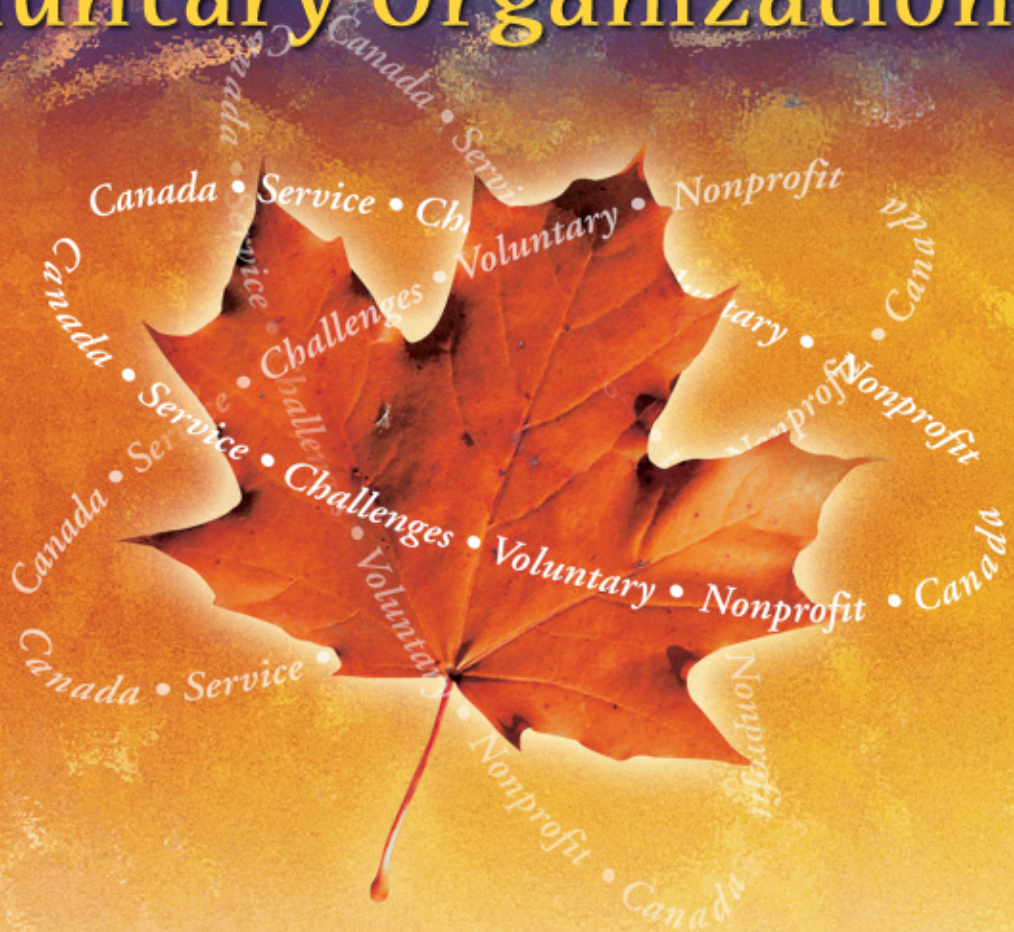




Catalogue No. 61-533-XIE

## CORNERSTONES OF COMMUNITY:

# Highlights of the National Survey of Nonprofit and Voluntary Organizations



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Small Business and Special Surveys Division  
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# Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

2003 revised

Published by authority of the Minister responsible for Statistics Canada

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September 2004

Revised edition June 2005

Catalogue no. 61-533-XPE  
ISBN 0-660-19420-1

Catalogue no. 61-533-XIE  
ISBN 0-662-39318-x

Frequency: Occasional

Ottawa

La version française de cette publication est disponible sur demande.

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- . not available for any reference period
- .. not available for a specific reference period
- ... not applicable
- 0 true zero or a value rounded to zero
- 0<sup>s</sup> value rounded to 0 (zero) where there is a meaningful distinction between true zero and the value that was rounded
- <sup>P</sup> preliminary
- <sup>r</sup> revised
- x suppressed to meet the confidentiality requirements of the *Statistics Act*
- <sup>E</sup> use with caution
- F too unreliable to be published

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## Acknowledgements

We would like to acknowledge many people who contributed to the research and the preparation of this report.

At the Canadian Centre for Philanthropy, Cathy Barr and Eli Malinsky assisted with the development of the survey instrument and the preliminary data analysis. Jason Moreton and Barbara Brownlee helped with data analysis and report production.

Shirley Lenton, Peter Wright, Linda Lefebvre, Sophie Arsenault and Pierre Caron from Statistics Canada assisted with all phases of this project.

We would like to express our appreciation to the members of the Research Steering Committee of the Voluntary Sector Initiative (VSI) Capacity Joint Table for their advice and support: Adriana Davies, Heritage Community Foundation (Co-chair); Roger Boe, Correctional Services Canada (Co-chair); David Boyd-Thomas, Vancouver General Hospital and University of British Columbia Hospital Foundation; Don McRae, Canadian Heritage; Barry Schmidl, P.E.I. Council of the Disabled; Paddy Bowen and Marlene Deboisbriand, Volunteer Canada; and Jo Sutton, Womenspace. Secretariat representatives of the Research Steering Committee include Sabrina Guerin, Nancy Amos, Roberta Bustard, Liz Hong-Farrell, Liz Neiman and Raphael Ogom of Human Resources Development Canada. Greg Bamford represented the Social Development Directorate, Human Resources Development Canada, throughout the project.

## **Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations**

We are also grateful to Andrew Green and S. Wojciech Sokolowski at the Centre for Civil Society Studies, Johns Hopkins University for their advice on the design of the survey instrument and other aspects of the research.

Finally, we would like to thank the 13,000 nonprofit and voluntary organizations that participated in the survey.

This research was undertaken in response to a request for proposals issued under the VSI, a joint undertaking of the voluntary sector and the Government of Canada. Its long-term objective is to strengthen the voluntary sector's capacity to meet future challenges and to enhance the relationship between the sector and the federal government to better serve Canadians. The National Survey of Nonprofit and Voluntary Organizations is being conducted under the auspices of the VSI Capacity Joint Table, one of seven joint tables created to do the work of the VSI.

