thinking differently

ADAPTIVE CAPACITY IN THE NONPROFIT SECTOR

CCVO
Calgary Chamber of Voluntary Organizations

Preface

Our sector is at a crossroads. The world around us is continuously changing, and in turn changing the way we work. New capacities will need to be developed to respond effectively to the challenges that lie before us. This report invites individuals, organizations, and the nonprofit sector as a whole into reflection, dialogue, and action that will make us more resilient. We look forward to engaging with people from across the sector in the coming months and years to uncover new ways to grow our adaptive capacity individually and collectively.

A project of this magnitude would not be possible without the contributions of many. I particularly want to thank the Calgary Foundation, Family & Community Support Services Calgary, and United Way of Calgary and Area for their encouragement and support of this research. I am further grateful to the eight key informants and 38 round table participants who helped shape this project by sharing their experiences and insights. My sincere appreciation also extends to the CCVO staff who contributed their energies and talents to ensure the success of this project: Jason Goertzen as lead researcher and writer; Neale Carbert, Mike Grogan, and Nilima Sonpal-Valias for their valuable advice; and Melody Brooks as editor. Thank you, all, for being part of this landmark project for our sector.

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VISION

A vital, dynamic nonprofit sector that is recognized and respected as an integral partner in building strong, healthy communities.

MISSION

CCVO promotes and strengthens the nonprofit sector by developing and sharing resources and knowledge, building connections, leading collaborative work, and giving voice to critical issues affecting the sector.

In the spirit of our efforts to promote reconciliation, we acknowledge the traditional territories and oral practices of the Blackfoot, the Tsuut'ina, the Stoney Nakoda First Nations, the Métis Nation Region 3, and all people who make their homes in the Treaty 7 region of Southern Alberta.

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Executive Summary

Calgary's nonprofit sector operates in a complex and rapidly changing environment, where maintaining the status quo is not an option if thriving is the goal. The starting point for this report involved the exploration of three important questions:

- What is the present state of local capacity building needs and offerings?
- What major political, economic, social, and technological (PEST) trends are likely to impact Calgary in the next five years?
- How will these trends shape local capacity building during this time?

Eight key informants on PEST trends and 38 participants representing funders, capacity builders, and nonprofit organizations shared their insights during the research phase. We also reviewed relevant literature, past research into local capacity building needs, and capacity building opportunities in Calgary between 2014-2016.

Throughout the research, we considered the roles of funders, capacity builders, and nonprofits in building a resilient sector. This report invites individuals, organizations, and the nonprofit sector as a whole into dialogue and action towards a sector-level approach to capacity building.

Capacity building needs exist across all functional areas. While our scan of opportunities found no absolute gaps in Calgary, there may be relative gaps. Given the thousands of nonprofits in Calgary, the sector may have greater demand for functional capacity building opportunities than what is available.

While funders, capacity builders, and nonprofits work together in important ways, our research also suggests there is a need for increased coordination to make capacity building efforts more contextualized, customized, continuous, collective, comprehensive, and organized.

Government relations and advocacy are becoming more important. Nonprofits need to step up, speak out, and engage in the public policy process. Much of this advocacy is relationship building.

Organizations will also need to have the financial and operational flexibility to respond to future revenue swings and less predictable revenue sources going forward.

The sector has room for greater diversity in both its governance boards and workforce. Furthermore, both the nonprofit and private sectors need to build a shared understanding and find common goals with respect to the social good.

Building technology capacity must also be a priority for the sector, as pressures for enhanced technology are coming from both within and beyond. Creative solutions are needed to build the sector's capacity to work with data to drive decision-making in today's fast-paced world.

A systems-thinking lens will be key to enhancing resiliency and strengthening the sector's ability to navigate the uncertain political and economic future, as well as the rapidly changing social and technological world.

> Adaptive capacity requires systems thinking, as well as the agility to anticipate, manage, and succeed in changing circumstances. It applies to individuals, organizations, and the sector as a whole.

Throughout this project, we heard that building adaptive capacity is critical. We believe that adaptive capacity begins with thinking differently—something we all need to do if we want to reach beyond the status quo. We need to think differently about the nonprofit sector, capacity building, technology and data, as well as the relationship between funders, capacity builders, and organizations.

We want the conversations about adaptive capacity building to continue. Here are some specific ways to advance the ideas we have explored:

Let's talk about partnering to create a comprehensive and coordinated strategy for capacity building. Funders, capacity builders, and nonprofits must come together to craft strategy, coordinate efforts, and commit to work together to strengthen the sector's capacity.

Let's talk about increasing the investment in functional and adaptive capacity building. All capacity building participants should consider their investment and role in moving from intention to action amid competing priorities.

Let's talk about developing, promoting, and maintaining a digital community for capacity building. A user-driven digital hub for stakeholders would make the promotion of, and searching for, opportunities more efficient.

Let's talk about gathering, sharing, and integrating PEST trend information. How can the sector best support the study of timely, meaningful indicators, sense-making and analysis relating to trends, and build the capacity of all stakeholders?

Let's talk about building a culture of innovation in the sector. While risk must be managed, how can we create the conditions to pursue experimental initiatives? What other innovative possibilities might be uncovered?

In a world where the future will be marked by continuous change, there is a need to build forward-looking, adaptive capacity. Funders, capacity builders, and nonprofits all have a role to play, and must work in a coordinated manner to find shared success in a networked world. The stakes are high, but the result will be a more resilient, thriving nonprofit sector, providing enhanced value in serving the social good.

Introduction

Calgary's nonprofit sector operates in a complex and rapidly changing environment. Some of the observed trends include a fluid political landscape, a shift in Alberta's economy, changing demographics, Truth and Reconciliation efforts, responses to climate change, and rapid technological innovation. This dynamic situation calls on the sector to reflect on where it is today and what is needed to thrive in the future.

This research explores three questions:

- What is the present state of local capacity building needs and offerings?
- What major political, economic, social, and technological (PEST) trends are likely to impact Calgary in the next five years?
- How will these trends shape local capacity building during this time?

Our research activities included:

- Reviewing the capacity building literature to understand key concepts.
- Reviewing past research by CCVO and other local organizations to identify nonprofit capacity building needs in Calgary.
- Scanning the capacity building opportunities available from 2014 to 2016 (see Appendix A) to identify potential gaps.
- Interviewing eight key informants for their insights on the main PEST trends anticipated to shape the near-future capacity needs for Calgary nonprofits.
- Presenting the major themes from the key informant interviews to 38 nonprofit leaders, capacity builders, and funders for roundtable discussions to generate deeper insight and suggestions for action.

