it has campaigns in partnership with the United Way in only two local jurisdictions after five years of operation. The Federal Government

currently limits access to its payroll to only the United Way and Health partners through a joint agreement.

Recent contact with the Federal Treasury Board suggests that a request for access to workplace giving from women's groups might be viewed favorably. However, the risk of failure within the wider (including private sector) workplace is high if Canadian national equality-seeking women's groups attempt to access workplace giving in isolation.

A strategic alliance is defined as an agreement between two or more separate, independent (sometimes competing) organizations that work together to accomplish a specific objective or mutual interest or benefit. Such an alliance would result in the sharing of resources and efforts to meet stated objectives. A strategic alliance, involving a variety of groups with a broad range of issues and covering significant segments of the population (women, health, arts, minority groups, environment, children) will be a powerful lobby to government and therefore enhance opportunities for success.

Recommendation 3:

Women's groups should form a strategic alliance with existing and emerging Canadian federations to increase access to workplace giving.

- Women's groups should form an immediate strategic alliance with existing Canadian federations on access strategies
- Women's groups should take a leadership role in the formation of strategic alliances with alternative groups, other organizations, and emerging federations (children's, environmental, minority groups, health, arts and others) to form a powerful force and lobbying effort to increase access to workplace giving

C. AN ALTERNATIVE TO FUNDRAISING: PROFIT-MAKING VENTURES

A profit-making venture offers the potential of high revenue generation with no restrictions on the use of funds.

Participants in the consultation process for this Project are very enthusiastic about the prospect of women's groups collaborating on a business venture. Our research revealed that some organizations and federations are successfully looking beyond the donor market for revenue.

Women's groups could improve their independent funding base by developing new products/services for sale to consumer markets. Profit-making ventures can be developed under a variety of structural models and participation of member groups does not require charitable status. Such ventures can also provide employment for women and promote self-sufficiency.

Start-up of a business venture can be useful in attracting new volunteers to women's groups but start-up costs can be substantial and risky; profits may not be realized for years. Careful planning, product development, marketing, and appropriate staffing for a profit-making venture can generate substantial net revenue after an initial investment phase, provided initial profits are re-invested in the business.

Opportunities of Profit-Making Ventures

- Use of funds raised is not restricted
- Charitable registration is not required for either the parent organization or its members
- Creates awareness and reaches new potential members and supporters
- Decreases reliance on traditional funding sources by targeting consumer markets
- May achieve compatible goals such as economic development for women and environmental benefits
- Structure can be simple and not bureaucratic
- Potential for revenue is high, given a substantial start-up investment and people with expertise to run the business
- Could capture the imagination of women involved in running businesses and thus create a volunteer base of expertise
- Targets consumer markets versus donor markets

Challenges of Profit-Making Ventures

- Requires substantial start-up funds and possibly years of work before profits realized
- Large risks involved
- Requires expertise not normally associated with women's organizations
- Revenue-sharing mechanisms may be complex and cause conflict
- Creates tension between profit-making purpose of business and larger mission of parent/member organization
- Members may object to the emphasis on consumerism inherent in the venture
- Profit-making objective may be compromised by other values (such as training)
- Revenues fluctuate with the economy and competition

Recommendation 4:

Women's groups should develop a profit-making venture as a secondary collaborative activity to raise revenue.

- Women's groups should explore the possibility of developing an independent revenue base from the sale of products or services. The final product or service line may be more successful if it matches with women's values
- The primary objective of a profit-making venture developed by women's groups should be the generation of net revenue, and therefore it should be run on the principles of sound business management
- Other objectives (such as economic development of women) can be included, but as secondary objectives

D. STRUCTURES TO SUPPORT COLLABORATIVE WORK

A new organization is the best method of accommodating a new collaborative initiative.

Women's groups have different opinions about the viability and need of setting up a new organization to undertake any collaborative fundraising strategies. Some state the desire to work within existing organizations and foundations to raise money. Several suggest the Canadian Women's Foundation, but it has a specific mandate focused on increasing the economic independence and self-reliance of women and girls. Others think that new organizations are better able to accommodate the breadth of issues and values represented by national equality-seeking women's groups.

However, no existing organization, identified by women's groups in the consultations, is broad enough to cover the mandates of national women's groups. And all women's groups state the need to own and control any new national collaborative fundraising endeavour.

Recommendation 5:

Women's groups should create a new organization for this collaborative work.

- Women's groups should develop a new and separate organizational entity to access new donor markets in collaboration
- The structural model should ensure ownership of decisions and process by members

An exploration of the specific structures possible for this new organization reveals that:

The federation model is the only structure that allows women's groups to access workplace giving through payroll deductions. It is also ideally suited to the development of other fundraising techniques.

Women's groups consulted for this Project expressed a preference for a formal, incorporated structure for the new collaborative initiative. Given the recommended technique of workplace giving, the structure chosen must be capable of obtaining charitable status under the Revenue Canada guidelines and must provide a high degree of accountability to donors and member organizations.

U. S. women's groups are significantly advanced in the development of structures and strategies to access workplace giving. The research for this Project includes substantial material from WOMENS WAY USA, a successful U.S. national federation of women's groups which raises funds through workplace giving. Federations like WOMENS WAY USA have a great deal of expertise to share which would assist Canadian women's groups in this area.

The federation is a structure which satisfies these requirements and is, in fact, the only structure capable of housing the workplace giving campaign.