The research was supported by funding from the Capacity Joint Table, through the Social Development Partnerships Program of the Government of Canada.

## Foreword

Nonprofit and voluntary organizations, an important element of Canadian society, often address needs and interests of citizens that governments and the private sector do not. Although the presence of these organizations is felt in virtually every community, they have not been studied extensively. We have little knowledge of their numbers, their contributions, or the resources they require to fulfill their missions.

The information collected by the National Survey of Nonprofit and Voluntary Organizations (NSNVO) is essential for several reasons. It will help address concerns that the potential social, economic and cultural contributions of these organizations to Canadian communities are not being fully realized and recognized. The research is a critical first step towards enabling evidence-based policy development by governments and others to strengthen nonprofit and voluntary organizations. It will also provide individual nonprofit and voluntary organizations with benchmark data against which to compare their experiences and characteristics. Last but not least, it will offer Canadians a richer understanding of the role that nonprofit and voluntary organizations play in their lives.

The NSNVO was funded by the federal government's Voluntary Sector Initiative. The objectives of the NSNVO are:

- to collect comprehensive information about the breadth of the nonprofit and voluntary sector in Canada, its characteristics and its areas of activity, and
- to improve our understanding of the challenges that organizations may be experiencing with respect to their capacity to achieve their missions.

The NSNVO was undertaken by a consortium of nine organizations: the Canadian Centre for Philanthropy (as the lead organization); *l'Alliance de recherche universités-communautés en économie sociale*, *l'Université du Québec à Montréal*; Canada West Foundation; Canadian Council on Social Development; Capacity Development Network, University of Victoria; Community Services Council, Newfoundland and Labrador; School of Policy Studies, Queen's University; Secretariat on Voluntary Sector Sustainability at the Manitoba Voluntary Sector Initiative; and Statistics Canada.

Qualitative research was conducted to identify issues for the survey to address and to make an initial assessment of the various strengths of nonprofit and voluntary organizations as well as the challenges they face in fulfilling their missions. This phase of the research involved a literature review and a series of focus groups and key informant interviews. Our findings showed that nonprofit and voluntary organizations believed they had many strengths, particularly the ability to tap the resources of committed volunteers and paid staff.<sup>1</sup> But participants also reported that they were having considerable difficulty obtaining the appropriate financial and human resources to deliver their programs and services to Canadians. These findings guided the development of the survey questionnaire for the quantitative phase of the research.

In 2003, representatives of approximately 13,000 incorporated nonprofit organizations and registered charities<sup>2</sup> were surveyed by Statistics Canada. They were asked to report on the characteristics of their organizations and the factors that influenced the capacity of their organization to achieve its mission. The data presented in this report have been weighted to provide estimates for the estimated 161,000 incorporated nonprofit and voluntary organizations and registered charities in Canada.<sup>3</sup>

The survey provides the most comprehensive profiling of nonprofit and voluntary organizations ever undertaken in Canada and, given its scale, it may be the most comprehensive study conducted in the world. It breaks significant methodological ground by creating, for the first time, a sample frame that makes possible valid estimates of all incorporated nonprofit and voluntary organizations and registered charities in Canada.

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1. See M.H. Hall et al., 2003, *The Capacity to Serve: A Qualitative Study of the Challenges Facing Canada's Nonprofit and Voluntary Sector*, Toronto, Canadian Centre for Philanthropy.

2. Registered charities are organizations that have obtained registered charitable status from the Government of Canada. A more detailed description may be found in Appendix A.

3. Additional information about the methodology employed in the collection and analyses of the data is contained in Appendix B.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

The NSNVO provides essential baseline data about nonprofit and voluntary organizations, including

- their numbers and geographic distribution
- their areas of activity, the populations they serve and the extent to which they provide public benefits
- the financial and human resources on which they rely
- problems they report about their capacity to fulfill their missions.

It also complements information gathered by the National Survey on Giving, Volunteering and Participating,<sup>4</sup> which tracks the donations and volunteer support that Canadians provide to nonprofit and voluntary organizations.

This study is intended to begin filling some of the gaps in our knowledge about nonprofit and voluntary organizations. From it, a picture emerges of a set of organizations that provide services that are critical to the quality of life in our communities. Most nonprofit and voluntary organizations are a product of the engagement of individual citizens and their voluntary contributions of time and money. In many ways they help to define who we are as Canadians.

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4. *The survey is generally conducted every three years and has been renamed the Canada Survey of Giving, Volunteering and Participating for future iterations.*



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## Introduction

The National Survey of Nonprofit and Voluntary Organizations (NSNVO) provides the first national portrait of the many thousands of nonprofit and voluntary organizations that are the cornerstones of Canadian communities. It reveals a set of organizations that are widely diverse in nature, touching virtually every aspect of Canadians' lives. These organizations have a significant economic presence and serve as vehicles for citizen engagement, involving millions of Canadians in their activities as members, volunteers and financial donors. However, many nonprofit and voluntary organizations report significant challenges to their capacity to fulfill their missions and achieve their organizational objectives.

An estimated 161,000 nonprofit and voluntary organizations operated in Canada in 2003. They include a wide variety of organizations, such as day-care centres, sports clubs, arts organizations, social clubs, private schools, hospitals, food banks, environmental groups, trade associations, places of worship, advocates for social justice, and groups that raise funds to cure diseases. Just over half are registered as charities by the federal government, which allows them to be exempt from a variety of taxes and enables their donors to claim tax credits for donations made.

What they have in common is their pursuit of goals to serve the public or their members, as well as an institutional form that does not allow the profits to be distributed to owners or directors.

Nonprofit and voluntary organizations,<sup>1</sup> for the purposes of this study, are defined as organizations that meet all the following criteria:

- non-governmental (i.e., are institutionally separate from governments)
- non-profit distributing (i.e., do not return any profits generated to their owners or directors)<sup>2</sup>
- self-governing (i.e., are independent and able to regulate their own activities)
- voluntary (i.e., benefit to some degree from voluntary contributions of time or money)
- formally incorporated or registered under specific legislation with provincial, territorial or federal governments.<sup>3</sup>

The scope of the NSNVO excludes grass-roots organizations or citizens' groups that are not formally incorporated or registered with provincial, territorial or federal governments.<sup>4</sup> It also excludes some registered charities that are considered to be public sector agencies (e.g., school boards, public libraries and public schools).

