



STAYING AFLOAT

The Health of the Nonprofit
and Voluntary Sector in the
Saint John NB Area



Prepared for the Human Development Council by Kathryn Asher

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INTRODUCTION

This report presents the findings of qualitative and quantitative research that explored the nonprofit and voluntary sector in the Saint John area. Highlights of the findings are offered as well as a summary of the findings. A complete version of the survey data is presented in the Appendix.

In the summer of 2004, the Human Development Council conducted a survey of the nonprofit and voluntary sector in the Saint John area. The survey area included organizations based in Grand Bay-Westfield, Hampton, Quispamsis, Rothesay, and Saint John. The survey was sent to 273 nonprofit and voluntary organizations listed in the Human Development Council's human services directory. There were 132 respondents, which yielded a 48.4 percent response rate to the survey.

The types of nonprofit and voluntary organizations surveyed include support groups, incorporated and unincorporated organizations, registered charities and organizations that exist predominately for the benefit of their members. Organizations contacted also ranged from those with no budget to organizations with multi-million dollar budgets. Hospitals, universities, and churches were not included in the survey.

This survey was designed to detail the health of the nonprofit and voluntary sector in the Saint John area. Relevant findings include the sector's financial health, the strength of human resources, office equipment and technology, as well as organizations' perception of their measures of success, strengths, weaknesses and major challenges. This report is available on our web site at www.humandevelopmentcouncil.nb.ca so the public as well as the private, public and voluntary sectors in the Saint John area can familiarize themselves with this important sector. Comments or questions on the report can be directed to:

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HIGHLIGHTS

This section presents a brief assessment of the health of the nonprofit and voluntary sector in the Saint John area, as well as highlights from the report.

Because of the nature of the questions asked in the survey and the sample size used, it is not possible to compare the findings of this study to findings of similar studies on the national level. However, it is possible to make general conclusions about the health of the nonprofit and voluntary sector in our community.

There are both discouraging and hopeful findings in the report. Some of the more dispiriting findings include: a lack of paid staff and sufficient benefits for those who have paid staff, an insufficient number of volunteers, weak public relations, inadequacy of funding, including a lack of government funding and a limited fundraising capacity.

Some of the more promising findings include: more organizations predicted an increase (as opposed to a decrease) in staff numbers and annual budget for next year, a large number of organizations are not required to allocate resources for rent, respondent organizations are dedicated to helping those they serve, respondents identified their programs and organizations as strong and their human resources as passionate and dedicated. Overall, the findings suggest that the sector is facing significant challenges, but buoyed by a passion for helping others, there is an indication that the sector is managing to stay afloat.

The following are highlights from the report:

- Funding was the most frequently reported major challenge by respondent organizations.
- A large number of respondents (42%) indicated they do not have any paid full-time or part-time staff this year.
- Half of the respondents felt their organization does not have enough funding to effectively meet its mandate.
- A large number of respondents (44%) indicated their staff do not receive benefits—meaning that not even one staff member receives even one type of benefit.
- A bit over half of the respondents (55%) reported their organization does not receive government funding.
- Over half of respondents (61%) only raised \$15,000 or less through fundraising last year.
- It is significant that 43 percent of respondents have annual budgets of only \$50,000 or less for the current year.
- More respondents predicted an increase (13%) in the number of paid full-time staff from this year to next year, as opposed to a decrease (7%).

- Significantly more respondents predicted an increase (32%) in their annual budget from this year to next year, as opposed to a decrease (8%).
- Nearly all of the respondents (90%) use volunteers.
- Over half of respondents (60%) allocate more than half of their resources for salaries.
- A bit over a quarter of respondents (28%) spent more than half of their staff time on raising money, writing proposals, talking to funders, etc., for the current year.
- Nearly two-thirds of respondents (64%) do not pay rent, either because their office space has been donated in-kind or because they work out of their homes, etc.
- Nearly two-thirds (65%) of respondents indicated they carry out advocacy work.
- Nearly two-thirds of respondents (64%) reported they have a local, provincial or national web site.

SUMMARY OF FINDINGS

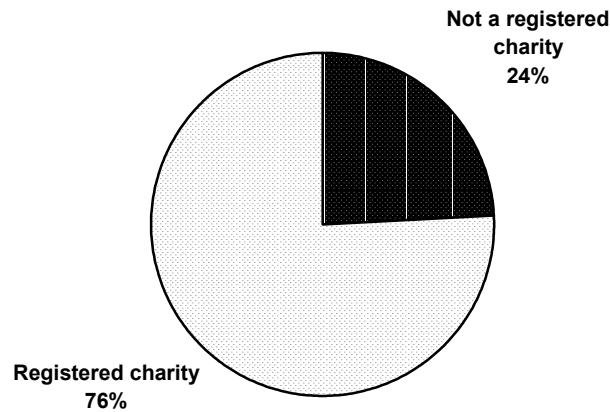
1.0 General - The Sector at a Glance

This section presents a summary of findings regarding charitable status, incorporation status, sub-sectors, the number of people served by organizations that provide programs to individuals, and advocacy. Note: due to rounding, percentages will not always total 100.

1.1 Incorporation and Charitable Status

Respondents were asked to indicate whether their organization is incorporated and whether it is a registered charity. Of those who responded to the question, nearly two-thirds (64%) of organizations are incorporated. The majority of organizations that are incorporated are also registered charities. Figure 1.1 presents the findings.