Opportunities of the Federation Structure

- Creates sense of ownership by members
- Creates the critical mass necessary for success
- The structure is easily understood by the donor
- It is perceived by the donor as more credible and accountable than a less formal structure
- The structure permits payroll deduction and workplace giving
- In addition to payroll deduction, it allows for all types of fundraising techniques including: major gifts, direct mail, special events, corporate, foundation giving, and profit-making ventures
- A federation often secures support (volunteer and financial) from people in the community
- Community leaders tend to see it as a more credible structure
- There are criteria and standards for membership which ensure credible groups become members and protect donors' interests
- A membership base and their constituents can expand the structure's immediate market and support base

Challenges of the Federation Structure

- Requires substantial time and effort for development and obtaining charitable status
- A large membership-based federation does not provide for a personal intimate relationship with a donor in the same way a single agency does
- A membership structure can cause conflict of interest issues and in-fighting
- A federation creates another organizational layer and bureaucracy
- The federation structure may not be able to take into account regional disparities
- Organizations that become members must be well-organized and able to meet their membership obligations both from a time and resource contribution perspective

Recommendation 6:

National equality-seeking women's groups should develop a federation with the primary purpose of launching a workplace giving campaign.

- Women's groups should seek the advice of their Canadian and U.S. counterparts regarding the establishment of a federation structure and in developing workplace access strategies.
- Women's groups should actively seek the advice of their Canadian and U.S. counterparts in the development of structures, strategies, and policies and in reaching agreement with local and provincial groups

Among the key benefits of the federation structure is that:

A profit-making venture can be housed within a federation and can take the form of either a registered business, a co-operative or simply one of the activities of the federation.

The profit-making venture offers great flexibility in terms of structure. The main issues to consider in choosing a structure to support the business arm of a federation are: taxation policy, disbursement of revenues (are there profits to individuals involved), and decision-making. The organizations consulted for this Project operate profit-making businesses under a variety of structures, but none are directly analogous to the type of collaborative initiative foreseen for national women's groups.

Recommendation 7:

Women's groups should conduct further research to develop a structure for the purposes of carrying-out sales of a product or service to produce revenue for member groups. This structure should be compatible with the umbrella structure of a federation.

- Women's groups should pay particular attention to the tax implications of registering or not registering as a business.
- The responsibility for developing a profit-making venture can be assigned to a working committee of the federation which has access to expertise in business development ventures

Case Studies for each of three structures discussed in this Executive Summary are included as Appendices N, O, and P to the full Report.

E. MEMBERSHIP AND THE DEVELOPMENT PROCESS

Women's groups favour an open and inclusive membership policy, with only some minor limitations on the nature of the organizations which can participate in the development of the initiative.

Among women's groups, the Consultants found a shared philosophy on exclusivity, and a stated desire to accommodate the racial, cultural, regional, and linguistic diversity of Canada many new endeavour. Experts also advise that the membership should be as broad-based as possible to attract a diverse donor base, as donors prefer groups which represent women's and girls' broadest needs.

Recommendation 8:

The membership of a new federation for national women's groups should be as broad-based and as inclusive as possible.

- Clear membership criteria, roles, and responsibilities need to be developed
- Women's groups need to define 'national' and 'equality-seeking' clearly. Women's groups need to weigh the benefits of including other related groups, i.e., women's health research
- The needs of Francophone, aboriginal, lesbian, racial minority, and disabled

women's communities should be considered in the development of membership criteria

- The Sharing The Resources Planning Committee should seek to involve key members from groups representing francophone women, aboriginal women, lesbians, women of color, women with disabilities, immigrant and refugee women, in the national meeting and seek their continual active feedback on all proposals

While membership in the initial stages can be broad, it is clear that:

Before any dollars are raised, a common vision and related policies must be developed.

From Canadian and U. S. women's groups and experts we learn that the following essential developmental elements of a federation need to be carefully defined and worked out:

- Common Vision and Guiding Principles
- Membership Criteria
- Membership Responsibility
- Federation Responsibility
- Governance and Decision-Making Processes
- Operational Policies

Provincial and local women's groups support the idea of national collaboration provided that it does not compete with local efforts and groups are kept informed by national women's groups. Any national fundraising venture to support equality-seeking initiatives will need involvement and support from local women's groups to demonstrate the impact on the lives of women and girls.

Recommendation 9:

Women's groups should develop a common vision and guiding principles with the active participation of all national equality-seeking women's groups.

Women's groups should:

- Undertake preliminary discussions with all stakeholders around common vision and guiding principles as soon as possible
- Develop a broad-based communication strategy to disseminate the outcome of these preliminary discussions to all national equality-seeking women's groups
- Create and maintain an accurate national directory, updated regularly, as "the source" for communicating with national women's and girls' organizations
- Develop a strategy to disseminate this and any further information on the issue of

- collaboration in fundraising to local and provincial members
- Refer to the 'Federation Model' and to the appropriate Appendices in this Report in the development of common vision, guiding principles, membership criteria, and policies

While the development process will determine membership criteria, it is already evident that:

Revenue Canada guidelines on charitable status will significantly affect which women's groups can participate in a workplace giving campaign.

Revenue Canada guidelines prevent the issuing of tax receipts for donations made to organizations which do not have charitable status. A workplace giving campaign relies heavily on the ability to issue such receipts. Therefore, only member organizations with charitable status will be able to benefit from the workplace giving campaign, though it is possible that funds to non-registered organizations can occasionally be channeled through an Administrative Trustee, which must be a registered charitable organization.

Less than one-third of the women's groups who responded to the Project questionnaire do not have charitable status. Some groups have applied and been denied charitable status. Many groups report increasing pressure from government to restrict activities to those which are charitable in the narrowest sense. Coalitions have proven to be effective vehicles for carrying forward single issues and are the most appropriate structure for challenging the Revenue Canada restrictions.

Recommendation 10:

Women's groups should address accessibility to charitable status by forming a coalition to broaden charitable registration access for national women's groups.