1. Many terms are used to describe the various organizations that are of interest to the NSNVO—voluntary, nonprofit, charities, third sector, civil society, and community-based. We have chosen the term 'nonprofit and voluntary.' For a discussion of these terms and a rationale for using them, see A.R. Febraro, M.H. Hall and M. Parmegianni, 1999, *The Voluntary Health Sector in Canada: Developing a Typology—Definition and Classification Issues*, Ottawa, Canadian Centre for Philanthropy, Canadian Policy Research Networks, *The Coalition of National Voluntary Organizations and Health Canada*.

2. A small number of co-operatives were also included in the study. J. Quarter, 1993, *Canada's Social Economy, Co-operatives, Non-profits and Other Community Enterprises*, Toronto, James Lorimer notes that some co-operatives—including credit unions and groups that deal with farm marketing and food retailing—do allow members to hold shares in the organization. The mission of these organizations is typically not to maximize profits and, unlike the shares of a business, the shares of such co-operatives do not entitle holders to dividends of any year-end surplus.

3. These criteria have been adapted from the *International Classification of Nonprofit Organizations*—see L.M. Salamon and H.K. Anheier, 1997, *Defining the Nonprofit Sector: A Cross-national Analysis*, Manchester, N.Y., Manchester University Press.

4. These grass-roots organizations undoubtedly play an important role in communities. Many incorporated nonprofit and voluntary organizations likely had their beginnings as less formal citizen groups. They have been excluded from the study because of the substantial difficulties identifying and locating them. Incorporated organizations are more likely to have some degree of permanence and to be able to respond to targeted initiatives to improve their capacity to serve the Canadian public.

### What type of information does the NSNVO provide?

The NSNVO provides a comprehensive picture of the role that nonprofit and voluntary organizations play in Canadian life. It documents their numbers and regional distributions,<sup>5</sup> the areas in which they work, the populations they serve, the extent to which they provide public benefits, the financial resources they rely on, their role as employers, and the volunteers they engage. It also identifies the challenges organizations report with respect to their capacity to achieve their missions. The information has implications for the development of public policy pertaining to nonprofit and voluntary organizations, and provides a benchmark for future studies of this important set of institutions.

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5. While allowing for regional comparisons, information on the size of communities in which organizations operated was not collected. As a result, analyses of rural–urban variations are not possible.

## Key findings

Several themes emerge from the results of the National Survey of Nonprofit and Voluntary Organizations (NSNVO). Clearly, the story of nonprofit and voluntary organizations is really a story about how Canadians come together to build community, address collective needs and work for the benefit of the public. Nonprofit and voluntary organizations tend to occupy specific niches: most have a local focus, and many concentrate on addressing the needs of specific segments of the population. Collectively, however, these organizations have a very broad scope of activities, and they touch almost every aspect of Canadian life.

There are also clear differences between

- organizations that have relatively large revenues and those with very modest revenues
- organizations that depend on governments for their funding and those that do not
- organizations that rely mainly on volunteers to achieve their missions and those that rely on paid staff.

The characteristics of these organizations also vary somewhat according to the province or territory in which they are located.

The story of nonprofit and voluntary organizations is also a story about challenges. A majority of the organizations who participated in this study report having problems fulfilling their missions and achieving their organizational objectives. These findings suggest that many organizations may be struggling to provide the public with all of the benefits they have the potential to offer.

### Nonprofit and voluntary organizations are vehicles for citizen engagement

The interests, talents and energies of individual Canadians drive nonprofit and voluntary organizations. Virtually all organizations are governed by boards of volunteer directors, which define the missions and objectives of these organizations. More than half of all organizations are run completely through the contributions of volunteers—in the form of donations of both time and money. Collectively, these organizations draw on more than 2 billion volunteer hours,<sup>1</sup> the equivalent of more than 1 million full-time jobs, and more than \$8 billion in individual donations to provide their programs, services and products. Canadians have also taken out a total of 139 million memberships in nonprofit and voluntary organizations, an average of 4 memberships per person. These findings suggest that one of the hallmarks of nonprofit and voluntary organizations is their connection to community through the participation of individual citizens.

### Nonprofit and voluntary organizations focus on community and provide public benefits

Nonprofit and voluntary organizations tend to be focussed on providing services within their own neighbourhood, city, town or rural municipality. Most provide services or products to people. Many of these organizations serve the general public, but many also target their services to specific populations such as children, youth, seniors or persons with disabilities. While the vast majority have people as members, just 27% provide these members with special benefits other than voting rights or receiving a newsletter; only a minority report that their members benefit most from the services they provide. Finally, more than half of all organizations are registered as charities, a privilege conferred only on organizations whose activities are clearly directed to public rather than private benefit.

### Their scope of activities is broad

Governed as they are by the interests of individual Canadians, nonprofit and voluntary organizations touch on virtually every aspect of Canadian life. Their primary areas of activity are *Sports and recreation* (21% of all organizations), *Religion* (19%), *Social services* (12%), *Grant-making, fundraising, and voluntarism promotion* (10%), *Arts and culture*

1. This estimate is based on the total number of volunteer hours that organizations reported receiving. It should be noted that *The National Survey of Giving, Volunteering and Participating* estimates that Canadians volunteered a total of 1.1 billion hours in 2000. (See M.H. Hall, L. McKeown and K. Roberts, 2001, *Caring Canadians, Involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering and Participating*, Catalogue no. 71-542-XPE, Ottawa, Statistics Canada.)

(9%), and *Development and housing* (8%). They also include *Hospitals, Universities and colleges, Law, advocacy and politics, Environment, Education and research, Health, and International* organizations. Because of their broad scope, they are very diverse with regard to the size and sources of their revenues and the degree to which they depend on paid staff versus volunteers.

