



 vantage point

# 2021 Annual Report

Vantage Point exists to support leaders moving  
not-for-profit organizations forward.



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## About Vantage Point

Vantage Point is a BC not-for-profit that serves other BC not-for-profits. We convene, connect, and equip leaders to lift organizational capacity and elevate the not-for-profit sector.

Our services in education and consulting provide resources to BC not-for-profit leaders to enhance their capacity to guide their organizations towards their missions, and our sector development and advocacy work amplifies the voice of the sector to build the bridge between not-for-profits and government. We serve 1500 organizations and 10,000 individuals annually through this work.

# Land Acknowledgment

Vantage Point's office is located on the traditional and ancestral lands of the Skwxwú7mesh (Squamish), Səlilwətaʔ (Tseil-Waututh), and xʷməθkʷəyəm (Musqueam) nations.

Our team and our work span across the lands of several distinct First Nations. The Vantage Point staff and board are deeply grateful to convene on these lands, the majority of which are unceded.

We recognize many Indigenous cultures' connection between land, language, and spirituality, and that when one is affected, all are affected.

We understand the importance of truth before reconciliation and recognize colonialism has exploited Indigenous sovereignty, jurisdiction, and inherent, collective rights.

We recognize Indigenous communities and individuals face generational trauma due to ongoing colonial injustices and the lasting impact of genocide, evidenced by the children lost through residential school abuse.

We stand in solidarity with Indigenous communities in their pain, anger, and desire for a better future.

We commit to working toward reconciliation through:

- The improvement of our support for the organizations directly involved with Indigenous communities and individuals
- Our continued work with Indigenous-led organizations to decolonize our processes and educational content
- Collaborative work to build understanding between cultures, creating authentic meaning in our work and proper recognition of the contribution that the wisdom of Indigenous values makes to a sustainable society for us all.

Our team is immensely grateful to have benefitted from the wisdom and teachings of many Indigenous leaders, their communities, and families.



## Our Mission

Our mission is to transform not-for-profit organizations by convening, connecting, and equipping leaders to lift organizational capacity. Every client leaves our programs with resources to excel in their role and grow the impact of their organization.

## Our Vision

Canada's not-for-profit sector is a thriving community, where organizations mindfully engage talented people drawing on a spirit of abundance to achieve their missions.

## Our Values

### Empowering

We enable our clients to thrive by delivering relevant, high-impact programs, grounded in sector-leading thinking.

### Generative

We drive curiosity in our team and partners, so that we can adapt to new insights and foster new perspectives.

### Abundant

We practice our belief in the capacity of mindfully engaged talent to ignite the positive potential in our communities.

### Relevant

We cultivate new perspectives and ideas through first-hand experiences and by engaging the expertise of seasoned talent to share our combined knowledge and resources.

### Sharing

We engage collaborators openly, with mutual respect, so together we can foster shared knowledge – actively learning from one another and together.




# Message from Our Board

The year 2021 offered us many challenges and opportunities for growth. We made some critical decisions as a board, and we want to thank the members who reached out to us to share their concerns and perspectives, as their care opened a powerful opportunity for valuable dialogue and learning which we believe has made us stronger and more connected to our membership.

We heard concerns about the diversity and representation of the not-for-profit sector on the board. We heard a desire for greater collaboration and consultation with members. We heard the concern that Sector Development work remains a priority.

We then took steps based on the feedback provided. We reviewed our board matrix to examine the diversity of voices represented on the board. We revisited our board recruitment process and made an open call for nominations for individual members interested in standing for election. We are very pleased to welcome four dynamic new members to our board: Jennifer McKinnon (she/her), Paromita Naidu (she/her), Lori Pyne (she/her), and Trish Kelly (she/her). We also initiated a review of our bylaws with a committee of board members and organizational members.



A photograph of a man in a white shirt speaking to a group of people in a meeting. The image is framed by a large, stylized orange and blue geometric shape. The man is in the foreground, seen from the side, gesturing with his hands. The group of people is seated around him, listening attentively.