Figure 1.1 - Incorporated Organizations

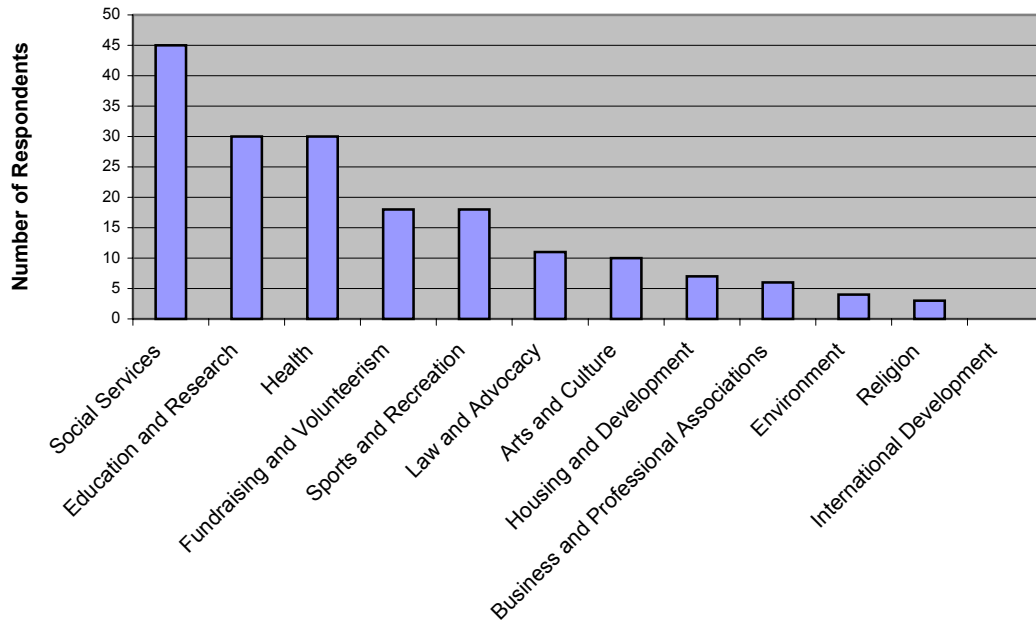


1.2 Sub-sectors

In an attempt to better understand what types of nonprofit and voluntary organizations operate in the Saint John area, respondents were asked to classify their organization into sub-sectors.¹ It is important to note that many respondents classified their organization into more than one sub-sector. Figure 1.2 presents the findings.

¹ The sub-sector categories used are from the following report: *The Capacity to Serve: A Qualitative Study of the Challenges Facing Canada's Nonprofit and Voluntary Organizations* (Canadian Centre for Philanthropy, 2003), 1.

Figure 1.2 - Sub-sectors



1.3 People Served by Organizations that Provide Programs to Individuals

Respondents were asked to indicate how many people their organization serves, if their organization provides programs to individuals. The largest number of respondents (41%) indicated that they serve between 100 and 999 people. The second largest number of respondents (38%) reported that they serve one thousand people or more, while 22 percent of respondents specified that they serve less than one hundred people. These findings indicate that a large number of people living in the Saint John area rely heavily upon nonprofit and voluntary organizations.

1.4 Advocacy

Nearly two-thirds of respondents (65%) indicated that they engage in advocacy work. The most frequently reported types of advocacy ranked as follows:

- Public awareness
- Education
- Letter writing
- Lobbying

2.0 Human Resources – The Heart of the Sector

This section presents a summary of findings regarding full-time and part-time staff, staff benefits, and volunteers.

2.1 Full-Time Staff

Respondents to the survey were asked to list the current number of paid full-time staff. Nearly half of respondents (47%) indicated that they do not have any paid full-time staff this year. Table 2.1 presents the findings for paid full-time staff.

Table 2.1 - Number of Paid Full-Time Staff for the Current Year	#	%
0	62	47.0
1	25	18.9
2 - 4	19	14.4
5 - 9	18	13.6
10 - 50	8	6.1

Respondents were asked to indicate the number of paid full-time staff for their organization last year. The majority of respondents (79%) had no variation in the number of paid full-time staff from last year to this year. Just slightly more respondents reported an increase (11%) as opposed to a decrease (10%).

Respondents were also asked to indicate the number of paid full-time staff projected for next year. The majority of respondents (79%) do not predict a variation in the number of paid full-time staff from this year to next year. More respondents predicted an increase (13%) as opposed to a decrease (7%). The majority of respondents indicated that they neither experienced nor anticipate a variation in the number of paid full-time staff from last year to this year or from this year to next year.

Respondents were asked to list the job titles for their paid full-time staff. The responses ranked as follows:

- Management (Coordinator, Director, Manager or Supervisor)
- Senior Management (Executive Director, General Manager, or President)
- Administrative (Administrative Assistant, Clerical, Financial, etc.)
- General Staff (Attendant, Maintenance, Shipper, etc.)
- Professionals (staff with professional accreditation)

2.2 Part-Time Staff

Respondents to the survey were asked to list the current number of paid part-time staff. The majority of respondents (61%) indicated that they do not have any paid part-time staff this year. Table 2.2 presents the findings for paid part-time staff.

Table 2.2 - Number of Paid Part-Time Staff for the Current Year	#	%
0	81	61.4
1	18	13.6
2	11	8.3
3 - 5	12	9.1
6 - 10	5	3.8
>10	5	3.8

It is significant that 42 percent of respondents reported that they do not have any paid staff, either full-time or part-time this year. Respondents to this survey have identified securing sufficient human resources as a weakness. The findings for paid staff support this observation.

Respondents were asked to indicate the number of paid part-time staff last year. The majority of respondents (75%) had no variation in the number of paid part-time staff from last year to this year. More respondents reported an increase (17%) as opposed to a decrease (8%).