### **Nonprofit and voluntary organizations have a substantial economic presence**

With revenues totalling \$112 billion, nonprofit and voluntary organizations play a substantial role in the Canadian economy.<sup>2</sup> Although one-third of this is attributable to a relatively small number of *Hospitals and Universities and colleges*, the remaining organizations still report revenues of \$75 billion. Nonprofit and voluntary organizations are also significant employers, with paid staff totalling just over 2 million people.<sup>3</sup>

### **Larger organizations receive the bulk of resources**

A small percentage of organizations command most of the resources that flow to nonprofit and voluntary organizations. The 1% of organizations that have annual revenues of \$10 million or more receive 59% of all revenues. Almost three-quarters of all volunteers are engaged by the 6% of organizations that have volunteer complements over 200. The 13% of organizations with revenues over \$500,000 receive 41% of all volunteer hours.

### **Larger organizations are more dependent on government funding**

Forty-nine percent of all revenues reported by nonprofit and voluntary organizations comes from governments, with 40% coming from provincial sources. Earned income from non-governmental sources accounts for 35% of revenues; gifts and donations account for 13%. Organizations with larger revenues are generally more likely than others to depend on government funding; those with relatively smaller annual revenues depend more on earned income from non-governmental sources and gifts and donations. Setting aside *Hospitals and Universities and colleges*, 36% of the remaining organizations' revenues comes from government, 43% from earned income from non-governmental sources, 17% from gifts and donations, and 4% from other sources.

### **The big are getting bigger**

Generally, the larger the organization is in terms of revenues, the more likely it is to report increased revenues, a growing number of volunteers, and a higher number of paid staff in 2003 than in 2000. Smaller organizations, however, are more likely to report unchanged or declining revenues over the same period, fewer volunteers, and stable levels of paid staff.

### **Funding varies by area of activity**

*Hospitals, Universities and colleges, and Social service* organizations tend to depend more on government funding. *Business and professional associations and unions, Sports and recreation, Arts and culture, and Development and housing* organizations rely more on earned income from non-governmental sources. However, *Religion, International, and Grant-making, fundraising and voluntarism promotion* organizations depend more on gifts and donations.

### **Financial and human resources vary by area of activity**

Organizations have substantially different profiles of resource usage. For example, *Hospitals and Universities and colleges* command 33% of all revenues, employ 34% of all paid staff, and engage 2% of volunteers. *Sports and recreation* and *Religion* organizations, however, account for 12% of revenues, 12% of paid staff, and 38% of all volunteers.

### **Resources do not appear to be declining, but may still be inadequate**

More than three-quarters of organizations report that their revenues and the number of volunteers they engage either remained stable or increased from 2000 to 2003. Among organizations with paid staff, more than 80% report that their number of employees has either remained stable or has increased. However, this does not mean that these resources are adequate. Many organizations report problems fulfilling their mission, and significant numbers also report difficulties because of increasing demand for services or products.

2. The calculation of revenues includes transfers between nonprofit and voluntary organizations.

3. This number may include paid staff working for more than one organization, in which case they would be counted more than once in the total.

### **Capacity problems may keep organizations from fulfilling their missions**

Organizations report substantial problems relating to their capacity to engage volunteers and obtain funding, which may limit their ability to contribute to their communities. A majority report difficulty planning for the future, difficulty recruiting the types of volunteers the organization needs, and difficulty obtaining board members. Close to half report difficulty retaining volunteers, difficulty obtaining funding from other organizations such as government, foundations or corporations, and difficulty obtaining funding from individual donors. Many of these problems tend to be most frequently reported by the 46% of organizations with revenues of \$30,000 to \$499,999. However, difficulty obtaining funding from governments, foundations or corporations increases as an organization's revenues increase. These problems are generally least likely to be reported by those organizations having the lowest revenues.

The 48% of organizations that reported receiving funding from governments, foundations or corporations between 2000 and 2003 report substantial difficulties with respect to this funding.<sup>4</sup> More than 60% report problems due to reductions in government funding, unwillingness of funders to fund core operations (e.g., long-term programs, administrative expenses) and overreliance on project funding. At least 25% indicate that these problems are serious. Most of these problems appear to be associated with government funding, which comprises the bulk of the funding they receive from these sources.

### **The geographic distribution of nonprofit and voluntary organizations**

The distribution of organizations varies across the country. More organizations are located in Quebec (29%) and Ontario (28%) than in any other province or territory. However, relative to their populations, smaller provinces and territories tend to have larger numbers of organizations than do the larger ones. For example, Quebec has more organizations than Ontario relative to its population. Ontario appears, nevertheless, to command a substantial share of revenues (43% of all revenues), volunteers (40%) and employees (47%). In addition, the sources of the revenues of organizations vary. Government is the major source of funding for organizations everywhere but Alberta, New Brunswick and the territories, all of which rely more on earned income from non-governmental sources. Organizations in the territories, Newfoundland and Labrador, and Manitoba are more likely than others to report capacity problems.

The following pages outline the key characteristics of nonprofit and voluntary organizations, their revenues and their human resources, and the capacity challenges they report. They demonstrate the unique features of this set of organizations and the challenges they are experiencing as they attempt to fulfill their missions and serve the Canadian public.

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4. *Organizations that had been in existence for at least three years were asked about difficulties pertaining to funding from governments, foundations or corporations.*

## Key characteristics

### Introduction

Nonprofit and voluntary organizations are very diverse, in both their areas of activity and their organizational characteristics. But underlying their differences is a common characteristic—they are instruments for Canadians' collective action and engagement in civic life.

With their broad scope of activities, nonprofit and voluntary organizations work to address the full range of human needs, improving the quality of our lives and providing essential services on which Canadians have come to depend. For example, they provide social services, ranging from day-care centres for children and services for youth to caring for seniors. They also provide opportunities for Canadians to become engaged in their communities by participating in sports, recreation or the arts or by addressing social and environmental issues. Nonprofit and voluntary organizations provide education and training, housing and shelter, and provide places for people to attend to their spiritual needs. Many address the needs of specific segments of the population, such as persons with disabilities, new Canadians or the homeless. These organizations often extend our social safety net to catch those who are not served by government or private programs and services.

One of the distinguishing features of many nonprofit and voluntary organizations is that they are collectively 'owned' by their members, who do not receive a share in any revenues that their organizations may generate. The membership of most organizations is composed of individual people; for others, membership is typically made up of other organizations. Most organizations have no restrictions on who can join, and they work to provide benefits to the public rather than focussing exclusively on their own members. Generally, membership in a nonprofit or voluntary organization does not result in special benefits other than voting rights or newsletters for those who join.