Encouraged by the response to the Unraveling report on COVID-19 impacts on the not-for-profit sector, as well as the appointment of Niki Sharma as Parliamentary Secretary of Community Development and Nonprofits, the board reaffirmed its commitment to Vantage Point's Sector Development priorities and is supporting the staff team to grow this area of work. We welcomed Cherie Payne as the new Director of Government Relations and Sector Development to lead this important work.

We worked with Harbour West to conduct a search for a new permanent Executive Director. As part of this process, Harbour West consulted with stakeholders to learn what attributes were desired for the new Executive Director. We were thrilled to announce Zahra Esmail's appointment as Vantage Point's new CEO, and we are confident she is going to make a mark in our sector and organization.

We hope that our sincere desire to listen, understand, and act came across. The new board at Vantage Point believes in the important role that Vantage Point plays to support the increase in capacity of not-for-profit organizations across BC. We strive to ensure we are fulfilling our role to contribute to Vantage Point's overall health, and we constantly make efforts to be better.

We know there is a lot of work to be done and are confident that the team – with the leadership of Vantage Point's new CEO – will achieve success.

We look forward to continuing to engage with Vantage Point's community in the year ahead.

The Vantage Point Board

# Message from our Chief Executive Officer

2021 was a year like no other at Vantage Point. As with most organizations that continued to work through the COVID-19 pandemic, Vantage Point had to flex and adapt, even when it was uncomfortable. The past year – which included changing public health orders, significant staffing and leadership changes, a very difficult set of AGMs, new opportunities related to sector development, and increased demand for training and consulting services – led to a period of reflection at Vantage Point.

Through challenges comes an opportunity to learn, and that is what the team at Vantage Point has made strong efforts to do this past year: learn who we are, learn what our members want, learn how we can create a strong impact and imbue more meaning into our work.

I want to express gratitude to all members of our community who have stood by us through a challenging time. All of you who expressed your opinions, perspectives, thoughts, and concerns have helped us better understand how to most effectively do what we are meant to do, which is to contribute to the strengthened capacity of the not-for-profit sector.

A big thank you to our staff team and dedicated Knowledge Philanthropists, past and present, for your deep commitment to Vantage Point. Change is never easy. It is incredible to me that our team was able to continue pursuing our mission amidst considerable chaos throughout 2021. I express my sincere thanks and appreciation to the Vantage Point team for maintaining a high level of integrity and dedication to our purpose.

2022 will be a transformational year at Vantage Point. We are going to embark on a new strategic planning process that we look forward to engaging with our community to develop. We are also developing a hybrid approach to our work, which will include the reintroduction of some in-person workshops and labs. We are looking to bridge gaps, build a more equitable organization, and continue to meet the needs of BC's not-for-profit sector. More change is coming, and it is my deep hope that new changes will feel positive, motivational, and purposeful.

With gratitude,  
Chief Executive Officer  
Zahra Esmail



# Our 2021 Board of Directors

We would like to thank our 2021 Board of Directors.



Gordon Matchett  
Chair



Bruce Okabe  
Director



Cheryle Beaumont  
Vice Chair



Azim Dahya  
Director



Robbert Visscher  
Director



Bob Wang  
Treasurer



## Our Newest Board Members

Warm welcome to the new board members  
who joined us in early 2022!



Lori Pyne  
Director



Trish Kelly  
Director



Jennifer McKinnon  
Director



Paromita Naidu  
Director

# Our People



**Zahra Esmail**  
Chief Executive Officer



**Maria Turnbull**  
Associate Executive Director



**Rowan King**  
Communications Manager



**Kathleen Lane**  
Learning & Evaluation  
Manager



**Shemin Bhatia**  
Executive Coordinator



**Rachelle Smalldon**  
Operations Manager



**Shagun Bhanot**  
People Manager



**JP Baker**  
Planning Consultant



**Doria Tune**  
Organizational  
Consultant



**Joyce Lin**  
Sector Development  
Coordinator



**Olivia Gordon**  
Client and Program Delivery  
Coordinator



**Dillon Dhak**  
Marketing and  
Communication  
Coordinator



**Samantha Kannegieter**  
Education and Projects  
Coordinator



**Biao Zheng**  
Operations and Fund  
Development Coordinator



**Jenessa Ellis**  
Interim Sector Development  
Coordinator



**Cherie Payne**  
Director of Government  
Relations and Sector  
Development



# Our Knowledge Philanthropists

Vantage Point innovated the concept known as “Knowledge Philanthropy” – a practice which engages skilled and passionate volunteers from the community to increase capacity and add expertise to not-for-profit organizations. Our Knowledge Philanthropists (KPs) contribute their specific expertise and experience towards our mission: lifting the capacity of not-for-profit leaders. They offer time, energy, knowledge, and skills to Vantage Point, and are key members of our integrated talent team.