This report shares the findings from the research activities, and provides additional insights for the future of capacity building in Calgary's nonprofit sector. Throughout, we reflect on the roles of funders, capacity builders, and nonprofits in building a resilient and thriving sector. Our aim is to inform, but also to invite deeper conversations and encourage action towards a sector-level approach to capacity building.

The Evolution of Capacity Building

Capacity building permeates throughout the nonprofit sector, while seemingly having as many definitions as the diversity in the sector.[1] The thinking has evolved over the past three decades with respect to the three elements of capacity building: capacity (the what), capacity building (the how), and the participants involved (the who).[2]

Capacity (the what) is the set of skills and abilities required to be effective and efficient. It has evolved from a focus on knowledge and skills of individuals (capacity building 1.0), to knowledge and skills within organizational contexts (capacity building 2.0), to a realization of an organization's place in a larger social ecosystem (capacity building 3.0). It is here where one develops the capacity to understand, adapt to, and see the needs of the landscape.

Capacity building (the how) is the process through which capacity is achieved. It has evolved from external experts providing support (capacity building 1.0), to the professionalization of capacity building internally (capacity building 2.0), to a present state of increasingly sophisticated methods targeted to the complexity of an organization (capacity building 3.0). This latter state emphasizes organizational readiness, change management, networked approaches, a broad range of stakeholders, and a diversity of perspectives and solutions. Capacity building in an age of complexity needs to be contextual, continuous, and collective.[3]

The participants in capacity building (the who) have evolved from a focus on individuals (capacity building 1.0), to also include organizations (capacity building 2.0), and the overall ecosystem in which they are located (capacity building 3.0). Here we find a network of intentionally cultivated and sustained relationships.

These shifts have not been explicit or uniform across the sector. At any given time, organizations are engaged in capacity building across all three levels. Furthermore, every organization will draw from all levels of capacity building over time.

Our Definition

Capacity building develops organizations to effectively and efficiently achieve their missions. Consisting of functional and adaptive components, it supports individuals, organizations, and the systems in which they operate.

Capacity Building in Calgary

Several local organizations have surveyed capacity building needs in Calgary over the past five years. For example, CCVO's 2012 Alberta Nonprofit Survey asked respondents to rate their capacity needs in eight functional areas: strategy development/planning, marketing/public relations, fund development, information management, human resources, financial management, risk management, and building collaborative relationships. While collaboration, fund development, and financial management were rated as the highest areas of capacity need, at least 20% of respondents rated each of the eight areas as a high need.

In 2014, Propellus conducted a 360-degree organizational assessment for their members. Of the 18 functional areas presented, organizational leaders identified community collaboration as the greatest capacity need. Administration, staff qualifications/capacity, communications, as well as mission and programs were also rated as priority areas for capacity building.

Alberta Ecotrust reported in 2014 that significant capacity needs existed in the environmental subsector across all functional areas.[4] Communications, volunteer management, and grant application/proposal writing were rated as the top three capacity needs; while 14 areas were highlighted as a top three capacity need by at least 10% of respondents.

Then in 2015, 80% of respondents to CCVO's Alberta Nonprofit Survey reported fund development as a top capacity need, with outcome evaluation also frequently cited. However, all other areas surveyed—information technology, volunteer management, communications, human resources, governance, financial management, program design, and leadership—were rated as a top three capacity need by 20-30% of respondents.

In interviews conducted for a third-party evaluation the same year, CCVO found a heavy emphasis on leadership (e.g., business and strategic planning skills, ability to collaborate, and overall visioning and problem-solving) as an area of capacity need. Respondents also highlighted multi-year core funding, capital strategies, collaboration, innovation, new technology, fund development, and shared services as capacity gaps.

This review of local research suggests that at a sector level, capacity building needs exist across all functional areas.

Summary of Opportunities (2014 - 2016)

Creating a summary of functional capacity building opportunities (Appendix A) means making choices about what to include. For the purposes of this research, our initial intent was to include those opportunities that:

- Were provided between 2014 and 2016 by an organization based in Calgary, or with a presence in Calgary.
- Were in-person workshops (from half-day to multi-day), retreats, mentorship models, or services by external consultants.
- Occurred with some degree of regularity, so that they were predictable and could be planned for by participants.

However, in recognition of the somewhat arbitrary nature of the criteria, and to capture the breadth of opportunities that were available, we chose to deviate from these criteria to include some online and one-off offerings.

Our scan revealed numerous offerings, with at least one opportunity available in each of 18 different functional areas. Still, there was significant unevenness in the findings, as some functional areas had more opportunities than others. Core operational areas such as financial management and human resources were generally well represented; while evaluation, information technology, and data management/analysis had fewer offerings. Several were introductory, with fewer available at intermediate or advanced levels. Many opportunities were not offered on a regularly-occurring basis, making it harder for organizations to plan for them.

While our scan found no absolute capacity building gaps in Calgary, there may be relative gaps. Given the thousands of nonprofits in Calgary, the sector may have greater demand for functional capacity building opportunities than what is available.

Coordination of Capacity Building

While funders, capacity builders, and nonprofits work together in important ways, our research suggests there is a need for increased coordination to make capacity building efforts more contextualized, customized, continuous, collective, comprehensive, and organized.

Contextualized – For more than 15 years, there have been calls to ensure that capacity building initiatives take place "in the larger context of other strengthening services a nonprofit is receiving, other activities of the sponsoring foundation, and other elements of the current community environment."[5] *Increased coordination can help to collectively monitor and communicate this larger context, especially as it changes over time.*

Customized – There is tremendous diversity in the nonprofit sector. For example, organizations vary by subsector, operating budget size, and lifecycle stage. The capacity building needs of organizations vary accordingly.[6] *Increased coordination can help ensure that organizations receive the capacity building that best fits their needs.*

Continuous – There has been a push to move away from an episodic view of capacity building and toward long-term, multi-year models. This shift is grounded in an understanding that organizations are changing and growing all the time, and need the right support at the right time throughout their journey.[7] *Increased coordination can help provide organizations with ongoing, wrap-around funding and support as they change and grow.*

Collective – In recent years, there has been a movement toward understanding the sector as a system, with many entities operating within it.[8] In relation to this shift, there has also been growing recognition of the need to make capacity building collective. In other words, there is a need to ensure that a representative group of nonprofit organizations, capacity builders, and funders come together to discuss the current state and identify the path forward.[9] *Increased coordination can help ensure that all necessary perspectives are included in the effort to strengthen nonprofits, both on an organizational and system level.*