Nonprofit and voluntary organizations operate in every province and territory in Canada. The majority have a local focus, providing services within a neighbourhood, city, town or rural municipality. However, a significant number reach beyond their own locality and in some cases beyond the borders of the country.

### What do organizations do?

The diversity of Canadian nonprofit and voluntary organizations becomes apparent when they are classified according to their area of primary economic activity (Table 1.1).<sup>1</sup> The two largest categories of organizations are those operating in the areas of *Sports and recreation* (21% of organizations) and *Religion* (19%). Other common areas of activity include *Social services* (12%), *Grant-making, fundraising and voluntarism promotion* (10%), *Arts and culture* (9%), and *Development and housing* (8%). The remaining categories comprise 5% or less of all nonprofit and voluntary organizations.

### How are organizations legally constituted?

Important legal differences among nonprofit and voluntary organizations may influence the types of activities they undertake and their ability to access resources. A key distinction is between those organizations that are registered charities and those that are not. Registered charities are able to provide receipts for donations that donors can use to claim tax credits. This gives registered charities an advantage over other nonprofit and voluntary organizations in their ability to attract donations from individual Canadians as well as corporations. Moreover, registered charities benefit from the provision that charitable foundations can disburse funds only to qualified donees, of which registered charities are the largest single group. Registered charities may also be exempted from paying income tax and property taxes. As well, they may be eligible to receive partial rebates on the payment of federal taxes on goods and services and provincial sales taxes in some provinces. To maintain their charitable status, these organizations must fulfill certain requirements, such as devoting the bulk of their revenues or resources to charitable activities, filing annual information returns to the Canada Revenue Agency and refraining from partisan political advocacy. The Canada Revenue Agency reports approximately 80,000 registered charities in Canada. Approximately 84% of all registered charities are incorporated.

1. *The classification is based on the International Classification of Nonprofit Organizations (ICNPO) (see L.M. Salamon and H.K. Anheier, 1997, Defining the Nonprofit Sector: A Cross-national Analysis, Manchester, N.Y., Manchester University Press). More detailed information about the ICNPO is in Appendix A.*

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 1.1

### Nonprofit and voluntary organizations, by primary activity area, Canada, 2003

Primary activity areas	Includes...	Number of organizations	% of all organizations
Arts and culture	organizations and activities, whether they are in general or specialized fields of arts and culture	13,770	8.5
Sports and recreation	organizations and activities, whether they are in general or specialized fields of sports and recreation	33,649	20.9
Education and research	organizations and activities administering, providing, promoting, conducting, supporting and servicing education and research, excluding public school boards, universities and colleges	8,284	5.1
Universities and colleges	postsecondary institutions	502	0.3
Health	organizations that engage in health-related activities, provide and administer both general and specialized health care services, as well as health support services, excluding hospitals	5,324	3.3
Hospitals	hospital facilities that provide inpatient or outpatient medical care	779	0.5
Social services	organizations and institutions providing social services to a community or target population	19,099	11.8
Environment	organizations promoting and providing services in environmental conservation, pollution control and prevention, environmental education and health, and animal protection	4,424	2.7
Development and housing	organizations promoting programs and providing services to help improve communities and promote the economic and social well-being of society	12,255	7.6
Law, advocacy and politics	organizations and groups that work to protect and promote civil and other rights, advocate the social and political interests of general or special constituencies, offer legal services and promote public safety	3,628	2.3
Grant-making, fundraising and voluntarism promotion	philanthropic organizations and organizations promoting charity and charitable activities, including grant-making foundations, voluntarism promotion and support, and fundraising organizations	15,935	9.9
International	organizations promoting cultural understanding between peoples of various countries and historical backgrounds, as well as those providing relief during emergencies and those promoting development and welfare abroad	1,022	0.6
Religion	organizations promoting religious beliefs and administering religious services and rituals (such as churches, mosques, synagogues, temples, shrines, seminaries, monasteries and similar religious institutions); and related organizations and auxiliaries of such organizations	30,679	19.0
Business and professional associations and unions	organizations promoting, regulating and safeguarding business, professional and labour interests	8,483	5.3
Organizations not elsewhere classified	a small number of organizations that were unable to locate their primary activity within any of the specified activity categories	3,393	2.1
<b>All organizations</b>		<b>161,227</b>	<b>100.0</b>

Note: Figures do not add to total and percentages do not add to 100 due to rounding.  
Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

The requirements for charities to operate in particular areas in order to obtain and maintain their charitable status means that this special type of nonprofit organization predominates in areas such as *Religion* (94% are charities), *Hospitals* (87%), *Grant-making, fundraising and voluntarism promotion* (79%), *Health* (79%), and *Social services* (72%). In contrast, *Business and professional associations and unions* (7%), and organizations working in *Development and housing* (23%) and *Sports and recreation* (27%) are least likely to be registered charities (Table 1.2).



## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 1.2

### Charitable status of nonprofit and voluntary organizations, by primary activity area, Canada, 2003

Primary activity area	Registered charity	Not a registered charity
	% of each activity area	
Arts and culture	54	46
Sports and recreation	27	73
Education and research	55	45
Universities and colleges	71	29
Health	79	21
Hospitals	87	13
Social services	72	28
Environment	41	59
Development and housing	23	77
Law, advocacy and politics	35	65
Grant-making, fundraising and voluntarism promotion	79	21
International	75	25
Religion	94	6
Business and professional associations and unions	7	93
Organizations not elsewhere classified	32	68
<b>All organizations</b>	<b>56</b>	<b>44</b>

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### Who do organizations serve?

Seventy-three percent of nonprofit and voluntary organizations provide services or products directly to people (as opposed to other organizations). These organizations most frequently report serving the general public (46%) (Table 1.3). However, they also provide services to specific segments of the population. Children and youth are served by 23% of organizations, the elderly by 11% and persons with disabilities by 8%. Other specific populations served include Aboriginal peoples, immigrant populations and religious communities.

Table 1.3

### Nonprofit and voluntary organizations,<sup>1</sup> by population served, Canada, 2003

Population served	% of all organizations
Children or young people	23
Elderly people	11
Persons with disabilities or special needs	8
Aboriginal peoples or organizations	2
General public	46
Population in a particular geographic area	8
Men only or women only	3
Ethnic groups, visible minorities, immigrants	5
Religious community	2
Professionals or professional groups	5
Parents or families	3
Organization members	4
Disadvantaged, needy, offenders	4
Adults	1
People with particular medical problems	2
Athletes, participants, enthusiasts	2
Students or schools	1
Other	5

Note: Totals do not add to 100%, since organizations can serve more than one population.