Respondents were also asked to indicate the number of paid part-time staff projected for next year. The majority of respondents (79%) do not predict a variation in the number of paid part-time staff from this year to next year. More respondents predicted an increase (14%) as opposed to a decrease (8%). The majority of respondents indicated that they neither experienced nor anticipate a variation in the number of paid part-time staff from last year to this year or from this year to next year.

Respondents were asked to list the job titles for their paid part-time staff. The responses ranked as follows:

- General Staff (Attendant, Cashier, Maintenance, Research Assistant, etc.) and Management (Coordinator, Director, Manager or Organizer)*
- Administrative (Administrative Assistant, Clerical, Financial, etc.)
- Professionals (staff with professional accreditation)
- Senior Management (Executive Director)

* Both categories tied for the same number of reports.

It is noteworthy that management positions were predominant for both full-time and part-time staff positions.

2.3 Staff Benefits

Respondents were asked whether their staff receives benefits in addition to salary. A large number of respondents (44%) indicated their staff do not receive benefits—meaning that not even one staff member receives even one type of benefit. The lack of benefits provided to those who work in the nonprofit and voluntary sector is likely a side effect of financial problems faced by the sector.

2.4 Volunteers

The majority of respondents (90%) use volunteers. Of these, the largest number of respondents have between 1 and 10 volunteers. The second most cited number of volunteers was between 11 and 25. In third and fourth place are volunteers that number between 26 and 100, and more than 100, respectively.

Respondents to the survey were asked how often they use volunteers. The most reported frequency was weekly, followed by monthly, daily and other (varies depending on events). Of the five categories, annually was reported the least frequently.

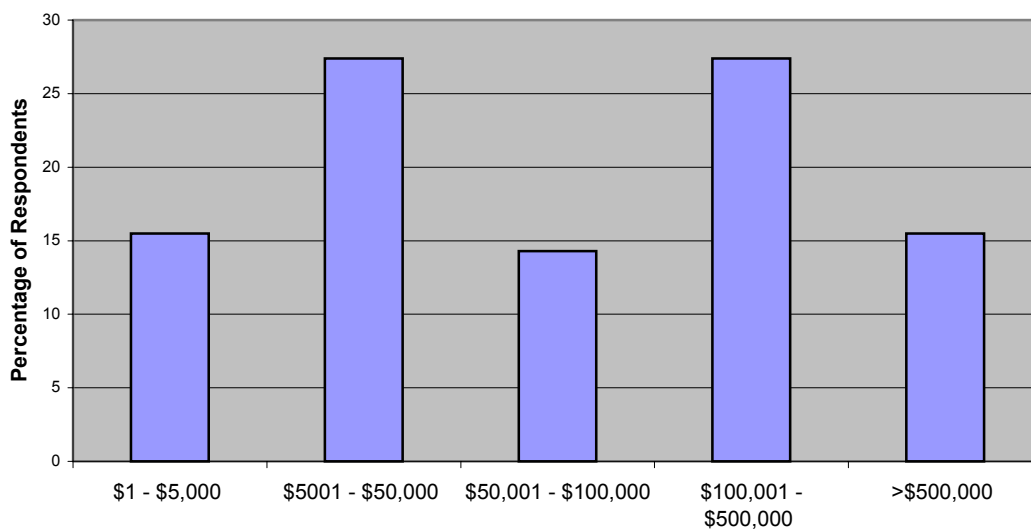
3.0 Financial – The Challenge

This section presents a summary of findings regarding annual budgets, the adequacy of funding, government funding, other sources of revenue, fundraising, staff time spent on raising funds, salaries, rent, and sharing cost with other nonprofit organizations.

3.1 Annual Budget

Respondents were asked to indicate their current annual budget. Figure 3.1 presents the findings.

Figure 3.1 - Annual Budget for the Current Year



It is noteworthy that 43 percent of respondents have annual budgets of only \$50,000 or less for the current year. Respondents were asked to indicate their annual budget for last year. The largest number of respondents (49%) had no variation in the annual budget from last year to this year. A significantly larger number of respondents reported an increase (43%) as opposed to a decrease (9%).

Respondents were also asked to indicate their projected annual budget for next year. The majority of respondents (60%) do not predict a variation in the annual budget from this year to next year. A significantly larger number of respondents predicted an increase (32%) as opposed to a decrease (8%).

3.2 Adequacy of Funding

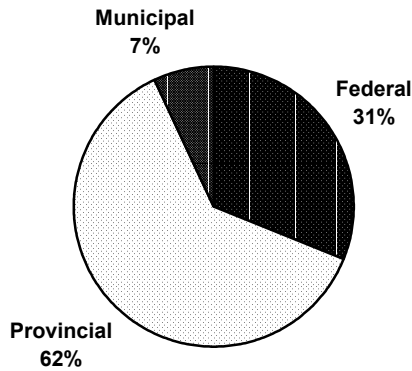
Respondents were asked whether their organization has enough funding to effectively meet its mandate. Nearly two-thirds of respondent organizations (63%) reported that they barely have, or do not have, enough funding to effectively meet their mandate.

3.3 Government Funding

Respondents were asked whether their organization receives government funding. The majority of respondents (55%) reported their organization does not receive government funding.

Respondents were also asked to indicate the source of the government funding they receive (federal, provincial or municipal) and from which government department. Figure 3.3a presents the findings.