- National women's groups should form a coalition, separate from any collaborative fundraising structure, and launch a lobbying and advocacy effort using bureaucratic, political, and legal avenues to broaden the current definition of charitable purpose
- National women's groups should join forces with other organizations and foundations seeking to accomplish the same objective
- In the short-term, national women's groups should carefully examine the Administrative Trustee concept to channel charitable dollars to women's groups that do not have charitable status

F. LEADERSHIP

Effective leadership will be essential to launch this initiative.

Virtually all participants in the consultations agree that effective volunteer and staff leadership are essential to launch such a major initiative, although different kinds of leadership qualities are required for different functions. Some of the attributes noted as essential for a leadership team include: people with national profile and respect; people who are prepared to give a great deal of themselves; people with access to people with resources; people who are action, results and process-oriented; people who are able to contribute a significant amount of time to the developmental phase; bilingual; representative of sectors, classes, regions, and cultures; strong spokespeople; and female.

Recommendation 11:

Women's groups should begin to identify volunteer and staff leadership for the development and establishment of the federation.

- Women's groups should identify as a first step, leadership within their own ranks to lead the developmental phase of setting up a federation. Individuals need to be visionary, representative of Canada's diversity, and possess strong organizational capabilities and consensus building skills
- Women's groups should begin to identify potential volunteer and staff leadership to guide them through the developmental phase of workplace-giving, marketing, communication, and potential profit-making
- Women's groups should identify at a later stage a national volunteer spokeswoman with national recognition, credibility, and respect
- Leadership should be representative of Canada's many diversities

G. MARKETING AND COMMUNICATION

Marketing and communication are critical elements of success for a new collaborative initiative.

Experts advise that marketing and communication strategies are essential to any group to succeed in fundraising efforts of this magnitude. A workplace giving campaign, in particular, requires a massive public awareness campaign to ensure success.

Although the 'victim' image is a powerful tool in raising money, women's groups consulted indicate a desire to move away from the image of the woman as a victim to the image of woman as a vital, contributing, and dynamic force. The funders consulted express a concern that donations affect individual women's and girls' lives and, for this reason, prefer to give to local, direct service organizations. These two perspectives form a compatible basis for a marketing strategy but also speak to the need for direct and constant communication with local groups to ensure impact is being made. There are new emerging technologies and mediums (such as Internet, specialty TV Channels) which can be used for creative marketing strategies.

Recommendation 12:

Women's groups should seek pro-bono and/or retain professional marketing/communication firms to position the new federation and to promote workplace giving campaigns.

- Women's groups should consider marketing and communication as one of the most critical steps in the implementation plan
- A strong and compelling case statement needs to be developed to highlight how dollars will be used
- The case statement and marketing strategies should show clearly how donations will actively change the lives of women and girls for the better
- The advice and active input of expert marketing and communication individuals and companies should be sought in the implementation of any strategy, workplace giving, or profit-making
- A marketing analysis should be conducted by experts to determine how to move away from the victim image
- Strategies should be put in place to use new emerging technologies to tap new markets for women's groups, including pre-authorized chequing for home-based women and for small workplaces
- Women's groups should combine their efforts and resources in marketing for a public awareness campaign targeting workplace giving with other existing and

emerging Canadian federations and organizations, such as health, environment, children's charities, minority groups, arts charities, and others

- Marketing strategies should take into consideration that corporate and foundation funders require a demonstrated impact on the lives of girls and women

IMPLEMENTATION

Phase I: [Pre-Planning, Spring to Mid-1995](#)
Phase II: [Planning and Development, Mid-1995 to End 1996](#)
Phase III: [Implementation, 1997](#)

Phase I: Pre-Planning, Spring to mid-1995

Objectives

- To worm national equality-seeking women's groups on the Report findings
- To build agreement and momentum related to the recommendations
- To begin building a common vision and guiding principles
- To secure agreement in principle on proceeding with the development of a federation to secure access to workplace giving
- To identify leadership to form a coalition to carry out recommendations related to the broadening of charitable registration
- To identify leadership amongst women's groups who will be charged with building a Working Committee to carry out next steps related to the set up of a federation
- To develop information tools to worm national equality-seeking women's groups along with their local and regional members
- To take a pro-active role in building a strategic alliance with existing and emerging Canadian federations to increase access
- To secure funding for Phase II

If these objectives are approved, the following methods could be used:

Stage One: National Meeting, Spring 1995

- Orientation to the objectives of the Report and discussion on the findings

Stage Two: Follow-up meeting, Mid-1995, with orientation and discussion on:

- Principles of collaboration/building a common vision and guiding principles
- Revenue Canada guidelines on charitable registration and their impact on women's groups
- Orientation on workplace giving and exploration of the federation model

| PHASE I - PRE-PLANNING STAGE ONE JANUARY 1995 - SPRING 1995 | | | | | |
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| Recommendation | Action Items | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
| <p>* The Planning Committee of the Sharing Resources project should use the Spring 1995 national meeting to achieve the stated objectives of first stage of the Pre-Planning Phase.</p> | <p>Planning Committee:</p> <ul style="list-style-type: none"> * Approves in principle the Feasibility Study, Recommendations, and the Implementation Plan * Takes on areas of responsibilities in overseeing planning of national meeting | <p>* Planning Committee</p> | <p>* Significant time commitment from Planning Committee members</p> | <p>Report approved early 1995</p> <p>* Planning Committee members' assignments by February 1995</p> <p>Note: The project coordination task could be undertaken by staff of women's organizations.</p> | <p>* Key tasks delegated to Planning Committee members for organization of national meeting</p> |