1. These figures apply only to the 73% of organizations that provide services or products directly to the public.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Many organizations have been established with the purpose of serving particular populations. For example, 42% of *Education and research* organizations report serving children and youth, as do 37% of *Social services* organizations. Other organizations offer their services more broadly. For example, *Religion* (73%) and *Arts and culture* (68%) organizations are more likely than others to report serving the general public.

Nonprofit and voluntary organizations tend to be locally focussed. Some types of organizations work more locally than others (Table 1.4). For example, 79% of organizations in *Religion*, 77% of *Development and housing* organizations and 71% of *Sports and recreation* organizations operate within a neighbourhood, town, city or rural municipality. *Hospitals* (30%), *Health* organizations (29%), *Environment* (27%) and *Social services* organizations (26%) are more likely than other organization types to serve a region within a province or territory, while *Business and professional associations and unions* (31%) are the most likely to primarily serve either their province or the whole of Canada (10%). *International* organizations (69%) are most likely to provide services abroad, although these organizations may also have programs that operate to some extent at the local, regional or national level.

Table 1.4

### Main geographic area served by nonprofit and voluntary organizations, by primary activity area, Canada, 2003

Primary activity area	Neighbourhood, city, town, rural municipality	Region of a province	Province	More than one province	Canada	International	Other
% of each activity area							
Arts and culture	55.4	22.4	9.4	x	3.4	8.0	x
Sports and recreation	71.2	19.2	5.5	1.1	1.3	0.9	0.7
Education and research	48.3	21.2	17.6	x	4.3	6.0	x
Universities and colleges	27.0	x	26.7	x	8.0	13.5	x
Health	46.4	28.8	13.8	1.4	5.6	x	x
Hospitals	59.2	30.0	9.3	x	x	x	x
Social services	64.9	26.0	4.9	1.4	1.5	x	x
Environment	56.9	26.5	10.0	1.8	2.7	x	x
Development and housing	77.3	14.7	6.7	x	x	x	x
Law, advocacy and politics	36.8	23.4	23.4	2.7	8.6	x	x
Grant-making, fundraising and voluntarism promotion	57.9	14.9	11.8	1.9	6.9	5.8	0.9
International	12.1	x	4.5	x	9.0	69.2	x
Religion	78.8	12.5	1.8	1.8	2.2	2.5	0.3
Business and professional associations and unions	32.6	22.6	30.6	2.1	10.1	1.2	0.8
Organizations not elsewhere classified	57.9	27.3	7.3	2.9	2.6	x	x
<b>All organizations</b>	<b>63.7</b>	<b>19.3</b>	<b>8.6</b>	<b>1.5</b>	<b>3.2</b>	<b>3.2</b>	<b>0.5</b>

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Most nonprofit and voluntary organizations (76%) have people as members (Table 1.5). The collective membership<sup>2</sup> size of these organizations is substantial. They report having a total membership of 139 million people, an indication that many Canadians hold memberships in more than one organization. Thirteen percent of organizations have other organizations as members; their membership totals nearly 4 million organizations.

Membership characteristics vary according to an organization's primary area of activity. Organizations most likely to report having people as members operate in the areas of *Religion* (90%), *Sports and recreation* (86%), *Environment* (81%), and *Business and professional associations and unions* (75%).

The question often arises whether these organizations operate primarily for the benefit of their members or whether they provide a broader public benefit. Only 27% of organizations report that their members receive special benefits or privileges from their membership, beyond voting rights or receiving a newsletter. Of those organizations that have people as members, only 39% indicate that their members benefit most from the services provided (Table 1.6). *Business and professional associations and unions* are most likely to provide benefits mainly to members (71%), whereas 57% of *International* organizations identify the public as their primary beneficiaries. Registered charities are also more likely than other nonprofit organizations to report that non-members benefit most from their services or products (Table 1.7).

2. Respondents were asked to estimate membership size based on their own organization's definition of a member. It should be noted that this definition may vary from one organization to another.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 1.5

### Membership composition of nonprofit and voluntary organizations, by primary activity area, Canada, 2003

Primary activity area	People as members	Organizations as members	Both as members	No members
	% of each activity area			
Arts and culture	62.1	1.8	15.2	20.8
Sports and recreation	78.6	1.7	7.6	12.0
Education and research	60.1	6.6	13.8	19.6
Universities and colleges	40.4	x	x	52.2
Health	60.1	0.3	15.9	23.7
Hospitals	47.6	x	x	49.4
Social services	56.6	2.1	10.6	30.7
Environment	64.9	5.8	15.8	13.5
Development and housing	59.3	3.8	10.5	26.5
Law, advocacy and politics	52.3	10.0	21.8	15.9
Grant-making, fundraising and voluntarism promotion	42.3	1.2	9.4	47.0
International	50.1	6.9	17.1	25.9
Religion	85.0	0.4	5.2	9.4
Business and professional associations and unions	57.7	17.1	17.2	8.0
Organizations not elsewhere classified	50.4	6.1	11.2	32.3
<b>All organizations</b>	<b>66.1</b>	<b>3.1</b>	<b>10.3</b>	<b>20.6</b>

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Another indicator of the extent to which organizations provide public benefits is whether they restrict who can join. More than one-half of the organizations with people as members (57%) allow anyone to join. *Business and professional associations and unions* are most likely to restrict membership (76%), while *Hospitals* and *Arts and culture* organizations are least likely to restrict membership (26%). Registered charities are more likely to allow anyone to join their organizations (64%).