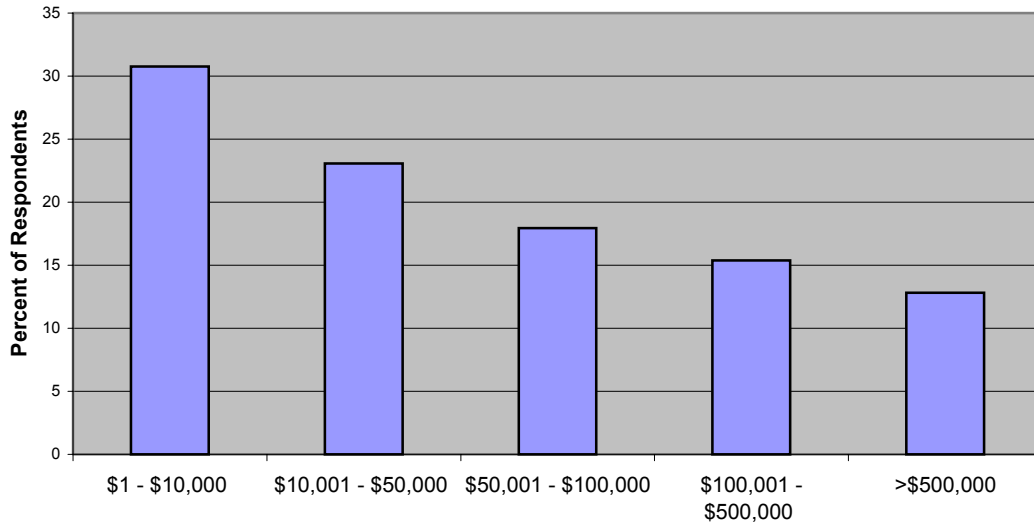
Figure 3.3a - Government Funding Sources



The majority of government funding is from a provincial source. Of those respondents receiving provincial funding, the most reported source was Family and Community Services (FCS), followed by Training and Employment Development (TED) and Health and Wellness. The most reported type of federal funding came from Human Resources and Development Canada (HRDC).

Respondents were also asked to indicate the amount of government funding they receive. Figure 3.3b presents the findings.

Figure 3.3b - Government Funding Amount



It is important to point out that of respondents who receive government funding, most only receive \$10,000 or less. A few respondents did not give a dollar amount for government funding received, but instead indicated that their government funding was based on a fee for service.

3.4 Sources of Revenue Other than Government Funding

Respondents were asked to list their organization's source(s) of revenue other than government funding. The responses ranked as follows:

- Donations (private, corporate, etc.)
- Fundraising
- Fees and Dues
- Grants
- Sales

It is significant that donations were the most frequently reported source of revenue, as this source (along with most fundraising) depends on the generosity of others. Also noteworthy is that earned income (fees, dues and sales) was frequently listed as a source of revenue.

3.5 Fundraising

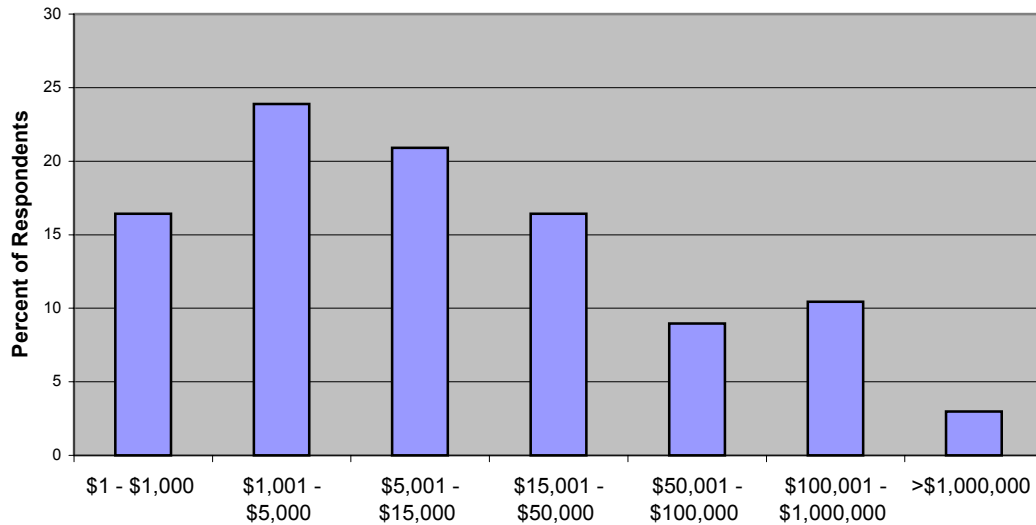
Respondents were asked to list the methods of fundraising their organization employs. Respondents indicated they employ a wide variety of methods, including the following: annual and special events, auctions, bingos, direct mail, door-to-door campaigns, raffles, yard sales, etc.

Of the respondents to the question, 25 percent do not employ fundraising. Of those respondents who do employ fundraising, the majority (63%) indicated that they find their fundraising to be successful. Only 20 percent of respondents indicated that

their fundraising is not successful, while 17 percent classified their fundraising as somewhat, moderately or sometimes successful.

Respondents were asked to indicate the amount raised through fundraising last year. Figure 3.5 presents the findings.

Figure 3.5 - Fundraising Amount Last Year



It is noteworthy that 61 percent of respondents only raised \$15,000 or less through fundraising last year. Only two respondents—The New Brunswick Chapter of the Canadian Cancer Society and the United Way of Greater Saint John—raised more than one million dollars.

3.6 Staff Time Spent Raising Funds

Respondents were asked to indicate the percent of staff time spent raising money, writing proposals, talking to funders, etc., for the current year. Table 3.6 presents the findings.

	#	%
1% - 10%	13	27.7
11% - 25%	13	27.7
26% - 50%	8	17.0
>50%	13	27.7

Respondents were asked to indicate a response to this question for last year. The majority of respondents (77%) had no variation in the amount of staff time spent in this regard from last year to this year. More respondents reported an increase (14%) as opposed to a decrease (9%). These numbers also hold true for variations from this year to next year.