Comprehensive – Nonprofit organizations tend to have more than one capacity need at any given time. Seeking out multiple capacity building opportunities offered by multiple organizations can be time-consuming and inefficient. Funders can play an important role in providing a 'one-stop shop,' often through linking nonprofits and capacity builders.[10] *Increased coordination can help ensure that multiple capacity needs are met efficiently.*

Organized – There remains an ongoing challenge of how best to connect nonprofits, funders, and capacity builders, so that need, funding, and opportunity are effectively aligned. For organizations, less coordination can lead to episodic opportunities being missed or capacity needs going unmet. At a systems level, it can mean a possible imbalance between the supply of capacity building opportunities and the demand. *Increased coordination can help connect nonprofits, funders, and capacity builders to achieve a balance between capacity building supply and demand.*

PEST Trends and Implications

Calgary's nonprofit sector exists within a dynamic and changing environment of political, economic, social, and technological (PEST) trends. To understand the forces expected to impact the sector over the next five years, we spoke to eight local experts; two in each of the areas of politics, economics, social issues, and technology (see interview script in Appendix B). To gain deeper insight into these trends, their implications, and potential action required for capacity building, we convened 38 senior leaders from funding organizations, capacity building organizations, and nonprofits for a morning of roundtable discussions (see discussion questions in Appendix B). Finally, we linked what we heard throughout the research to secondary data sources to connect our PEST analysis to a wider discussion about trends.

Although our conversations showed that the trends and forces within each area flow into other areas—for example, political trends may be driven by economic changes and technological shifts may be fueled by social changes—we begin this section by describing the most prevalent forces in each of these areas separately. We then discuss the implications for the sector.

Political Trends

It is difficult to separate political from economic trends. Calgary and Alberta remain impacted by an economic slump. While there are signs of recovery, the downturn has put significant pressure on government revenues, and the economy has risen to the top spot in the list of public concerns.

The election of the New Democratic Party (NDP) in the 2015 provincial election may have ended a 44-year Progressive Conservative dynasty, but the new governing party faces disapproval for its spending policies, which are contributing to a rising provincial debt. While the NDP has chosen to run large deficits to absorb the economic shock and protect jobs, the government has been criticized for not doing more to address its balance sheet. Instead, it is seen to be relying largely on rebounding resource revenues, which may not come, to bring future budgets into balance.[11]

In the meantime, major factions within Alberta's conservative movement have consolidated to form the United Conservative Party (UCP), which now sits as the official opposition in the legislature. This political shift has raised questions about whether a second change in government in as many provincial elections might occur in 2019. If a right-leaning government is voted into power in 2019, we heard concern that the desire to balance the budget would likely result in budget cuts, perhaps even 'draconian cuts' to provincial spending.

> "I really think Calgary and Alberta are at a crossroads . . . The slower rate of growth we have experienced in the past two years is probably the new normal. And, if that's the case, the government is in real trouble, because it will need to take drastic actions to cut its spending or raise taxes. It can't continue to run ten billion dollar deficits forever."
>
> *Ron Kneebone, Professor of Economics, The School of Public Policy, University of Calgary*

However, we also heard that two years is a long time in politics. There was a sense that if the economy rebounds and key election issues shift from economic to social concerns, then there could be a second NDP term in office.

Observers have also pointed out that pipeline construction may be key to the NDP's chances for re-election in Alberta.[12] One of the proposed pipelines, Trans Mountain, may have been dealt a major blow with the recent change in government in BC,[13] while the Energy East Pipeline continues to face opposition in Ontario and Quebec. Alberta's ability to get its oil and gas exports to tidewater thus remains fraught with challenges.[14]

The election of President Trump in the United States adds to the fluid political scene. The Trump administration's April 2017 decision to pursue a renegotiation of the North American Free Trade Agreement (NAFTA) "clouds Alberta's trade outlook," with concerns centering primarily on energy.[15] NAFTA is one example of how closely tied the Alberta and Canadian economies are to the United States. President Trump's March 2017 approval of the Keystone XL pipeline is another.[16] These and other possible changes to U.S. domestic and foreign policy require us to question whether and to what extent our economic growth will be helped or hindered in the coming years.

"The people that are absolutely certain of what is going to happen are completely wrong."

Duane Bratt, Professor of Political Science, Mount Royal University

Economic Trends

The 2014 oil price collapse plunged Alberta into a new economic reality. Even as some positive signs have recently emerged for the local economy, there is widespread concern that business and consumer confidence will lag economic recovery. Unemployment rates, as well as corporate and individual charitable donations, will likely take longer to recover than the economy itself, and may not return to pre-recession levels. There is also concern that a lower oil price environment may represent a new normal, consisting of a long-term period of much slower economic growth for Calgary and Alberta, compared to the overall strong growth experienced throughout much of the past two decades.

Economic Indicators

The fluidity of Calgary's and Alberta's economic future is evident in several economic indicators—such as the price of oil, unemployment rate, migration rate, retail sales, and more—with some pointing up and others pointing down.

On the positive side, Alberta's economy is out of recession, and is unlikely to decline further for the foreseeable future.[17] Oil prices have also recovered somewhat, having stabilized above the lows of the past few years. Although a major disaster and detriment to the 2016 economy, rebuilding efforts from the Fort McMurray fire are expected to make a positive contribution to Alberta's economy this year.[18] Compared to last year, total employment has increased,[19] population growth is faster than the Canadian average,[20] housing prices are generally stable,[21] and retail sales have increased.[22] Alberta is now expected to lead the country in GDP growth in 2018.[23]

On the negative side, while Calgary and Alberta have had a long history of experiencing a boom-bust economy, there is growing concern that the current downturn is unlike previous recessions. A lower oil price environment may persist, and "Alberta may never again be the supercharged turbo that has powered our national economy for more than a decade."[24] Calgary has experienced higher unemployment,[25] declining wages,[26] high downtown office vacancy,[27] and high consumer debt combined with rising interest rates.[28] Net interprovincial migration entered negative territory for the first time in years.[29]

A Tale of Two Cities

> "There's a theoretical economic downturn happening in Edmonton, there's a real economic downturn happening [in Calgary]."
>
> *Janet Brown, Public Opinion Consultant*

Alberta's economic downturn has affected the province's two largest cities differently. Perhaps buffered in part by a larger proportion of public sector jobs, and a governing NDP that has chosen to protect rather than cut those jobs, Edmonton has not experienced the degree of impact felt in Calgary.[30] Compared to Edmonton, Calgary has a lower percentage of its labour force employed in the public sector,[31] and a greater reliance on the oil and gas industry. As a result, Calgary appears to have taken the brunt of the economic downturn.[32]

Social Trends

The face of Calgary is changing. Census data from 2011 showed that more than one-quarter of Calgary's population was a visible minority, and this proportion is expected to reach 40% by 2020.[33] Over 100 languages are spoken here.[34] Calgary borders three reserves—the Stoney Nakoda, Tsuut'ina, and Siksika Nations—and is also home to a significant urban Indigenous population. The June 2015 release of the Truth and Reconciliation Commission of Canada's final report and 94 calls to action have prompted a renewed commitment to build relationships between Indigenous and non-Indigenous people. Calgary's cultural diversity is viewed as a source of strength, and is reflected in the City of Calgary's first cultural plan with an emphasis on a 'quadruple bottom line' for organizations—financial, environmental, social, and cultural outcomes.