PHASE I - PRE-PLANNING STAGE ONE JANUARY 1995 - SPRING 1995

| Recommendation | Action Items | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
|---|--|---|---|---------------------|--|
| <p>*Women's groups should work collaboratively in accessing new markets and new donors to raise dollars for their work.</p> | <p>Planning Committee to:</p> <ul style="list-style-type: none"> * Discuss Report findings at national meeting * Develop a comprehensive directory of national equality-seeking women's groups to ensure global participation * Translate and distribute Feasibility Study to all research participants and to all national equality-seeking women's groups * Identify, seek, and confirm participation at national meeting from key stakeholders of Francophone, Disabled, Native, lesbian and Racial Minority women's groups | <p>*Planning Committee and/or delegate(s)</p> | <p>*Some financial resources to be accessed through "Sharing Resources" project for national meeting</p> <ul style="list-style-type: none"> * Mailing and distribution costs * Significant time requirements from members of Planning Committee | <p>*Spring 1995</p> | <p>*National equality-seeking women's groups and research participants are informed about The Sharing Resources Project, the report and its findings</p> <ul style="list-style-type: none"> * Diversity is ensured * A base for future collaborative work is set |

| PHASE I - PRE-PLANNING STAGE TWO MID 1995 | | | | | |
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| Recommendation | Action Items | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
| <p>*Women's groups should undertake to build a common vision and guiding principles as an essential basis for collaboration.</p> | <p>* At follow up meeting plan a session on principles of collaboration, development of common vision and guiding principles</p> <p>* Source knowledgeable facilitator to guide the process</p> <p>* Access resource people from other collaborative ventures as speakers</p> | <p>*Planning Committee and/or delegates</p> | <p>* Resources from "Sharing Resources" project</p> <p>* Significant time requirement from members of Planning Committee</p> <p>* Assume that speakers from collaborative ventures will be volunteer</p> <p>* Honorarium for Facilitator</p> | <p>*Mid 1995</p> | <p>*National equality-seeking women's groups gain a sound understanding of the principles of collaboration</p> <p>*A draft statement of common vision and guiding principles is developed</p> |
| <p>*National equality-seeking women's groups should form a coalition to launch a lobbying and advocacy effort to broaden the definition of charitable purpose.</p> | <p>*At follow up meeting organize session on impact of current charitable registration guidelines on women's groups</p> <p>* Source other interested stakeholders involved in the issue to speak and share experiences</p> <p>* Identify leadership to form a representative coalition of</p> | <p>*Planning Committee and/or delegates</p> | <p>*Honoraria for Speaker/Facilitator</p> | <p>Mid 1995</p> | <p>*National women's groups gain an understanding of the current Revenue Canada guidelines and limitations</p> <p>*National women's groups learn about other organizations, their objectives, and progress as related the Revenue Canada guidelines</p> <p>* National women's</p> |

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| | national women's groups and work on broadening definition of charitable purpose | | | | groups agree to form a national coalition and launch an advocacy effort to broaden guidelines |
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| PHASE I - PRE-PLANNING STAGE TWO MID 1995 | | | | | |
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| Recommendation | Action Items | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
| <p>* National equality-seeking women's groups need to gain a better understanding of workplace giving and how it works.</p> <p>*Canadian women should learn from the experiences of their U.S. counterparts.</p> | <p>*At follow-up meeting organize orientation session on: Workplace Giving, its opportunities and challenges, its required structural framework</p> <p>* Source an expert as facilitator</p> <p>* Invite representative from National Committee of Responsive Philanthropy to share their experiences</p> | <p>*Planning Committee and/or delegate</p> | <p>* Honoraria re orientation session on workplace giving</p> <p>* Travel and accommodation for U.S. experts</p> | <p>*Mid 1995</p> | <p>*National equality-seeking women's groups gain a working knowledge of workplace giving, its opportunities and challenges for their purposes</p> <p>* National equality-seeking women's groups agree in principle to focus on workplace giving as the primary fundraising technique to raise money nationally for participating members</p> |
| <p>* National equality-seeking women's groups should</p> | <p>* Invite participation from a Canadian federation</p> | <p>*Planning Committee and/or delegate</p> | <p>* Travel and accommodation for Canadian experts</p> | <p>*Mid 1995</p> | <p>* National equality-seeking women's groups identify</p> |

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| <p>establish a strategic alliance with existing and emerging Canadian federations to enhance workplace access.</p> | <p>identified in this Study to speak to women's groups about their experiences * Establish contact with staff and/or volunteer leaders in children's, women's health, minority groups, arts, and other national organizations to inform them of this preliminary activity and to encourage similar federation development.</p> | | | | <p>benefits of working in collaboration with existing and emerging Canadian federations and increase success of workplace access</p> |
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| PHASE I - PRE-PLANNING STAGE TWO MID 1995 | | | | | |
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| Recommendation | Action Items | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
| <p>*National equality-seeking women's groups should explore the possibility of setting up a federation to raise and distribute revenue to members. * Women's groups should appoint a Working Committee to</p> | <p>Organize an orientation session on the federation model and its key attributes * Explore the pros and cons of a federation model for women's groups *Initiate discussions to explore the federation model as a suitable vehicle</p> | <p>*Planning Committee and/or delegates</p> | <p>*Facilitator to lead discussion on federation model, possible Honorarium</p> | <p>*Mid 1995</p> | <p>* Agreement in principle achieved to explore establishment of a federation *Representative leadership identified to form a Working Committee on Federation and Workplace Giving * Committee to be no larger than 12 - 15 members, and</p> |