3.7 Salaries and Rent

Respondents were asked to indicate the percent of resources their organization allocates for salaries and rent. Over half of respondents (60%) allocate more than half of their resources for salaries. Another significant finding is that the majority of respondents (64%) do not pay rent, either because their office space has been donated in-kind or because they work out of their homes, etc. Figure 3.7a and 3.7b present the findings.

Figure 3.7a - Percent of Resources Allocated for Salaries

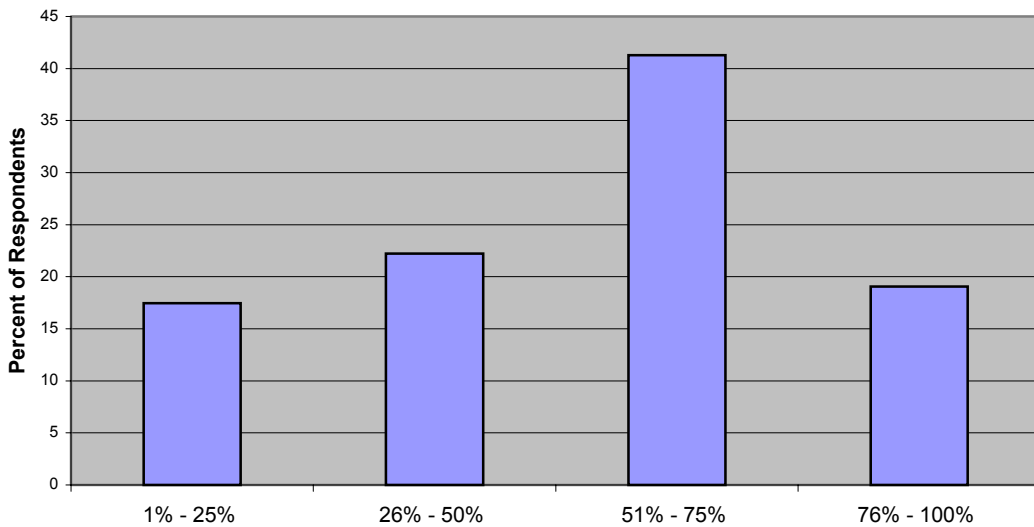
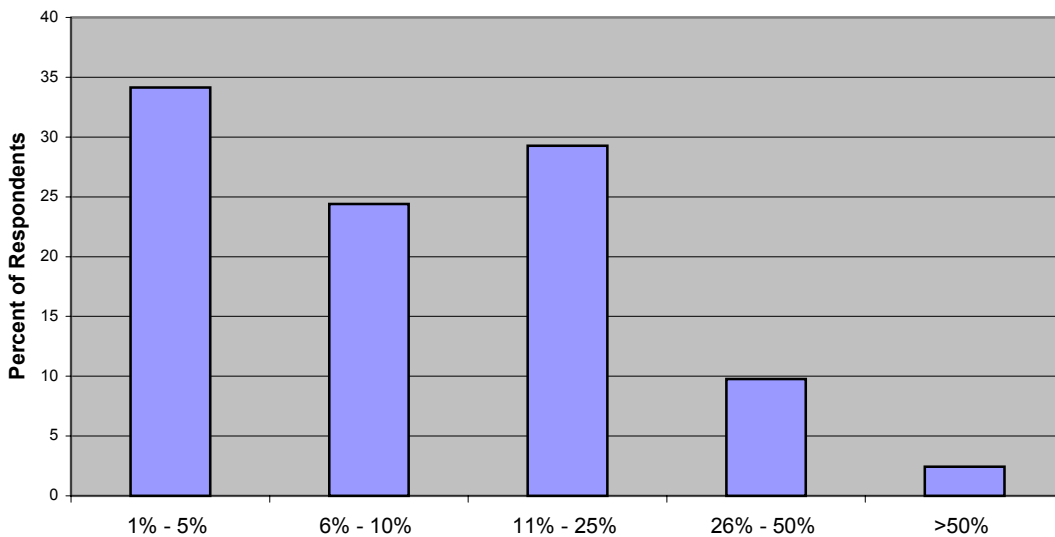


Figure 3.7b - Percent of Resources Allocated for Rent

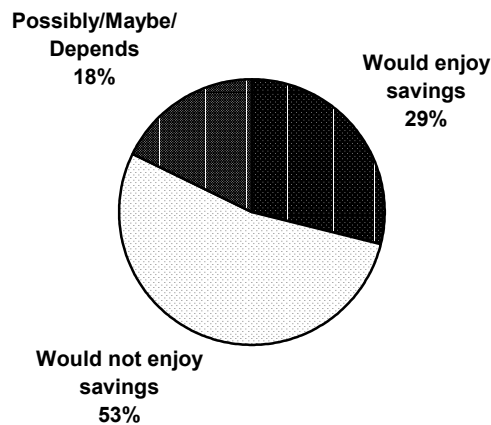


From examining Figure 3.7a and 3.7b, it is clear that a significant number of organizations must allocate a large percent of their resources just to continue to exist, leaving little extra for the programs they run, etc. However it must also be noted that in some cases there are very little program costs in addition to employee salaries, for example in the case of advocacy groups.

3.8 Sharing Costs with Other Nonprofit Organizations

Respondents were asked whether they thought their organization would enjoy savings by sharing costs (such as a fax machine, photocopier, receptionist, etc.) with other nonprofit organizations. Figure 3.8 presents the findings.