Calgary is Canada's youngest census metropolitan area.[35] A new generation of Millennials have brought a broad range of new skills and values into a workforce that now spans four generations. At the same time, Canadians are living longer, leading to increased costs to the health care system and public pensions. While seniors will be the fastest growing demographic, Calgary had the lowest proportion of seniors among Canadian cities in 2016. Boomers are starting to leave the workforce. There is increased pressure around succession planning and transferring skills and knowledge to the next generation of senior leaders.

Ecological change remains a social concern, and there is an emerging focus on "innovating to zero," as industry faces mounting pressure to produce zero emission technologies.[36] The local policy context in this area has also shifted, with the introduction of Alberta's Climate Leadership Plan and carbon tax in 2017.[37] Water scarcity, conservation, and emergency preparedness relating to extreme weather events are also of concern.

We heard during our interviews that the line between the private and nonprofit sector may be blurring. Due to financial challenges, nonprofits may be considering social enterprise opportunities for revenue. Meanwhile, in response to changing stakeholder expectations, private sector companies are increasingly adopting corporate social responsibility activities that emphasize economic, social, and environmental sustainability.

While there are opportunities for partnership and collaboration across sectors, there is also the possibility of increased competition. Are nonprofits positioned to compete? What could more direct competition from the private sector mean for the nonprofit sector in the years ahead? There are economic aspects to the blurring of these lines, and there are also important social aspects. Consumer expectations are changing, as are the ways people choose to organize to promote social good.

"...[we are] kind of moving towards where all enterprises will be social enterprises. All enterprises will be thinking about social outcomes and environmental outcomes, as well as financial outcomes. As that happens, I think we are going to see much closer integration with nonprofits and for-profits."

Court Ellingson, Vice President, Research & Strategy, Calgary Economic Development

Finally, urbanization remains a long-term trend in Alberta. Calgary and Edmonton were responsible for more than three-quarters of Alberta's population growth between 1996 and 2010, and received most interprovincial migrants and immigrants coming to Alberta.[38] Driven by a strong economy, "Calgary and Edmonton were Canada's fastest growing metro areas between 2001 and 2015, with Calgary leading the way."[39] As more Albertans move to, or commute into, Calgary, the city will continue to experience both the costs and opportunities of growth, even if that growth is slower than pre-downturn levels. A growing population that risks outpacing the city's various services and infrastructure can contribute to a "looming social deficit...[of] unmet needs, longer waiting lists, reduced social services, and the general erosion of quality of life."[40]

Technological Trends

Technology continues to advance at a rapid pace and nonprofits are under pressure to keep up. The way that people consume information, and how they prefer to work, is changing. Can organizations meet the changing demands from the populations they serve, as well as large shifts in workplace culture? If not, will these populations look elsewhere for programs and services? Will staff seek out workplaces that better fit their values and expectations? Will funders direct funding toward organizations with technology-enabled efficiencies?

"One of the things that I think is sometimes lost when you're talking about technology and its effect is that...it's both directions, where the technology shapes us, but we shape it at the same time...we are kind of co-evolving with our technology."

Alan Fedoruk, Professor of Mathematics & Computing, Mount Royal University

As Alan Fedoruk highlights, the relationship between technology and society is not just a one-way street. A connected generation has emerged, grouped together by the shared use of technology, rather than by year of birth. The members of this generation are interconnected, and are not limited by location. They expect to consume information and interact through their devices, expect Wi-Fi, expect interaction on their terms, and expect to live and work a certain way. Indeed, the concept of something being local is 'kind of old.' Technology is enabling people to connect, regardless of where they are around the world.

However, a digital divide is also emerging between those with the means to join the connected generation and those without. The capacity to use technology is defining society's economic 'winners' and 'losers.' While automation can cut costs for organizations, it can also put at risk the livelihood of employees. In addition, there is risk to the relationships between the organization and key stakeholders, as face-to-face human interaction is transferred to online or otherwise digital formats.

More positively, technology is making some processes easier. Whether it is attracting and retaining donors, collaborating with other organizations, communicating with stakeholders, reporting to funders, training staff, or reaching more clients, a range of nonprofit operations are more accessible than ever before.

Technology brings improvements and opportunities, but also new challenges. For example, social media platforms can enable more efficient communication, but the availability of multiple platforms requires nonprofits to determine how to best reach clients who are spread across the many platforms. Some barriers to investing in technology are more concrete – most typically, it may be cost-prohibitive. However, others are subtler, such as a possible cultural resistance toward embracing new technology within organizations.

Data—its collection, analysis, and use—is becoming central to how effective organizations operate. ‘Big data’ and ‘open data’ are hot topics, as technology unlocks new ways of collecting, managing, and analyzing large amounts of information. Nonprofits use data to inform organizational decision-making and strategic direction. Some nonprofits are also exploring ways they can share data with their peers to better serve clients.

Implications for the Sector

With an uncertain political and economic future, and a rapidly changing social and technological world, the sector needs enhanced capacity to thrive; maintaining the status quo is not an option.

Political

Government relations and advocacy are becoming more important. Nonprofits need to step up, speak out, and engage in the public policy process. Much of this advocacy is relationship building.

The provincial government is the most influential level of government for the nonprofit sector, in terms of jurisdiction, regulation, and funding. We heard in our research that the change from a long-term Progressive Conservative government to the new NDP administration was a challenge for nonprofits, as they had to build new relationships with elected officials and establish new connections with a changing public service leadership.

