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# Shared Services in the Nonprofit Sector

*Management Tools for the Nonprofit Sector*

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## *Introductions*

In pairs

1. Introduce yourselves
2. Tell each other of the best shared project or collaboration you were part of
3. Why does this stand out?
4. Introduce your partner and share any commonalities in your story (very briefly)



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## *Learning Objectives*

- Better understanding of shared services
- Explore current models and learnings
- Create a shared understanding of opportunities and challenges
- Explore potential models for your community



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## *Overview of Pillar*

- Pillar Nonprofit Network started in 2001
- Voice for the nonprofit sector
- Over 165 nonprofit member organizations
- “Chamber of Charities”

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## *About Us*

Pillar Nonprofit Network supports nonprofit organizations in fulfilling their missions in our community.

We provide leadership, advocacy and support to the nonprofit sector through the promotion of volunteerism, professional development, networking, and information.

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## *What are Shared Services?*

Leveraging combined size and resources to spread cost of integral services making services more affordable for nonprofits.

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## *Examples of Shared Services?*

- Shared Space
- Shared Resources
- Shared Technology
- Shared Programming
- Shared Fundraising



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*Activity*

**Why would nonprofits want to explore shared services models?**

**What are the potential challenges of shared service models?**



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## *Why Shared Services?*

- Increases collaboration and shared solutions
- Reduces costs
- Increases visibility
- Mission enhancement and innovation
- Increases stability and sustainability of nonprofits

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## *Challenges of Shared Services?*

- Boards or staff may not understand shared services
- Afraid to give up ownership or to change
- Trust and respect
- Capacity to take on these types of collaboration
- Time issue of establishing collaborations
- Need to generate shared vision and relationships
- Change in people from original partnership



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## *Shared Space*

- Creating stable and affordable workplaces
  - Creates opportunities for collaboration and innovation
  - Learning from one another and sharing best practices
  - Increased visibility in community
- 
- Examples include Centre for Social Innovation, Tides Foundation [www.tidessharedspaces.org](http://www.tidessharedspaces.org), Kahanahoff Centre, Causeway

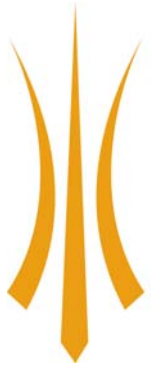


## *Shared Space Example*

Common Roof, Barrie for health and social services

Key Drivers: increased client services, more effective client services, agency empowerment/social enterprise, affordable and sustainable facility costs, innovation

Key to Success: common vision, shared governance, core leadership team [www.thecommonroof.ca](http://www.thecommonroof.ca)



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## *Shared Resources*

- Accounting services
- Marketing services
- Human resources professionals
- Administrative support
- Consulting services

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## *Shared Resources Example*

United Services Coop, BC [www.ucscoop.com](http://www.ucscoop.com)

Joint purchasing:

- financial services
- training materials
- consultation
- hardware and software
- fax machines
- cell phone airtime
- accreditation processes



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## *Shared Technology*

- Network support, software, hardware and various applications
- Website development and having donor giving strategies
- Cut costs, bring in expertise
- Technology helps unlock knowledge within organizations
- Provides innovative approaches to problem solving
- Provides opportunities for funders to create change and reduce costs

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## *Shared Technology Example*

Canada's only donation portal that provides access to all of Canada's 80,000

[www.CanadaHelps.org](http://www.CanadaHelps.org)

Searchable database of candidate profiles is dedicated to exclusively profiling the skills of immigrant job seekers in Ontario

[www.skillsinternational.ca](http://www.skillsinternational.ca)

One-stop technology resource centre, providing wealth of technology information and support to nonprofits and charities worldwide

[www.techsoupcanada.ca](http://www.techsoupcanada.ca)

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## *Shared Programming Example*

### **London Abused Women Centre**

130 members and more than 20 agencies involved

Three collaborative programs:

- 1) My Sister's Place – a one-stop-shop model for homeless women
- 2) Women Abuse Screening Protocol Project – shared protocol across agencies
- 3) Tripod Project – integrated service model that focuses on the interrelationships between women abuse/abuse-related trauma, substance use and mental health.



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## *Shared Programming*

- Develops relationships across sectoral silos
- Integrated approaches to service delivery
- Provides incubator for new idea and innovative culture
- Allows clients to navigate fragmented service delivery system
- Building trust key in collaboratives; ensure everyone has a voice
- Create governance partnership agreements
- Regular and structured check-in meetings
- Funding always issue for collaborative models
- Define roles, responsibilities with Terms of Reference in a partnership

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# *Group Fundraising*

## **Development**

- Set policy structure and overarching guidelines
- Establish shared values and needs
- Ensure members have clear criteria of why want to be a member
- Leadership is necessary for moving collaborative forward
- Branding a collaborative is vital
- Hiring professionals is key for making the brand sizzle
- Ensure board awareness and buy in



# *Group Fundraising*

## **Benefits**

- Injections of new money, resources, donors
- Access to new markets
- Sharing on issues and finding solutions
- Reputation within funder community grows



## *Group Fundraising Example*

Creative Trust [www.creativetrust.ca](http://www.creativetrust.ca)

- 23 performing arts organizations, raised \$750,000 in endowments
- Collaborative hired staff
- Created a case-for-support document and donor lists
- Developed financing model – a sliding scale based on budget size
- Working Capital for the Arts, a fundraising initiative in which 21 mid-size music companies came together to raise ongoing funds
- Raised \$6.4 million to eliminate accumulated deficits of all partnering companies, and to build the companies' operational capacity

What did they learn?



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## *Case Study*

In groups identify a focus area: Shared Space, Shared Fundraising, Shared Technology, Shared Marketing, Other

1. Give your project a name
2. What is the goal of your shared project?
3. Why this project?
4. What could it look like? What is possible? Dream big!
5. Try to use a visual to describe your project if that helps
6. Map out the steps you would take for this project?



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## *Areas for Further Development*

- Changes to Funding Practices
- Culture and Capacity for Collaboration
- Build Systems that Support Collaboration

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*Activity*

What are the most significant changes that would help foster greater sharing in our community?

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## *Resources*

Sharing for Social Change Conference

<http://www.socialinnovation.ca/sharingforsocialchange>

Shared Services in Nonprofit Sector

[www.sobel-cpa.com/whitepapers/whitepaper.reservefunds.rm.sg.pdf](http://www.sobel-cpa.com/whitepapers/whitepaper.reservefunds.rm.sg.pdf) -

Sobel & Co. Certified Public Accountants and Consultants

Ron Matan, CPA, 2008

How do Multi-Tenant Nonprofit Centers Benefit the Various Aspects of the Nonprofit Sector?

Resource: <http://www.nonprofitcenters.org/resources/mtnc.php>

Exploring Shared Services CCVO survey

[www.calgarycvo.org/documents/CCVO\\_Shared\\_Service\\_Event\\_Summary05.pdf](http://www.calgarycvo.org/documents/CCVO_Shared_Service_Event_Summary05.pdf)

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