Figure 3.8 - Enjoy Savings By Sharing Costs



More than half of the respondents indicated that they would not enjoy savings by sharing costs with other nonprofit organizations. Several respondents who indicated they would enjoy such savings said they already do so. Several respondents who reported they would not enjoy such savings indicated they did not think it would be feasible or it is not necessary.

4.0 Equipment and Technology – The Tools of the Sector

This section presents a summary of findings regarding fax machines, photocopiers and web sites.

4.1 Fax Machine and Photocopier

Respondents were asked to indicate whether their organization owns or leases a fax machine and photocopier. The majority of respondents (53%) reported that they own or lease a fax machine. These numbers also hold true for owning or leasing a photocopier.

4.2 Web Site

Respondents were asked to indicate whether their organization has a web site. Nearly two-thirds of respondents (64%) reported that they have a local, provincial or national web site.

Respondents were asked how crucial/important their web site is for their organization's work. The most reported answer was that the web site is important, while the second most reported answer was that it is not. The third most cited answer was that the web site is only somewhat important.

Respondents were also asked to indicate who maintains their organization's web site. The responses ranked as follows:

- External person or organization (contracted out, umbrella organization, etc.)
- Volunteers (individual, board of directors, member, committee member, etc.)
- Organization staff.

5.0 Self-Reflection – Does the Sector Give Itself a Passing Grade?

This section presents a summary of findings regarding organizations' success measures, strengths, weaknesses, and major challenges.

5.1 Success Measures

Respondents were asked how they measure their organization's success. The top three responses ranked as follows:

- The ability to create positive outcomes for the people or increase the number of people helped.
- The use of feedback or evaluations.
- The number of members or people involved.

Other important measures of success include the amount of community support or public awareness, the quality of programs or services, the level of media attention, the amount of grants given out or money raised and the number of years in existence.

The following is a sample of responses to the question: How do you measure your organization's success?

- *By the number of lives changed*
- *Being known in the community...*
- *If we better in some way the lives of those we serve and act as good stewards of what is donated."*
- *Evaluations on Programs and Services offered.*
- *By the number of children and youth placed in programs.*
- *By the expressions of gratitude from patients and family members who were glad we were there for them when they needed someone.*
- *Based on the reaction of children who use our services.*

- *...feedback from surveys and personal encounters after programs are completed...*
- *# of members we can attract and retain*
- *How well our program is run...*

5.2 Organization Strengths

Respondents were asked to indicate their organization's strengths. The most frequently cited strength related to an organization's human resources, including staff, volunteers, board of directors and members. Respondents referred to their human resources as dedicated, hard working, supportive, committed, professional, passionate, and having excellent teamwork. The second most frequent response was the strength of an organization as a whole, or the strength of their programs or services. Community support or partnerships, or the organization's reputation in the community was the third most reported strength. Also noteworthy is that only 2 of the 122 respondents to this question listed financial capacity as a strength.

The following is a sample of responses to the question: What is your perception of your organization's strengths?

- *Our strength is our communities [sic] willingness to participate with our organization.*
- *Excellent volunteers – dedicated and passionate.*
- *A lot accomplished with a small amount of money.*
- *good employees (dedicated to serve the public, We care)*
- *Strong and relevant Programs.*
- *Our greatest strength is our staff and volunteers and their dedication and comradarie [sic].*
- *strong community-based organization*
- *Excellent teamwork, great board members working together*
- *Volunteers are a big strength & Key to the operation.*
- *...strong community partnerships, strong community support.*

5.3 Organization Weaknesses

Respondents were asked to indicate their organization's weaknesses. The most frequently reported weakness related to insufficient human resources, including staff, volunteers, board of directors and members. The weaknesses cited include a need for: more members, more people to run the organization's programs, more volunteers, some or more full-time staff, more staff training, more board members, etc. Funding was the second most reported weakness, while the third was public relations, or the awareness of an organization or its programs.

The following is a sample of responses to the question: What is your perception of your organization's weaknesses?

- *Not able to fill all of the needs in the community due to financial constraints.*
- *board & staff exhausted from never-ending fundraising to stay open*

- *We do not promote our programs enough to the public. Due to limited funds we can't afford advertising – papers, TV, etc. Media unwilling to provide reduced fees or free services*
- *...fundraising is a constant struggle and can be quite time consuming.*
- *Our weakness is recognition by the community in general.*
- *low staffing level means inability to take advantages of some good opportunities—this contributes toward staff & volunteer burnout, as well as to having little time for longer-term planning, unpredictable & short-term funding*
- *Need full-time staff to really offer more programs*
- *Greatest weakness is our government's (local/provincial/federal) increasing lack of a sense of responsibility for their citizens.*
- *The biggest weakness would be the instability of funding & therefore the program.*
- *never enough money raised to cover the need*

5.4 Major Challenges

Respondents were asked what they consider to be their organization's major challenges. Funding was the most frequently reported, followed by insufficiency of human resources, including staff, volunteers, board of directors and members. The challenges related primarily to the need for more volunteers and staff. Awareness of the organization, their programs, or cause was the third most common response. Other noteworthy major challenges include external factors such as the changing economic, political or social environment, as well as challenges relating to government, such as a lack of government support or recognition of an organization's work or needs.

The following is a sample of responses to the question: What do you consider to be your organization's major challenges?