A commitment to nonpartisanship is therefore important, not just legally, but also to ensure advocacy efforts withstand changes in government. It is important for nonprofits to build relationships with public servants, as they are not as strictly tied to election cycles. These contacts usually spend a longer time in their roles, are typically responsible for framing issues for elected officials, and provide important systemic and historical context.

> “Building a coalition around issues for government relations requires everyone at the table understanding how to do it and having resources.”
>
> *Roundtable discussion participant*

Larger organizations with in-house advocacy capacity are likely better positioned to take advantage of training programs, such as the Max Bell Foundation's Public Policy Training Institute. For smaller organizations, it may be more advantageous to designate lead or umbrella organizations to advocate on behalf of the sector and/or to band together to form coalitions based on common interests. Coalitions can help smaller organizations speak as part of a unified voice that has a better chance of being heard, although it can be challenging to reach consensus on common messaging. Funding may also be necessary to bring coalitions together and maintain their work.

Economic

Revenue sources may be less predictable going forward. In some cases, funding could improve, perhaps significantly, compared to the last few years of downturn. In other cases, it could decline, perhaps significantly. Nonprofits will need to have the financial and operational flexibility to respond to revenue swings. Developing new sources of support, organizing and operating differently (e.g. working virtually; outsourcing, automating, or eliminating certain functions; or, using technology in creative ways), working in collaboration, scaling up/down, taking on mergers/acquisitions, and other strategies may need to be considered. Nonprofits also face the challenge of modelling multiple possible economic futures. The sector must approach this complexity with creativity and agility.

Social

The sector has room for greater diversity in both its governance boards and workforce. Whether through providing interpreters for newcomers, childcare for parents, or mentorship for young people, nonprofits are realizing the importance of building boards that reflect the diversity of ethnicities, genders, sexual orientations, ages, and perspectives present in the communities they serve.

Similarly, nonprofits can do more to improve workforce diversity. This includes overcoming cultural, generational, and other stereotypes, and building upon the values and strengths that different individuals bring to organizations. Calgary welcomes many newcomers each year, but, collectively, our community struggles to recognize their skills and support them to find roles in the workplace. Millennials may also bring new values and skills into the workplace, such as the desire for flexible and technology-enabled work. In seeking out, recognizing, and building upon the strengths of different individuals, nonprofits can maximize the benefits of diversity.

Both the nonprofit and private sectors need to further build a shared understanding and find common goals with respect to the social good. Greater collaboration in this area would enable the nonprofit and private sectors to avoid duplication and capitalize on their respective values, strengths, and roles. To do so, each sector may need to frame its value propositions in ways that relate to the needs, concerns, and goals of the other.

> "We need to work together to build a sense of shared ownership of the community—corporate, nonprofit, and citizens."
>
> *Roundtable discussion participant*

There are many examples of how the for-profit and nonprofit sectors can support each other's success. Through corporate donations, sponsorships, volunteering, and professional skills, the business sector is an important supporter of nonprofit programs and services. Nonprofits can in turn work with businesses to provide workforce integration for new Canadians, persons with disabilities, and youth.

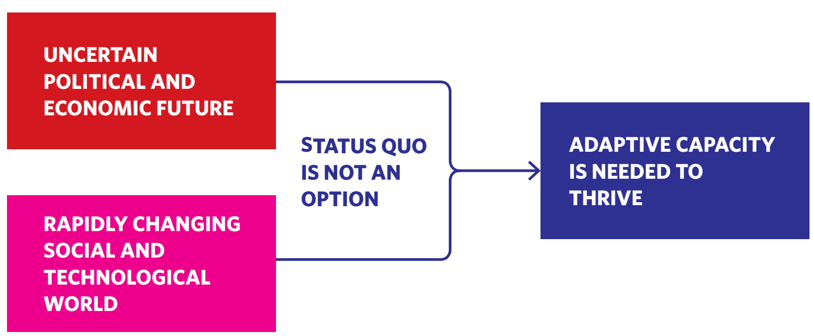
Technological

Building technology capacity must be a priority for the sector, as pressures for enhanced skills and capacity are coming from both within and beyond. Internally, nonprofits are expected to collect and report on the impact of their programs and services. This is best done through data that are collected, managed, analyzed, and reported using technology, or technology-enabled, systems. Externally, nonprofits are under pressure to respond to the digital revolution and the needs and wants of clients, volunteers, staff, boards, and partners, but may lack the infrastructure, human resources, or workplace culture required to do so.

> "There is a lag between accessing data and being able to analyze and meaningfully use that data."
>
> *Roundtable discussion participant*

Working with data in a meaningful way requires training and skill as a data analyst professional, and the supply and demand of skilled data analysts is not in the sector's favour. Creative solutions are needed to build the sector's capacity to work with data to drive decision-making in today's fast-paced world. Nonprofits may need to seek out partnerships with post-secondary institutions and/or use shared services to leverage limited data capacity and infrastructure. Funders may need to do more to fund technology infrastructure, collaborations (such as shared services), and other creative strategies to leverage limited human resources.

How can funders, capacity builders, and nonprofits respond to these political, economic, social, and technological trends in a timely and effective way?



Building Adaptive Capacity

"Adaptive capacity, and resiliency. We cannot stay the same way as we are. That is not sustainable. That is not realistic. We must adapt. Become resilient. How good are you at adapting to the conditions in which you find yourself? That's an important question. And that is something you can learn."

Patti Pon, President and CEO, Calgary Arts Development

The traditional focus for capacity building has largely been on individual skills and functional capacity. Looking ahead, a systems-thinking lens will be key to enhance resiliency and strengthen the sector's ability to navigate the uncertain, changing future. Systems thinking is central to adaptive capacity, a newer concept that has elsewhere been defined as "the ability of a nonprofit organization to monitor, assess, and respond to internal and external change to improve performance, relevance, and impact."[41]

Adaptive capacity is an emerging concept, especially in terms of its implications for the nonprofit sector. In our research, we heard that adaptive capacity means nonprofits need to be more open, transparent, collaborative, agile, fast, efficient, innovative, resilient, networked, open to experimentation, able to manage risk, and more engaged in public policy and advocacy, regardless of their mission.

"Don't wait to be disrupted. Get out there and fight for your place."

Charles Buchanan, CEO, Ignitech

Our Definition

Adaptive capacity requires systems thinking, as well as the agility to anticipate, manage, and succeed in changing circumstances. It applies to individuals, organizations, and the sector as a whole.

Adaptive capacity requires systems thinking.