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| lead the exploration of the federation model. | for undertaking workplace giving | | | | to be mandated by women's groups to implement next steps |
| *Women's groups should develop strategies to disseminate outcome of discussions and decisions reached to national equality-seeking women's groups. | * Develop communication tools, for example, a newsletter, to cover all items in an accessible format * Clearly identify how women can have their input in the future development of this initiative | * Planning Committee initially, then Working Committee once established * Individual national groups for dissemination to local and regional members | * Newsletter development, editing, and production costs \$ 1,000 * Mailing and distribution | *Newsletter to be distributed by Summer 1995 | * National women's groups informed about the Report findings, key decisions made, and next steps to be undertaken * National women's groups, their local and provincial members know which channels to use to provide their input * National directory is established |

Phase II: Planning and Development - Mid-1995 to End 1996

Objectives

- To secure funding for Phase III
- To draft required principles, policies, and guidelines to govern a national women's federation which will raise and distribute dollars to members
- To complete tasks required to meet the legal and administrative requirements of a federation
- To continue to develop strategic alliances with existing and emerging Canadian federations to further objectives of access and other joint efforts
- To gain agreement on draft policies and guidelines from participating national women's groups
- To develop avenues of access to workplace giving with the federal government, the provincial governments, other workplaces including completion of access documents where possible
- To determine the interest of national women's groups in exploring profit-making

ventures as a secondary option for raising revenue

The work load during this phase will be intensive. The Working Committee is well advised to set up the following sub-committees, recruiting from member groups and from experts to enhance effectiveness:

- Executive Director Hiring Committee
- Mission, Common Vision, Guiding Principles, Governance Committee
- Essential Policies Committee
- Membership Recruitment Committee
- Access to Workplace Giving Committee
- Profit-Making Venture Committee

Successful completion of all tasks included in Phase II will take a minimum of one and one half years, from mid-1995 - end 1996.

| PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996 | | | | | |
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| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
| *The Working Committee should seek funding to meet financial requirements of Phase III estimated at \$200,000 to \$250,000. | *Working Committee assigns submission of funding applications to Executive Director * Working Committee identifies sources of funding for federation model | *Executive Director and Working Committee | *Some financial resources may be required, however primary resource will be the time of the Executive Director and Working Committee members * Telephone conferences, travel | *Throughout 1996 with some funding agreements secured by June of 1996 and most agreements secured by the Fall of 1996 | *Substantial part of financial base for Phase III is secured |

PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
|--|---|---|--|---|--|
| <p>*Sub-committee to recruit/hire full-time Executive Director to lead Planning and Development Phase.</p> | <p>*Sub-committee develops job description for Executive Director position * Sub-committee conducts research into similar job specifications from Canadian federations as well as U.S. federations to identify required qualifications * Sub-committee recruits and hires Executive Director using a variety of means to ensure broad and representative selection process * Sub-committee sets up goals and systems for probationary evaluation</p> | <p>*Sub-committee on Executive Director Recruitment</p> | <p>Research into similar jobs in Canada will be required to determine this figure. However, an estimate is not below \$70,000 per year * Telephone Conferences of Working and sub-committee at key points * Other operational expenses</p> | <p>*Appropriately done, this task may take a minimum of 6 months. Therefore, if the Working Committee starts in Mid 1995, then an Executive Director may be in place by September 1995 (it may take longer)</p> | <p>* Qualified Executive Director in place to take leadership at staff level</p> |

PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
|---|---|--|---|---|--|
| <p>*The Working Committee should present draft documents on essential elements of collaboration and required policies to national equality-seeking women's groups for approval and finalization before raising any dollars.</p> | <p>*Using appropriate consultation mechanisms, Working Committee presents final draft of Common Vision and Guiding Principles for a collaborative federation to national equality-seeking women's groups, including a clearly articulated mission statement * Using appropriate consultation, both with women's groups and with experts, the Working Committee develops Governance models for consideration by national equality-seeking women's groups * Each model is presented with its strengths and weaknesses before a final recommendation is made</p> | <p>*Sub-committee works on mission, common vision, guiding principles * Governance, documents of incorporation, and essential policies * The Executive Director will take a leadership role in the development of these policies</p> | <p>*Bi-monthly telephone conferences *One meeting face-to-face in April 1996 *Office overhead, rent</p> | <p>*Common Vision, Guiding Principles, Mission and Governance: March 1995 to September 1995 *Required Policies: September 1995 to April 1996</p> | <p>*Draft documents on following areas will be completed: Mission Common Vision and Guiding Principles Governance and Decision Making Membership Criteria Membership Requirements Membership Levels Revenue and Cost Sharing Evaluation Mechanisms</p> |

PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action | Key | Resources | Time Lines | Expected |
|---|---|---|--|--|---|
| <p>National equality-seeking women's groups should take a leadership and collaborative approach the other existing and emerging federations in seeking access to workplace giving. *Women's groups should continue building strategic alliances the other Canadian federations to explore avenues of joint cooperation. *Women's groups should take a leadership role in developing an "Association of Federations" to jointly advocate for access to national and provincial payrolls.</p> | <p>*Contacts to be established with Health Partners, The Environmental Fund of B.C., and key stakeholders in national charities working on behalf of children, women's health issues, minority rights, arts, and others * Identify and establish contact with key stakeholder(s) involved in payroll giving (Health Partners, The Environmental Fund of B.C., United Way) * Recommend joint approaches to Working Committee where advisable *Establish contact with key federal and provincial bodies *Establish procedures for application *Realistically estimate time lines required to gain access</p> | <p>*Workplace Giving Access Committee *Executive Director *External experts</p> | <p>*Telephone conferences *Travel *Operational costs</p> | <p>March/April 1995 and ongoing *Recommendation on broad alliance of charities by December 1996 *All research and action in terms of federal and provincial access completed by December 1996 *Recommendation on joint partnerships with existing federations by March 1996 *First Access agreements secured by January 1997, awaiting receipt of charitable registration for implementation</p> <p>Note: Time lines in this section are difficult to predict.</p> | <p>*Concert recommendations for next steps on possibilities of collaboration, access strategies, joint funding opportunities, others *Strategic alliances formed with key stakeholders *Framework for building broad-based alliance *Key agreements in working with federal and provincial governments in process, some agreements concluded</p> |