Table 1.6

### Primary beneficiaries of services or products and membership restrictions of nonprofit and voluntary organizations,<sup>1</sup> by primary activity area, Canada, 2003

Primary activity area	Primary beneficiaries of services or products			Restriction of membership	
	Members	Non-members	Both members and non-members	Anyone can join	Membership is restricted
	% of each activity area				
Arts and culture	26	15	59	74	26
Sports and recreation	55	12	34	57	43
Education and research	34	25	41	50	50
Universities and colleges	x	x	53	34	66
Health	21	27	52	64	36
Hospitals	x	x	52	74	26
Social services	34	24	42	54	46
Environment	24	15	61	73	27
Development and housing	60	12	28	33	67
Law, advocacy and politics	30	15	56	52	48
Grant-making, fundraising and voluntarism promotion	18	45	38	52	48
International	29	57	14	72	28
Religion	27	4	69	67	33
Business and professional associations and unions	71	2	27	24	76
Organizations not elsewhere classified	52	11	37	51	49
<b>All organizations</b>	<b>39</b>	<b>15</b>	<b>46</b>	<b>57</b>	<b>43</b>

1. These figures apply only to the 76% of organizations that had people as members.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 1.7

### Primary beneficiaries of services or products and membership restrictions of nonprofit and voluntary organizations,<sup>1</sup> by charitable status, Canada, 2003

Charitable status	Primary beneficiaries of services or products			Restriction of membership	
	Members	Non-members	Both members and non-members	Anyone can join	Membership is restricted
	% of each type of charitable status				
Registered charity	27	19	54	64	36
Not a registered charity	53	10	37	49	51
<b>All organizations</b>	<b>39</b>	<b>15</b>	<b>46</b>	<b>57</b>	<b>43</b>

1. These figures apply only to the 76% of organizations that had people as members.  
Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### How long have organizations been in existence?

The average age of organizations is 29 years.<sup>3</sup> The number of years that organizations have been operating varies significantly with their primary area of activity. Those most likely to have operated for fewer than 10 years are *Grant-making, fundraising and voluntarism promotion* (35%), *Law, advocacy and politics* (34%), *Education and research* (29%) and *International* organizations (28%) (Table 1.8). Conversely, those most likely to have operated for 40 or more years are *Religion* (51%), *Hospitals* (49%), *Universities and colleges* (48%) and *Business and professional associations and unions* (28%). The relationship between length of operation and primary activity may reflect changes over time in the popularity of various causes. The more recent founding of certain types of organizations suggests that they have been instituted to meet current needs.

Table 1.8

### Years of operation of nonprofit and voluntary organizations,<sup>1</sup> by primary activity area, Canada, 2003

Primary activity area	0 to	10 to	20 to	30 to	40 or more
	9 years	19 years	29 years	39 years	years
	% of each activity area				
Arts and culture	23	31	19	14	13
Sports and recreation	17	20	25	15	23
Education and research	29	33	17	8	13
Universities and colleges	12	11	5	24	48
Health	18	36	17	10	19
Hospitals	11	20	16	3	49
Social services	22	30	26	10	12
Environment	30	33	13	10	15
Development and housing	23	47	21	6	3
Law, advocacy and politics	34	22	23	13	8
Grant-making, fundraising and voluntarism promotion	35	26	15	9	14
International	28	21	22	10	19
Religion	17	14	12	6	51
Business and professional associations and unions	18	23	16	15	28
Organizations not elsewhere classified	37	26	13	12	13
All organizations	22	26	19	11	22

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 86% of organizations that were incorporated.  
Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

3. Only 86% of organizations that were incorporated were asked about their year of founding. Length of operation was then derived based on year of founding.

### Where are organizations located?

There is substantial variation in the numbers and types of nonprofit and voluntary organizations across Canada's provinces and territories. Such differences may be attributable to a number of factors, including historical and cultural influences, size of the population, economic conditions and differences in provincial and territorial policies regarding these organizations. Fifty-seven percent of nonprofit and voluntary organizations are located in Quebec and Ontario.

In every province and territory there are more organizations working in *Religion, Sports and recreation, and Social services* than in any other area of activity. *Religion* accounts for the highest proportion of organizations in all regions except British Columbia (19%), Alberta (19%), Quebec (11%) and the territories (10%) (Table 1.9).

Table 1.9

#### Primary activity area of nonprofit and voluntary organizations, by province or territory, Canada, 2003

Province of territory	Arts and culture	Sports and recreation	Education and research	Universities and colleges	Health	Hospitals	Social services	Environment
% of each province or territory								
Newfoundland and Labrador	9.5	18.1	4.8	x	4.4	x	8.9	4.0
Prince Edward Island	5.2	18.9	8.6	x	5.5	x	7.4	4.5
Nova Scotia	9.5	15.5	5.8	x	1.8	x	16.4	4.2
New Brunswick	6.4	20.4	3.5	x	4.1	x	9.7	1.9
Quebec	7.7	25.7	3.4	0.2	4.0	0.3	14.6	3.4
Ontario	7.6	16.4	5.1	0.4	2.5	0.5	11.4	2.1
Manitoba	9.1	18.0	5.2	0.4	3.9	0.7	13.7	2.0
Saskatchewan	10.2	24.1	4.2	x	4.2	0.6	8.6	2.2
Alberta	10.1	25.7	7.9	0.4	2.4	0.6	9.3	1.7
British Columbia	10.2	17.0	6.9	0.3	3.7	0.7	9.3	3.8
Territories	10.5	21.2	7.0	x	2.9	x	11.1	3.7
<b>Canada</b>	<b>8.5</b>	<b>20.9</b>	<b>5.1</b>	<b>0.3</b>	<b>3.3</b>	<b>0.5</b>	<b>11.8</b>	<b>2.7</b>

	Development and housing	Law, advocacy and politics	Grant-making, fundraising and voluntarism promotion	International	Religion	Business and professional associations and unions	Organizations not elsewhere classified
% of each province or territory							
Newfoundland and Labrador	5.9	2.5	7.4	x	24.7	7.2	2.3
Prince Edward Island	5.2	x	7.5	x	27.2	5.5	2.7
Nova Scotia	4.7	2.4	7.0	x	24.3	4.7	3.1
New Brunswick	4.8	x	8.6	x	30.8	4.9	3.2
Quebec	8.2	2.0	9.3	0.5	11.3	6.7	2.6
Ontario	9.3	2.3	11.9	0.9	23.0	4.8	1.7
Manitoba	6.0	2.0	9.7	0.4	22.4	5.1	1.4
Saskatchewan	3.5	1.5	8.0	x	26.1	5.3	1.2
Alberta	4.8	2.2	10.8	0.4	19.0	3.3	1.6
British Columbia	9.1	3.2	8.2	1.1	19.2	4.8	2.6
Territories	6.3	8.1	6.9	x	9.6	7.7	2.0
<b>Canada</b>	<b>7.6</b>	<b>2.3</b>	<b>9.9</b>	<b>0.6</b>	<b>19.0</b>	<b>5.3</b>	<b>2.1</b>