> "Survival is about the sector and meeting needs—not about organization survival. Mindset shift. Huge cultural shift."
>
> *Roundtable discussion participant*

Systems thinking recognizes that the missions typically addressed by nonprofits are bigger than any organization can achieve on its own, and that organizations are a means to an end and not an end in themselves. Organizations of all sizes and missions must connect through networks and engage in systems-level thinking to help solve today's intractable problems. Executive directors/CEOs and boards may need to lead by letting go, and recognize when collaborations, scaling up/down, mergers, acquisitions, or even closing may be best for the sector and the social good they seek to address.

Adaptive capacity requires agility.

> "What made Wayne Gretzky a great player was 'I skate to where the puck is going to be, not where it is'...I think that's what you have to do."
>
> *Patti Pon, President and CEO, Calgary Arts Development*

Agility means having a deep understanding of the overall environment and knowing how to best respond. It also means monitoring and anticipating changing circumstances, and proactively placing oneself, the organization, or the sector in the best position to thrive. It is not about mission drift, chasing unrelated funding opportunities, or sacrificing core values. While the pressures of daily responsibilities will always exist, a commitment of time and resources needs to be devoted to cultivating agility.

Adaptive capacity means connecting and collaborating.

Organizations need to be proactive, and think in terms of abundance rather than scarcity—resources and credit can be enhanced through collaboration rather than competed for and jealously guarded. There must be a commitment to share resources and collaborate, based on an understanding that organizations are better able to make gains on their respective missions if they coordinate their efforts. Creating and maintaining relationships within and beyond organizational boundaries is key for the exchange of information that fuels adaptation.

> "[Adapting is] maintaining our relationships with funders, government contacts, board members, community members, [partner] agencies and their program needs...it all comes down to relationships."
>
> *Christy Morgan, Director of Indigenous Initiatives, Boys & Girls Clubs of Calgary*

Adaptive capacity means innovating.

Innovation, and an increased tolerance of risk and failure, are key to adaptive capacity. Funders can help foster such an environment; however, we heard concern that the systems in which organizations work favour lower risk, shorter-term, and more easily identified deliverables. Innovation can drive and support adaptation when funders and nonprofits work together to create the necessary conditions for innovation to blossom.

> "External systems prompt innovation and collaboration, but do not provide resources."
>
> *Roundtable discussion participant*

Adaptive capacity means advocating.

The nonprofit sector is a vital segment of society. As such, it offers valuable insight and experience that position the sector well to influence, create, and revise public policy for the social good. Through building relationships with government officials and engaging in advocacy, nonprofits can inform policy makers about their organizations, the sector, and the issues that affect them and the communities they serve. This voice is essential for shaping the sector today and in the years to come.

Next Steps

Thinking Differently

Throughout this project, we heard that building adaptive capacity is critical. We also heard that adaptive capacity begins with thinking differently—something we all need to do if we want to reach beyond the status quo.

We need to think differently about the sector.

We need to think about the nonprofit sector not just as a collection of organizations, but as a system. We need to shift towards looking at how organizations participate within a broader ecosystem of funders, capacity builders, and other nonprofits. We also need to do more to understand how this ecosystem includes connections to the public (e.g., policy makers) and private (e.g., businesses) sectors.

We need to think differently about capacity building.

The nonprofit sector has historically focused on building functional capacity. We now need to think about building both functional and adaptive capacity. Adaptive capacity is a newer concept, as its awareness and adoption pale in comparison to functional capacity. We believe that the sector needs to do more to firmly establish this emerging concept as a crucial component of capacity building efforts.

We need to think differently about technology and data.

Technology and data provide important competitive advantages. However, many nonprofits remain either unprepared or unable to adopt new technologies. We believe that capacity building must address these cultural and cost-related barriers, and equip nonprofits to be technology- and data-savvy to meet the challenges of a fast-paced information age.

We need to think differently about the relationships between funders, capacity builders, and nonprofit organizations.

Systems thinking and a networked view of the sector make it essential that capacity building be a coordinated and sustained effort among funders, capacity builders, and nonprofits. Coordination means purposefully aligned and mutually reinforcing actions, not centralization. We believe that relationships focused on achieving strategic coordination are most valuable.

Continuing the Conversations

From the conversations that gave rise to this project, to our key informant interviews and roundtable discussions, this project has been steeped in dialogue. We believe that the conversations should continue. Here are some ways to advance the ideas we have explored:

> "All great changes begin in conversation."
>
> *Juanita Brown, author*

Let's talk about partnering to create a comprehensive and coordinated strategy for capacity building.

Funders, capacity builders, and nonprofits all play a major role in shaping the future work of capacity building. As such, they must come together to craft strategy, coordinate efforts, and commit to work together to strengthen the sector's capacity. Topics for conversation could include re-imagining funding models, co-creating adaptive capacity opportunities, and re-casting approaches to organizational development.

Let's talk about increasing the investment in functional and adaptive capacity building.

Capacity building needs to be sustainably funded, with a focus on growth. Capacity builders, meanwhile, must meet the ongoing demands of functional capacity and innovate in the area of adaptive capacity. Technology and data, as well as government relations and advocacy, are key adaptive capacity areas with high impact potential. Nonprofits, in turn, need to allocate time and resources to pursue opportunities. All capacity building participants should consider their investment and role in moving from intention to action amid competing priorities.

Let's talk about developing, promoting, and maintaining a digital community for capacity building.

A user-driven digital hub for stakeholders would make the promotion of, and searching for, opportunities more efficient. It would also enhance the coordination of, and foster community around, capacity building. Analytics on the hub's content and user behaviour would provide information on the ongoing state of capacity building.

Let's talk about gathering, sharing, and integrating PEST trend information.

How can the sector best support the study of timely, meaningful indicators, sense-making and analysis relating to trends, and build the capacity of all stakeholders to use trend information? This could involve funders commissioning and sharing the results of ongoing environmental scans, while capacity builders could support these efforts by training nonprofit leaders in how to interpret and use trend information. Organizations could look to gather information from many sources, and be highly networked with other nonprofits to share learnings.

Let's talk about building a culture of innovation in the sector.

Innovative cultures are a vital feature of adaptive capacity. However, the money, tools, processes, human resources, and risk tolerance necessary for building such cultures are often lacking. While risk must be managed, how can we create the conditions to pursue experimental initiatives? What other innovative possibilities might be uncovered through conversation with respect to cross-sectoral relationships, mergers/acquisitions, diversity, impact evaluation, use of technology, and more?

The sector must adapt to maximize its future impact. Adaptive capacity is contextual, so it may differ from place to place and time to time. In this project, we looked at the Calgary context in 2017. However, we believe that readers from beyond our local place and time may be inspired by what we have presented for continued conversations.