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| | <p>*Explore possibility of broadening political and public support through forming a broad-based alliance of alternative funds in Canada to cover women's, children's, health, women's health, minority rights, environmental, arts, and other issues</p> | | | | |
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PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
|---|--|---|--|--------------------|--|
| <p>*Working Committee should seek final agreement from national women's regarding draft policies and documents for forming a federation. *The structural model should ensure ownership of decisions and process by members.</p> | <p>A conference of representatives of national equality-seeking women's groups is called to review draft proposals developed *A communication tool is developed to inform all national women's groups and their local and provincial members * As in the Spring 1995 national conference, every effort is made to include representation of Canada's diversity</p> | <p>*Working Committee and Executive Director * National members for distribution of information to local and provincial members</p> | <p>*Travel and Accommodation *Workshop Sites *Facilitation and Honoraria *Mailing and Distribution of Newsletter</p> | <p>*April 1996</p> | <p>*Final Agreement on federation model, common vision, guiding principles, and essential policies *Broad dissemination of information</p> |

PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
|--|---|---|--|--------------------|--|
| <p>*Women's groups should explore and build consensus around profit-making venture as a secondary source of revenue.</p> | <p>*At national meeting organize an orientation and education session on profit-making ventures *Invite leaders in the field to attend and speak about their experiences *Discuss interest to proceed further * If decision to proceed, then identify leadership thin participating members to set up Profit-Making Ventures Sub-committee</p> | <p>*Working Committee * Executive Director</p> | <p>*Honoraria for facilitators *Travel and accommodation for guest speakers</p> | <p>*April 1996</p> | <p>*Women's groups mandate Working Committee to proceed with exploration of profit-making venture *Sub-committee on development of profit-making venture is set up/or not set up with the profit-making venture mandate</p> |
| <p>*Women's groups should work with other organizations, using bureaucratic, political, and legal avenues to broaden the definition of charitable purpose.</p> | <p>*Invite coalition to report on their progress, challenges, opportunities, strategic alliances built, and outlook for accomplishing objectives *Develop communication strategy to distribute coalition results to date</p> | <p>*Working Committee *Executive Director</p> | <p>*Travel and accommodation for coalition member(s) *Travel and accommodation for any other invited speakers (for example, members of other organizations, legal advisors)</p> | <p>*April 1996</p> | <p>*Women's groups will have an understanding about whether or not the coalition will be able to achieve success in expanding charitable status definition</p> |

PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
|---|--|--|--|--|--|
| <p>*The Working Committee should set up the legal and administrative framework of a new national women's federation to raise and distribute revenue from workplace giving to participating members.</p> | <p>*Working Committee develops constitution, documents of incorporation, objects and bylaws for a federation based on agreed upon definitions of mission, common vision, guiding principles, governance... *The constitution should include: a) Purpose of Organization b) Membership c) Directors d) Election of Directors e) Term f) Quorum g) Officers h) Committees i) Meetings and Notices j) Conflict of Interest k) Compensation l) Indemnification m) Annual Report n) Fiscal Year *File for incorporation federally</p> | <p>* Mission, Governance Sub-committee * Legal Advisor *Executive Director</p> | <p>*Bi-monthly telephone conferences *Distribution of draft constitution, documents of incorporation to key stakeholders *Legal fees *Incorporation filing fees</p> | <p>*April - June 1996 for development of constitution *July 1996 for filing for incorporation</p> | <p>*By laws and legal incorporation completed *A new national women's federation is formally incorporated</p> |

PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
|---|---|--|--|--|--|
| <p>*The Working Committee should recruit potential members for new federation who will in turn elect the first Board.</p> | <p>*Working Committee distributes membership participation criteria to national women's groups and develops systems for screening of potential members *Working Committee recruits and confirms initial membership *At the first meeting of confirmed members, and as per the regulations in the incorporation documents, elect the first Board of the federation *At the first formally constituted Board meeting of the Federation, elect officers to positions as outlined in the incorporation documents</p> | <p>*Membership Selection Committee *Working Committee to organize first regularly constituted meeting of participant members *Executive Director</p> | <p>*Costs related to hosting of Board and members' meeting</p> | <p>*The action items outlined regarding membership recruitment should proceed congruently the work of developing the incorporation documents (April 1996 - July 1996) *The first members' meeting, election of Board and Officers should take place as soon as incorporation documents are received. September / October 1996 is a realistic date</p> | <p>*Membership in place *Board of Federation elected *Executive of Board elected *Working Committee dissolved</p> |
| <p>*The newly elected Board of Directors</p> | <p>*Board of Directors to set up Committees</p> | <p>* Board of Directors, in specific, the</p> | <p>*Legal advice *Leadership at Board level</p> | <p>* It would be possible to have the paper</p> | <p>*Charitable registration process</p> |