- *To survive for another fiscal year*
- *...working in an undervalued field, spreading an undervalued message with little or no funds.*
- *effecting systemic change is long term work - the challenge is not to lose hope when change is not immediately visible.*
- *...lack of recognition on the part of government for the services provided*
- *Keeping experienced staff due to lack of funding to increase their pay and to give Them benefits.*
- *Future funding with an ever increasing number of people seeking services that are being cut elsewhere by decreasing government funding*
- *More and more people are not interested in volunteering.*
- *Having people understand who we are and what we do.*

APPENDIX – Survey Data

1.0 General - The Sector at a Glance

1.1 Incorporated / Charitable Status	#	%
Incorporated	83	64.3
Registered charity	63	75.9
Not a registered charity	20	24.1
Non-incorporated	46	35.7

n = 129

1.2 Sub-sectors	#
Social Services	45
Education and Research	30
Health	30
Fundraising and Volunteerism	18
Sports and Recreation	18
Law and Advocacy	11
Arts and Culture	10
Housing and Development	7
Business and Professional Associations	6
Environment	4
Religion	3
International Development	0

Note: Many respondents classified their organization into more than one sub-sector.

Note: See reference on page 5.

1.3 People Served by Organizations that Provide Programs to Individuals	#	%
1 - 99	16	21.6
100 - 999	30	40.5
1,000 or more	28	37.8

n = 74

1.4 Advocacy	#	%
Yes	82	64.6
No	45	35.4

n = 127

Advocacy Type [number of reports]	#
Public Awareness	63
Education	47
Letter Writing	36
Lobbying	25

Note: These were the 4 most frequently reported types.

Staying Afloat

2.0 Human Resources – The Heart of the Sector

2.1 Full-Time Staff

Number of Paid Full-Time Staff for the Current Year	#	%
0	62	47.0
1	25	18.9
2 - 4	19	14.4
5 - 9	18	13.6
10 - 50	8	6.1

n = 132

Variation in Number of Paid Full-Time Staff from Last Year to This Year	#	%
No variation	55	78.6
Increase	8	11.4
Decrease	7	10.0

n = 70 respondents (i.e., who have paid full-time staff for at least one of the years)

Variation in Number of Paid Full-Time Staff from This Year to Next Year	#	%
No variation	54	79.4
Increase	9	13.2
Decrease	5	7.4

n = 68 respondents (i.e., who have paid full-time staff for at least one of the years)

Full-Time Titles [number of reports]	#
Management (Coordinator, Director, Manager or Supervisor)	52
Senior Management (Executive Director, General Manager, or President)	33
Administrative (Administrative Assistant, Clerical, Financial, etc.)	30
General Staff (Attendant, Maintenance, Shipper, etc.)	25
Professionals (staff with professional accreditation)	23

Note: Each occurrence of a job title indicates a respondent listed that job title at least once. These numbers do not include overlap for the same specific job title within an organization. For example, if an organization indicated that there were 2 Shippers, this was counted as one report, not 2.

Note: Only responses able to be classified in one of the 5 most frequently reported categories were listed.

2.2 Part-Time Staff

Number of Paid Part-Time Staff for the Current Year	#	%
0	81	61.4
1	18	13.6
2	11	8.3
3 - 5	12	9.1
6 - 10	5	3.8
>10	5	3.8

n = 132

No Full-Time or Part-Time Staff for the Current Year	#	%
No fulltime or part-time staff for the current year	56	42.4

n = 132

Variation in Number of Paid Part-Time Staff from Last Year to This Year	#	%
No variation	39	75.0
Increase	9	17.3
Decrease	4	7.7

n = 52 respondents (i.e., who have paid part-time staff for at least one of the years)

Variation in Number of Paid Part-Time Staff from This Year to Next Year	#	%
No variation	41	78.8
Increase	7	13.5
Decrease	4	7.7

n = 52 respondents (i.e., who have paid part-time staff for at least one of the years)

Part-Time Titles [number of reports]	#
General Staff (Attendant, Cashier, Maintenance, Research Assistant, etc.)	24
Management (Coordinator, Director, Manager or Organizer)	24
Administrative (Administrative Assistant, Clerical, Financial, etc.)	14
Professionals (staff with professional accreditation)	9
Senior Management (Executive Director)	1

Note: Each occurrence of a job title indicates a respondent listed that job title at least once. These numbers do not include overlap for the same specific job title within an organization. For example, if an organization indicated that there were 2 Shippers, this was counted as one report, not 2.

Note: Only responses able to be classified in one of the 5 most frequently reported categories were listed.

Staying Afloat

2.3 Staff Benefits	#	%
Yes*	43	55.8
No	34	44.2

n = 77 respondents (i.e., who have at least one paid staff)

** At least one paid staff receives at least one type of benefit.*

2.4 Volunteers

Use Volunteers	#	%
Yes	119	90.2
No	13	9.8

n = 132

Number of Volunteers Used	#	%
1 - 10	31	32.0
11 - 25	29	29.9
26 - 100	24	24.7
>100	13	13.4

n = 97

Frequency of Volunteer Use [number of reports]	#
Weekly	36
Monthly	31
Daily	30
Other (varies depending on events)	19
Annually	13

Note: Many respondents listed more than one frequency.

Note: Only responses able to be classified in one of the 5 most frequently reported categories were listed.

3.0 Financial – The Challenge

3.1 Annual Budget

Current Annual Budget	#	%
\$1 - \$5,000	13	15.5
\$5001 - \$50,000	23	27.4
\$50,001 - \$100,000	12	14.3
\$100,001 - \$500,000	23	27.4
>\$500,000	13	15.5

n = 84

Annual Budget Amount of \$50,000 or Less for the Current Year	#	%
Annual budget amount of \$50,000 or less	36	42.9

n = 84

Variation in Annual Budget from Last Year to This Year	#	%
No variation	40	48.8
Increase	35	42.7
Decrease	7	8.5

n = 82

Variation in Annual Budget from This Year to Next Year	#	%
No variation	45	60.0
Increase	24	32.0
Decrease	6	8.0

n = 75

3.2 Adequacy of Funding	#	%
Yes	46	37.4
No	61	49.6
Barely	16	13.0

n = 123

3.3 Government Funding

Receive Government Funding	#	%
No	71	54.6
Yes	59	45.4

n = 130

Government Funding Source	#	%
Provincial	44	62.0
Federal	22	31.0
Municipal	5	7.0

n = 71 (i.e., reports of government funding)

Provincial Sources [number of reports]	#
Family and Community Services (FCS)	15
Training and Employment Development (TED)	7
Health and Wellness	6

Note: These were the 3 most frequently reported sources.