In a world where the future will be marked by continuous change, there is a need to build forward-looking, adaptive capacity. Funders, capacity builders, and nonprofits all have a role to play, and must work in a coordinated manner to find shared success in a networked world. The stakes are high, but the result will be a more resilient, thriving nonprofit sector, providing enhanced value in serving the social good.

Endnotes

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[17] https://www.atb.com/SiteCollectionDocuments/About/Alberta-Economic-Outlook-May-2017.pdf

[18] https://www.atb.com/SiteCollectionDocuments/About/Alberta-Economic-Outlook-May-2017.pdf

[19] In June 2017, there was a net 7,500 jobs added; and, compared to June 2016, total employment increased 2.2% year-over-year in Alberta. http://finance.alberta.ca/aboutalberta/at-a-glance/2017/2017-0714-alberta-economy-indicators.pdf

[20] Alberta's population grew 1.4% between April 1, 2016 and April 1, 2017, slightly higher than Canada's overall population growth of 1.2% over the same period. http://finance.alberta.ca/aboutalberta/at-a-glance/2017/2017-0714-alberta-economy-indicators.pdf

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[24] https://beta.theglobeandmail.com/news/alberta/why-albertas-economic-downturn-looks-different-this-time/article29652011/?ref=http://www.theglobeandmail.com&

[25] As of June 2017, at 8.9%, Calgary had the highest unemployment rate of any major Canadian city. http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/lfss03k-eng.htm

[26] There has been concern that there has been a shift away from some higher-paying occupations, especially in the construction industry, and that wages overall have continued to decline in Alberta. https://www.atb.com/SiteCollectionDocuments/About/Alberta-Economic-Outlook-May-2017.pdf

[27] As of Q1 2017, at 25.0%, Calgary's downtown office vacancy rate far outpaced the national average of 11.1% www.calgaryeconomicdevelopment.com/dmsdocument/22

[28] As of Q1 2017, Calgary's consumer debt hit an average of $28,184 compared to the national average of $21,696, and Calgary's non-mortgage account delinquency rate was at 2.9% compared to the national average of 2.72%. Combined with the Bank of Canada's July 12 interest rate hike to 0.75%, and signals of future rate increases, there is concern that Calgarians and Albertans may be more exposed to negative impacts from rising interest rates. https://www.theglobeandmail.com/globe-investor/personal-finance/household-finances/canadians-have-healthy-debt-habits-but-some-could-face-threats-report/article35243045/

[29] -8,815 year-to-date, as of July 2017, compared to -2,877 in 2016 and 21,594 in 2015 http://finance.alberta.ca/aboutalberta/at-a-glance/2017/2017-0714-alberta-economy-indicators.pdf

[30] https://www.pressreader.com/canada/calgary-herald/20170201/281625305031269

[31] At 7% (51,700 jobs), Edmonton has nearly double the percentage of its labour force employed directly in public administration, compared to Calgary (3.6% or 29,900). Furthermore, Edmonton's percentage of its labour force employed in the public sector more broadly (i.e., including health care and education), is "between 20 and 25 per cent." http://www.eedc.ca/invest-in-edmonton/economic-data/www.calgaryeconomicdevelopment.com/dmsdocument/22

[32] As of June 2017, the unemployment rate in Calgary (8.9%) was a full percentage point higher than in Edmonton (7.9%). In October 2016, the unemployment rate gap between the cities was even higher, with Calgary at 10.2% and Edmonton at 6.9%. http://www.statcan.gc.ca/pub/71-607-x/71-607-x2017001-eng.htm http://www.cbc.ca/news/canada/calgary/calgary-edmonton-unemployment-rates-so-different-1.3840746

While Edmonton's Q1 2017 downtown office vacancy rate was a stark 18.6%, it still fell short of Calgary's 25.0%. www.calgaryeconomicdevelopment.com/dmsdocument/22

[33] https://www.calgary.ca/CSPS/CNS/Documents/Social-research-policy-and-resources/diversity-in-Calgary.pdf?noredirect=1

[34] http://www.calgaryeconomicdevelopment.com/research-and-reports/demographics-lp/languages/

[35] http://calgaryherald.com/news/local-news/baby-boom-cradles-calgarys-place-as-canadas-youngest-city

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Appendix A: Summary of Capacity Building Opportunities (2014-2016)

In general, the following criteria were used to identify capacity building opportunities through an online scan:

- Were provided between 2014 and 2016 by an organization based in Calgary, or with a presence in Calgary.
- Were in-person workshops (from half-day to multi-day), retreats, mentorship models, or services by external consultants.
- Occurred with some degree of regularity, so that they were predictable and could be planned for by participants.

Due to the volume and variety of opportunities that exist, the list below is more than illustrative, but less than exhaustive. There are also limitations to the scan. For example, capacity opportunities may not have been posted, or may have been posted and removed prior to our scan.

Shaded areas include one-off offerings, events, and courses that were created from an emergent issue or partnership opportunity.

COLLABORATION AND PARTNERSHIP
Be a Community Weaver: Building Collaborative Partnerships and Networks - *Propellus*
Crossing the Finish Line: Legally Partnering with Other Charities - *Propellus*
Partnership Brokers Training - *CCVO and JS Daw & Associates*

COMMUNICATIONS
Communications Plan 101 - *Federation of Calgary Communities (FCC)*
Media Training and Social Media Workshops - *Media Training in Alberta*
Marketing Your Nonprofit - *Calgary Public Library Gale Learning Course (Online)*
Anti-Spam Information Session with Imagine Canada - *CCVO*

DATA MANAGEMENT AND ANALYSIS
Records Management Certificate of Recognition - *CBE Continuing Education*

EMERGENCY PREPAREDNESS
Business Continuity Planning Workshop Series - *CCVO/EPIC*
Crisis Leadership Workshop Series - *CCVO/EPIC*
Emergency Preparedness - *Alberta Safety Council*

FINANCIAL MANAGEMENT
Accounting for Managers of Not-for-Profit Organizations - *Athabasca University (Online)*
Board Basics - *Board Leadership Calgary*
GST for Charities - *FCC*
GST for Not-for-Profits - *FCC*
Internal Controls and Financial Policies - *FCC*
Reading Financial Statements for Board Members - *FCC*
Treasurers Workshop for the Inexperienced Accountant – Part 1 - *FCC*
Treasurers Workshop for the Inexperienced Accountant – Part 2 - *FCC*