Our KPs are professionals who voluntarily share knowledge with Vantage Point clients as consultants, advisers, and facilitators. They are proven experts in their field and deliver most of our programs in topic areas such as strategic planning, board governance, organizational assessment, human resources, and leadership.

Vantage Point’s open-enrollment programs reached 589 leaders in 2021 with 100% of these programs being delivered by our amazing KPs, and out of the 89 custom and standard training opportunities offered by Vantage Point, 67% were delivered by our KPs. Our KPs also

strengthened our outreach through expert virtual facilitation and contributed to several other specialized projects like content review, advisory committees, and our annual Building Organizational & Sector Sustainability (BOSS) conference.

## Join our Knowledge Philanthropy team!

If you would like to share your expertise and contribute your skills to further our mission, please find out how to apply by going to [thevantagepoint.ca/join/opportunities](http://thevantagepoint.ca/join/opportunities).

## Thank you, Knowledge Philanthropists!

We are always thankful to our Knowledge Philanthropists because they fuel our mission. It is because of their generosity with their time and expertise that Vantage Point continues to

serve the sector. From the notes of support to their commitment to excellence in delivery of our learning opportunities, strategic planning processes, and contribution to special projects, the Knowledge Philanthropist role is integral to our work.



# 2021 Key Highlights

Though not an easy year, Vantage Point continued to pursue the goals outlined in our strategic plan throughout 2021. We had some great successes and learned of several benefits of delivering virtual programming. We saw first-hand how with technology we are able to provide access to programs and workshops to more organizations across the province thereby expanding our reach and supporting more organizations outside the Metro Vancouver area. That said, we acknowledge that technological accessibility around equipment, costs, and time continue to be barriers for many not-for-profits across BC.

We held a very successful virtual Building Organizational & Sector Sustainability (BOSS) conference. In 2021, the virtual BOSS conference had greater geographic provincial participation than in past years when BOSS was held in person. With the support of our new Equity, Diversity, and Inclusion (EDI) team launched in 2021, we made some advances in our learning about Equity, Diversity, and Inclusion through professional development as well as

the creation of an accessibility guide that was shared with other not-for-profit organizations. To support the development of an accessibility focus, we had an audit completed to understand how to make our materials more accessible and look forward to implementing the resulting recommendations in our future work.

We also worked with Reciprocal Consulting who conducted a cultural safety review focused on Vantage Point's City of Vancouver bursary program. In response to this audit, we established a new bursary program with the City of New Westminster and reinvigorated The Vantage Point Bursary Fund to enhance accessibility of our programs and support to the whole of our diverse community of not-for-profit leaders across BC. We launched our new website, reviewed our bylaws with

## Key Statistics

- 21 open enrollment workshops held
- 10 advanced labs held
- 122 custom and standard workshops delivered
- 179 organizations served – 21% outside of Metro Vancouver
- 52 consulting engagements
- 93% of workshop, lab and strategic planning participants who recommend Vantage Point
- 1122 people participated in open enrollment programs – 22% outside of Metro Vancouver

the engagement of members, and embarked upon a new open recruitment process to diversify our board.

We published Unraveling, a follow up to the No Immunity Report, reporting on how the not-for-profit sector was affected by the COVID-19 pandemic. We concluded our Sector Development Review, which culminated in welcoming a new Director of Government Relations and Sector Development. The team secured a major research project with the provincial Ministry of Advanced Education and Skills Training and will conduct in-depth research into the workforce needs and conditions of the not-for-profit sector around the province. This Sector Labour Market Partnership project will provide new data that has not been undertaken in ten years.

At the same time, together with Vancouver Coastal Health, the team has expanded our advocacy offering to train coalitions of organizations to play a more active role in government and funder decision making.