Federal Sources [number of reports]	#
Human Resources and Development Canada (HRDC)	6

Note: This was the most frequently reported source.

Staying Afloat

Government Funding Amount	#	%
\$1 - \$10,000	12	30.8
\$10,001 - \$50,000	9	23.1
\$50,001 - \$100,000	7	17.9
\$100,001 - \$500,000	6	15.4
>\$500,000	5	12.8

n = 39

3.4 Sources of Revenue Other than Government Funding [number of reports]	#
Donations (private, corporate, etc.)	63
Fundraising	55
Fees/Dues	43
Grants	33
Sales	21

Note: Multiple sources were often reported by respondents.

Note: Only responses able to be classified in one of the 5 most frequently reported categories were listed.

3.5 Fundraising

Fundraise	#	%
Yes	92	75.4
No	30	24.6

n = 122

Fundraising Successful	#	%
Yes	58	63.0
No	18	19.6
Somewhat/Sometimes/Moderately	16	17.4

n = 92

Fundraising Amount Last Year	#	%
\$1 - \$1,000	11	16.4
\$1,001 - \$5,000	16	23.9
\$5,001 - \$15,000	14	20.9
\$15,001 - \$50,000	11	16.4
\$50,001 - \$100,000	6	9.0
\$100,001 - \$1,000,000	7	10.4
>\$1,000,000	2	3.0

n = 67

Fundraising Amount of \$15,000 or Less for Last Year	#	%
Fundraising amount of \$15,000 or less	41	61.2

n = 67

3.6 Staff Time Spent Raising Funds

Staff Time This Year	#	%
1% - 10%	13	27.7
11% - 25%	13	27.7
26% - 50%	8	17.0
>50%	13	27.7

n = 47

Variation in Staff Time from Last Year to This Year	#	%
No variation	34	77.3
Increase	6	13.6
Decrease	4	9.1

n = 44

Variation in Staff Time from This Year to Next Year	#	%
No variation	33	76.7
Increase	6	14.0
Decrease	4	9.3

n = 43

3.7 Salaries and Rent

Resources Allocated for Salaries	#	%
1% - 25%	11	17.5
26% - 50%	14	22.2
51% - 75%	26	41.3
76% - 100%	12	19.0

n = 63

Pay Rent	#	%
Yes	41	35.7
No	74	64.3

n = 115

Resources Allocated for Rent	#	%
1% - 5%	14	34.1
6% - 10%	10	24.4
11% - 25%	12	29.3
26% - 50%	4	9.8
>50%	1	2.4

n = 41

Staying Afloat

3.8 Sharing Costs with Other Nonprofit Organizations	#	%
Would enjoy savings by sharing costs	34	28.8
Would not enjoy savings by sharing costs	63	53.4
Possibly/Maybe/Depends	21	17.8

n = 118

4.0 Equipment and Technology – The Tools of the Sector

4.1 Fax Machine and Photocopier

Own or lease a Fax Machine	#	%
Yes	70	53.4
No	61	46.6

n = 131

Own or lease a Photocopier	#	%
Yes	70	53.4
No	61	46.6

n = 131

4.2 Web Site	#	%
Have an local, provincial or national web site	85	64.4
Do not have a web site	47	35.6

n = 132

Web Site Importance for Organization's Work [number of reports]	#
Important	37
No Important	18
Somewhat Important	16

Note: Only responses able to be classified in one of the 3 most frequently reported categories were listed.

Web Site Maintenance [number of reports]	#
Maintained by an external person or organization (contracted out, umbrella organization, etc.)	29
Maintained by a volunteer(s) (individual, board of directors, member, committee member, etc.)	25
Maintained by organization staff	21

Note: Only responses able to be classified in one of the 3 most frequently reported categories were listed.

5.0 Self-Reflection – Does the Sector Give Itself a Passing Grade?

5.1 Success Measures [number of reports]	#
Positive outcomes for/number of people helped	41
Feedback/Evaluations	30
Number of members/people involved	20
Community support/public awareness	7
Quality of programs/services	6
Attention in Media	5
Grants given out/money raised	5
Years in Existence	3

Note: Only responses able to be classified in one of the 8 most frequently reported categories were listed.

5.2 Organization Strengths [number of reports]	#
Human Resources (staff, volunteers, board of directors, members)	42
Strong organization/programs or services	27
Community support/partnerships and reputation in community	11

Note: Financial = 2 reports out of 122

Note: Only responses able to be classified in one of the 3 most frequently reported categories were listed.

5.3 Organization Weaknesses [number of reports]	#
Human Resources (staff, volunteers, board of directors, members)	41
Funding	33
Public relations/awareness of organization or programs	24

Note: Only responses able to be classified in one of the 3 most frequently reported categories were listed.

5.4 Major Challenges [number of reports]	#
Funding	59
Human Resources (staff, volunteers, board of directors, members)	41
Awareness of organization/programs/cause, etc.	19
External factors (changing economic, political or social environment)	11
Government (lack of support and recognition of organization's work or needs)	6

Note: Only responses able to be classified in one of the 5 most frequently reported categories were listed.