FUND DEVELOPMENT
Fundamentals of Fundraising - *Association of Fundraising Professionals Calgary & Area (AFP)*
CFRE Review Course - *AFP*
Proposal Writing - *Charity Village (Online)*
Advanced Grant Proposal Writing - *Calgary Public Library Gale Learning Course (Online)*
Nonprofit Fundraising Essentials - *Calgary Public Library Gale Learning Course (Online)*
More Predictable than the Weather: Developing Your Fundraising Pipeline - *Propellus*
Once Upon a Time: Attracting Investment - *Propellus*

GOVERNANCE
Board Basics for Community Associations – Part 1 - *FCC*
Board Compliance Basics for Community Associations – Part 2 - *FCC*
Board Development - *Government of Alberta, Ministry of Culture and Tourism*
What to Expect When You Are Governing: Understanding Your Board Role - *Propellus*

HUMAN RESOURCES
Essential Workplace Skills – Time, Organization and Productivity - *Achieve Centre*
HR in a Box - *Talent Pool, CCVO, and CPHR Alberta*
Human Rights in the Workplace - *Alberta Human Rights Commission*
Management and Supervision – The Crucial Skills - *Achieve Centre for Leadership & Workplace Performance*
An Introduction to the Canada Alberta Job Grant - *CCVO*

INFORMATION TECHNOLOGY
Cloud Computing - *Innoweave, United Way of Calgary and Area, Trico Foundation*
Microsoft Word Application Training Courses - *SAIT*
Various Microsoft, Adobe, and Computer Application Courses - *New Era Technology*

LAW AND LEGAL
Nonprofit Legal Series - *CCVO and Pro Bono Law Alberta*

LEADERSHIP DEVELOPMENT
Executive Directions - *CCVO*
GAIN Team - *United Way of Calgary and Area*
How to Create Welcoming and Inclusive Organizations - *FCC*
Leader as Coach: For Non-Profits - *Casey Executive Coaching & Team Development, and Volunteer Alberta*
Presidents Roles and Responsibilities - *FCC*
Rozsa Arts Management Program (RAMP) - *Rozsa Foundation*
Be the Boss They Don't Want to Quit: Leveraging Your Management Style - *Propellus*
Smash the Status: Building a High Performance Team - *Propellus*

NONPROFIT MANAGEMENT (GENERAL)
Nonprofit Management Extension Certificate - *Mount Royal University*
Nonprofit Capacity Building - *Social Venture Partners*
Introduction to Nonprofit Management - *Calgary Public Library Gale Learning Course (Online)*
Connections Conference - *CCVO*
Gena Rotstein Consulting - *Consulting Service*

OUTCOME MEASUREMENT AND EVALUATION
Essential Skills Series - *Canadian Evaluation Society*
Developmental Evaluation Workshop - *Innoweave, United Way of Calgary and Area*
Proof is in the Pudding: Evaluation Basics – *Propellus*
Scaling Impact - *Innoweave, SiG@Waterloo, CCVO*

PROGRAM DESIGN
Social Enterprise Workshop - *Enp-ab, Innoweave, Trico, CCVO*
Starting With Why: The How To's of Program Design - *Propellus*

POLICY AND ADVOCACY
Public Policy Training Institute - *Max Bell Foundation*
Climate Change is More Than an Environmental Issue: How to Prepare for a Low Carbon Economy - *CCVO, Pembina Institute, Ecotrust*
CRA Financial Reporting Requirements – What Charities Need to Know – *What Charities Need to Know - CCVO*
Developing An Advocacy Strategy - *CCVO, Volunteer Alberta*
Finding Success in Public Policy - *Max Bell Foundation, CCVO*
Government Relations 101 - *CCVO, Fresh Angle Consulting*
How to Create a Government Relations Plan - *CCVO, Fresh Angle Consulting*
Open Government & Nonprofit Organizations – *CCVO*
Policy Unpacked: Demystifying the Process - *CCVO*

RISK MANAGEMENT
Protect Your Assets: Risk Management for Boards - *Board Leadership Calgary*

SOCIAL INNOVATION
Fast Pitch Calgary - *Social Venture Partners Calgary*
Getting to Maybe: A Social Innovation Residency - *Banff Centre*
Impact Accelerator - *Innoweave*
Social Innovation Extension Certificate - *Mount Royal University*
An Innovative Mindset with Ashley Good - *CCVO*

VOLUNTEER MANAGEMENT
Basics are the Building Blocks: Recruitment, Retention & Recognition of Volunteers – *Propellus*
More than a Gut Check: Screening Volunteers - *Propellus*
Where Talent Meets Opportunity: Engaging Skills Based Volunteers - *Propellus*
Volunteer Screening and Engagement Forums - *Volunteer Alberta, Propellus, CCVO*

Appendix B: Interview Script and Roundtable Questions

Interview Script

1. What do you foresee as the main ______ (political/economic/social/technological) trends that will impact Calgary in the next one to five years? Please explain.
2. How might these trends affect the capacity needs of Calgary nonprofits? In other words, how might these trends create new or different challenges for operating a Calgary nonprofit?
3. Are these trends unique to Calgary, or are they occurring more broadly? Please explain.
4. How likely do you believe these trends are to come to fruition in the coming years? Are there reasonable scenarios where things could turn out differently than you might predict? Please explain.
5. Given your expertise in the area, what do you want the Calgary nonprofit sector to know about the main ______ (political/economic/social/technological) trends that we might not know to ask about?

Roundtable Questions

Adaptive Capacity

- What does "adaptive capacity" mean to you?
  - How do we foster the adaptive capacity of the nonprofit sector?

Technological Advances

- What is the impact of technological advances on the nonprofit sector?
  - How do we harness these advances to benefit the sector?

Government Relations

- What is the impact of the current political and economic climate on nonprofit-government relations?
  - How do we strengthen nonprofit-government relations?
  - How do we "up the game" in advocacy and communications?

Private Sector Relations

- What forms of nonprofit-private sector relationships do we need to achieve social and economic prosperity?
  - How do we achieve those forms of relationships?

Changing Demographics

- What demographic and social changes are likely to significantly impact the nonprofit sector?
  - What opportunities do these changes present to the sector?

Action-Oriented

- In response to the top three to four issues that emerged for your table's topic:
  - Specifically, how can funders, capacity builders, and nonprofit leaders coordinate their efforts?
  - What are some concrete actions that funders can take?
  - What are some next steps for capacity builders?
  - What can nonprofit leaders do to move the needle?
- For the above questions, what can be done in the next one year? Next three years? Next five years?

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