## 43 *Facilitation* Engagements

We continue to nurture networks and convening opportunities for youth, funders, and leaders pursuing innovation in governance. To that end, we launched the BESTi (Building Excellence & Sustainability Together initiative) cohort in partnership with City of Kelowna, Central Okanagan Foundation, and Valley First, a division of First West Credit Union. BESTi is a 12-month Lifecycle Capacity cohort designed to provide capacity building support through key organizational transitions.



# Updates to Strategic Plan

## Goal A

Vantage Point is a leading contributor to equitable, inclusive, and sustainable practices in the not-for-profit sector, especially in lifting and strengthening Indigenous, under-represented and emerging not-for-profit leaders in BC.

### 2021 Highlights:

- Five Board Diversity and Inclusion workshops were delivered, and one custom governance training program was delivered to support board participation by underrepresented groups; We are honoured to note several Indigenous-led organizations found value in joining Vantage Point membership and engaging in custom training, strategic planning, and consulting services in 2021; we look forward to deepening these relationships as we continue this meaningful work with them.
- Cultural safety review on Vantage Point's City of Vancouver bursary fund completed by Reciprocal Consulting; we also had the opportunity to hire an individual with a disability lens who conducted a curriculum audit to identify areas for improvement in accessibility; updated materials, resources, and processes to enhance digital accessibility including updating templates and branding guidelines to enhance readability of our documents and make the content more accessible to screen readers; a practicum student from Adler University worked with the Equity, Diversity, and Inclusion (EDI) team at Vantage Point to develop an EDI evaluation framework.



## Goal B

A strong partnership between governments and the Not-for-Profit sector in BC is illustrated through investment in the sector's capacity and infrastructure.

### 2021 Highlights:

- Budget Jam and Budget Townhall meetings held to understand how the 2021 BC Budget impacted not-for-profits.
- No Immunity (Spring 2020) and Unraveling (February 2021) reports continue to be referenced by many throughout the sector, including by Parliamentary Secretary Niki Sharma.
- In fall of 2021, Niki Sharma and Cherie Payne recorded a podcast episode, How Government Supports our Sector. In addition, Niki Sharma invited Cherie Payne and additional Vantage Point staff to meet some of her colleagues.
- 10 government interactions with government were logged in the Lobbying Registry.

## Goal C

Communities across the province benefit from Vantage Point's unique services in ways that build on the strengths and capacities of the not-for-profit sector in those communities.

### 2021 Highlights:

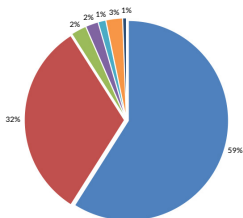
- Increasing client base and partnerships in the Kamloops area due to Vantage Point's Planning Consultant JP Baker's presence and relationships in that region.
- Secured City of New Westminster bursary program.
- BESTi (Building Excellence and Sustainability Together Intensive) Lifecycle Capacity Cohort pilot success in Central Okanagan.
- ED (Executive Director) Unplugged funding through Envision Financial; ED Unplugged regularly attended by organizational leaders from across the province.





# Our Finances

Vantage Point generates revenues primarily through fee-for-service education and consulting programs, grants and sponsorships, and donations. In 2021, Vantage Point also benefited from government assistance related to the COVID-19 pandemic. Expenses relate to education and awareness programs, general and administrative costs, membership services, and fundraising and amortization. In 2021, the shortfall was an outcome of a combination of one-time human resource expenses and unrealized event revenue related to COVID-19.

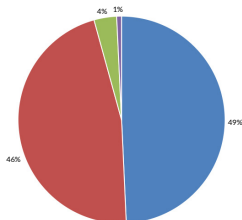


**Total Revenue = \$1,368,324**

- Programs (Education and Consulting)
- Grants
- Government Assistance
- Restricted Gaming
- Interests and other
- Sponsorship
- Donations, contributions, and amortizations

**Total Expenses = \$1,577,490**

- Education and awareness programs
- General and administration
- Membership services
- Fundraising and amortization



# Our Investors

Thank you to all our investors throughout 2021. We appreciate your partnership and support!



## 2021 Boss Investors

Special thank you to our BOSS conference investors who made this opportunity for collaborative dialogue possible.





## vantage point



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