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| <p>should priorities tasks and delegate accordingly. *The Board of Federation should file for status as a charitably registered foundation.</p> | <p>as required and in particular, the following: a) Membership Selection and Review b) Workplace Giving Access c) Finance d) Marketing and Communication e) Strategic Planning f) Profit Making Venture e</p> | <p>Chair and Executive Director</p> | <p>*Appropriate staff support</p> | <p>work for filing completed by the Executive Director and the outgoing Working Committee during April - July 1996 *Filing for status to be completed by mid-November 1996 * Receipt of registration could take as long as one year</p> | <p>completed *Status to be received as soon as possible, depending on lobbying efforts *Committees set up with Terms of Reference and expected measurable outcomes *Strategic Planning committee to work on five-year plan * Membership in committees identified from member groups and experts</p> |
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PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
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| <p>*New federation Board mandates the Profit-Making Venture Committee to explore the possibility of developing an independent revenue base from the sale of products or services. The final product or service line should find a match with women's values. * The primary objective of any profit-making venture developed by women's groups should be the generation of net revenue.</p> | <p>*Secure funding for research and development *Contract market research * Review profitability of products, services, franchising *Prepare 5 year plan for product/service production, marketing, conservative sales and cost estimates, projection of net profit/loss, resourcing and infrastructure *Present to member groups</p> | <p>*Committee on Profit-Making Venture * Contracted experts and consultants</p> | <p>*Estimate of \$ 70,000 - \$ 100,000 in addition to federation's current operating budget</p> | <p>*Start up in April 1996 with funding applications * Balance of work to be initiated between April 1996 - March 1997 * Presentation of options to member groups may depend on amount of time required to develop concepts of products or services * May 1997 could be targeted as a first reporting date</p> | <p>*Women's groups will have examples of potential product /service for review; women's groups will understand the potential consumer markets for product /service * Women's groups will have a basic understanding of risks and benefits involved, a conservative estimate of when net profit will be available for distribution * Federation Board decision will be made to go ahead, terminate or continue with profit-making venture</p> |

PHASE II - PLANNING AND DEVELOPMENT MID 1995 - END 1996

| Recommendation | Action Required | Key Responsibilities | Resources Required | Time Lines | Expected Outcomes |
|---|--|--|---|---|--|
| <p>Women's groups should consider marketing and communication as one of the most critical steps in the implementation plan.</p> <p>* A strong and compelling case statement needs to be developed which highlights how dollars will be used.</p> <p>* The case statement and marketing strategies should show clearly how donations will actively change the lives of women and girls for the better.</p> <p>* The advice and active input of expert marketing and communication individuals and companies should be sought in the implementation of workplace giving strategies.</p> <p>* A marketing analysis should be conducted</p> | <p>* Recruit an expert marketing and communication strategist/ company to carry out the recommendations</p> <p>* Finalize case statement</p> <p>* Ensure donor recognizes how individual donation will change the lives of girls and women through print and visual media strategies</p> <p>* Work in collaboration with existing and emerging federations to ensure cost-efficiency and broadest reach of markets</p> <p>* Receive and implement expert advice on how to use new technologies</p> <p>* Receive and implement expert advice on images best suited to raising dollars, keep in mind research report findings that women's groups do not want women portrayed as victims</p> | <p>*Marketing and Communication Committee</p> <p>* Experts</p> | <p>*Depending on the scope of the work contracted out, an estimate is between \$ 25,000 - \$ 50,000</p> | <p>*As one of the most critical elements for success in a campaign, it is advisable to provide ample time and opportunity for development and testing of marketing techniques. A start up date for this activity should not be dependent on formalization of a committee. Experts should be sourced to develop concepts in March 1996. Final implementation plans should be presented by November 1996.</p> | <p>*A fully developed and identifiable corporate identity</p> <p>* Print material from donor cards to posters completed</p> <p>* A broad communication and media strategy in place</p> <p>* Key spokespeople identified and trained</p> <p>* Possible collaborative effort with existing and emerging federations in place</p> |

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| by experts to determine the potential of moving away from the victim image. * Strategies should be put in place to use new emerging technologies to tap new markets for women's groups. | | | | | |
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Phase III: Implementation - 1997

Many recommendations in Phase III Implementation are dependent on receipt of charitable registration. It is assumed that this will be received by 1997.

Objectives

- To secure additional agreements on workplace giving at federal and provincial government workplaces, either in partnership with other federations or individually
- To establish further contacts and agreements with private sector employers
- To develop a marketing and communication strategy aimed at supporting "kick off" and subsequent campaigns
- To raise a minimum of \$ 60,000 from workplace giving in 1997
- To complete a five year strategic plan to the year 2002
- To initiate product research and market plan for a profit-making venture, if so decided
- To develop and implement a first evaluation of federation, policies, workplace giving, marketing, and communication

The time line for Phase III is January 1997 - December 1997.

PHASE III - IMPLEMENTATION JANUARY 1997 - DECEMBER 1997

| Recommendation | Action Required | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
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| <p>*The implementation of the first workplace campaigns require appropriate staffing support.</p> | <p>*Recruit and hire a full time Fundraiser and a part time Administrative Assistant</p> | <p>*Executive Director</p> | <p>*One full-time Fundraiser at \$40,000 and one part-time Administrative Assistant at \$28,000 (prorated) *Administrative overhead</p> | <p>*Recruiting to start in January 1997 and to be completed by March 1997</p> | <p>*Staffing and administrative infrastructure in place to implement first workplace giving campaign</p> |
| <p>* The new federation should target to raise \$ 60,000 in the first year of workplace giving campaigns.</p> | <p>*Confirm access agreements whether in partnership or individually * Finalize systems and structures to facilitate donor designation, receive and receipt money * Finalize all membership agreements * Resource and train key volunteers & members * Disburse designated revenue to members as per allocation formula * Retain undesignated revenue for federation expenses</p> | <p>*Workplace Access Committee *Executive Director and staff</p> | <p>* Print Material * Donor designation/pledge cards</p> | <p>*Campaign to be implemented when charitable registration is received</p> | <p>*Access agreements signed * Systems to receive and receipt donations in place * Membership agreements in place *Network of volunteers sourced and trained * Allocation of disbursement to members of designated funds completed * Some undesignated donations available for federation expenses</p> |

PHASE III - IMPLEMENTATION JANUARY 1997 - DECEMBER 1997

| Recommendation | Action Required | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
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| <p>*The launch of the first workplace campaign should be supported by a professionally managed and coordinated marketing, communication and media relations strategy.</p> | <p>*Host a national kick-off event * Recruit a national spokesperson * Ensure that donors see the direct benefit of their donation on the lives of girls and women * Develop appropriate print materials * Ensure member participation in campaign activities</p> | <p>*Marketing & communication committee * Experts * Staff</p> | <p>*A special budget for these activities will need to be developed *It may be possible to secure pro-bono services</p> | <p>*Dependent on final campaign launch date * Probably only in the fall of each year</p> | <p>*First national campaign assured of positive profile and credibility * Donors recognize the tangible impact of their donations on the lives of women and girls * Members contribute actively, as per the membership policies, to campaign activities</p> |
| <p>*An evaluation of all areas of activities should be conducted.</p> | <p>*Evaluation procedures should be developed and implemented to cover the following areas: a) Access Strategies b) Strategic Alliances c) Membership d) Marketing and Communication e) Donor Trends f) Donor Feedback</p> | <p>* Board of Directors through Evaluation Committee</p> | <p>* Conference Calls</p> | <p>* Evaluation to be completed by the end of the first campaign</p> | <p>*Developed and tested evaluation systems in place * Base of information from internal and external sources to be used for next campaign * Critical information in place for the work of the Strategic Planning Committee</p> |

PHASE III - IMPLEMENTATION JANUARY 1997 - DECEMBER 1997

| Recommendation | Action Required | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
|--|---|--|--|----------------------------------|---|
| <p>*A strategic plan should be prepared.</p> | <p>*Develop and implement a strategic plan for the next five years to guide the federation in key areas of growth. Process to ensure input of all stakeholders in the following areas: a) Membership b) Governance c) Common Vision and Guiding Principles d) Essential Policies e) Fundraising Opportunities f) Donor Trends g) Marketing and Communication h) Communication with Members i) Profit Making Ventures</p> | <p>*Strategic Planning Committee *Board and Staff *Members</p> | <p>*Conference Calls *Travel * Some external consultations * Resources for national meeting</p> | <p>*To be started early 1998</p> | <p>*Priorities established for action * Opportunities and challenges identified * Decisions made regarding profit- making ventures * Renewed sense of collaboration and commitment to mission, common vision, and guiding principles</p> |

PHASE III - IMPLEMENTATION JANUARY 1997 - DECEMBER 1997

| Recommendation | Action Required | Key Responsibility | Resources Required | Time Lines | Expected Outcomes |
|--|--|---|---------------------------|-----------------|--|
| <p>*The Board of Directors should engage in ongoing developmental work to secure the future of the federation.</p> | <p>*Continue building strategic alliances with existing and emerging federations on joint access programs * Recruit more members to broaden spectrum of choice for donors and ensure access to more women's groups * Implement first steps of profit-making venture * Ensure communication with member groups and their local and provincial counterparts * Ensure communication to donors</p> | <p>*Board of Directors *Committees *Staff</p> | <p>*Ongoing resources</p> | <p>*Ongoing</p> | <p>*The further development of a dynamic federation in touch with external and internal environments providing a valuable service to members</p> |

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LIST OF APPENDICES

AVAILABLE AT CLOW'S TORONTO OFFICE

QUESTIONNAIRE

- A) 1994 questionnaire distributed to women's groups
- B) List of organizations to whom the questionnaire was distributed
- C) List of Questionnaire Respondents
- D) 1994 Questionnaire Results Synthesis
- E) 1994 Questionnaire Results Chart
- F) Proposed Annual Information Gathering Tool

RESPONDENTS

- G) Consultation Respondents List
- H) Montreal Focus Group
- I) Ottawa Focus Group
- J) Toronto Focus Group

FINDINGS

- K) Detailed Consultation Findings
- L) Detailed Focus Group Findings
- M) Charitable Status Background

CASE STUDIES

- N) Coalition Case Study: Friends of Canadian Broadcasting
- O) Federation Case Studies: Health partners, Environmental Fund of B.C. and WOMENS WAY USA
- P) Profit-Making Venture Case Studies: Canadian Museum Association and Company of Women
- Q) Resource List

LIST OF BACKGROUND MATERIALS

- R) Background Materials Available at CLOW's Office in Toronto

BACKGROUND MATERIALS

AVAILABLE AT CLOW'S TORONTO OFFICE

A) CANADIAN FEDERATIONS

- (i) Healthpartners materials
 - Purpose, Objects, Structure
 - Partners' List
 - Partner Requirements
 - Revenue Distribution/Cost Sharing Percentages
 - Proposed 1995 Agreement for United Way/Healthpartners Federal Service Joint Campaigns
 - 1990 Agreement Between United Way/Healthpartners

- (ii) The Environmental Fund of British Columbia materials
 - Bylaws
 - Purpose of the Organization
 - Eligibility Requirements
 - Categories of Participation
 - Annual Dues and Entry Level Fees
 - Board Structure
 - Work Requirements
 - Revenue and Cost Sharing

B) AMERICAN FEDERATIONS

- (i) WOMENS WAY USA materials
 - Bylaws
 - Certification
 - Policies
 - Application Form

- (ii) Women's Way (Pennsylvania) materials
 - Articles of Incorporation
 - Fundraising Policies
 - Allocation Formula
 - United Way Funding Policy
 - Criteria for Board Membership

- (iii) List of U.S. federations and alternative funds