Note: Rows may not add to 100% due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

The relative number of organizations in each of the provinces and territories varies widely when population size is controlled for. In Canada as a whole, there are approximately 508 organizations per 100,000 population (Table 1.10). The highest prevalence of organizations is in the territories (825) and the lowest is in Ontario (369). This should not be a surprising finding since an organization located in a major city in Ontario, with its higher population density, may be able to serve many more people than a similar organization in the territories. Interestingly, Quebec, with a lower absolute population than Ontario, has a 40% higher concentration of organizations relative to its population.<sup>4</sup>

4. This study focussed on registered charities and incorporated nonprofit and voluntary organizations. There may be additional differences in the number of unincorporated organizations in the various provinces and territories.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 1.10

### Nonprofit and voluntary organizations, by province or territory, Canada, 2003

Province or territory	Number of organizations	% of all organizations	Population count	Average number of organizations per 100,000 population
Newfoundland and Labrador	2,219	1	519,900	427
Prince Edward Island	943	1	138,100	683
Nova Scotia	5,829	4	936,900	622
New Brunswick	3,890	2	750,100	519
Quebec	46,326	29	7,509,900	617
Ontario	45,360	28	12,293,700	369
Manitoba	8,220	5	1,165,900	705
Saskatchewan	7,963	5	994,800	800
Alberta	19,356	12	3,172,100	610
British Columbia	20,270	13	4,168,100	486
Territories	851	1	103,200	825
<b>Canada</b>	<b>161,227</b>	<b>100</b>	<b>31,752,800</b>	<b>508</b>

Note: Percentages may not add to 100 and figures may not add to totals due to rounding.  
Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

At the national level, 56% of all nonprofit organizations are registered charities. Ontario and Quebec collectively account for 54% of all registered charities. The prevalence of registered charities is highest in New Brunswick (68%), Nova Scotia (65%) and Manitoba (62%). Only in Quebec (47%) and the territories (37%) is the incidence of registered charities below the national average (Table 1.11).

Table 1.11

### Charitable status of nonprofit and voluntary organizations, by province or territory, Canada, 2003

Province or territory	Registered charity	Not a registered charity
	% of type of charitable status	
Newfoundland and Labrador	57	43
Prince Edward Island	59	41
Nova Scotia	65	35
New Brunswick	68	32
Quebec	47	53
Ontario	60	40
Manitoba	62	38
Saskatchewan	61	39
Alberta	57	43
British Columbia	56	44
Territories	37	63
<b>Canada</b>	<b>56</b>	<b>44</b>

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

The western provinces have the largest percentage of organizations serving children and young people (22% to 30%). Saskatchewan (16%) and Manitoba (16%) also have the largest percentage of organizations dedicated to serving the elderly. British Columbia has the largest proportion of organizations serving persons with disabilities (11%), and the territories have the largest percentage of organizations serving Aboriginal peoples.

Organizations in Alberta are most likely to have a local focus, serving their neighbourhood, city, town or rural municipality (74%), followed by those in Saskatchewan (68%). In contrast, Prince Edward Island has the most organizations that report serving the entire province (27%). Organizations in Quebec are most likely to report serving a region of their province (26%).

## Summary

Nonprofit and voluntary organizations work in a diverse range of areas. Organizations operating in the area of *Sports and recreation* and *Religion* are the most common, followed by those working in *Social services* and *Grant-making, fundraising and voluntarism promotion*. About half of organizations are registered charities.

Most nonprofit and voluntary organizations provide services close to home, within their neighbourhood, city, town or rural municipality. Most organizations report serving the general public, but many also deliver services to specialized groups. The overwhelming majority of organizations provide services or products directly to individual Canadians. Most report that membership is open to anyone wanting to join, that they do not restrict their services to that membership, and that members are not the primary beneficiaries of the services provided.

Ontario and Quebec account for the majority of nonprofit and voluntary organizations, a finding that is not surprising since nearly two-thirds of the Canadian population live in these two provinces. However, looking at the number of organizations relative to the size of population in each province provides a somewhat different perspective. The number of organizations per 100,000 people is actually the lowest in Ontario and highest in the territories, the region with the smallest number of organizations.

## Financial resources

### Introduction

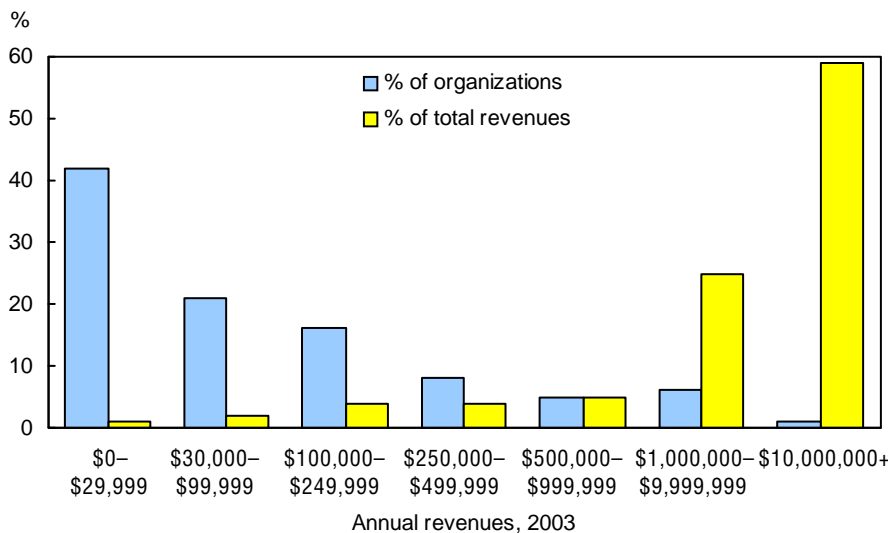
In addition to the contributions that nonprofit and voluntary organizations make to Canadian communities and our quality of life, they have a substantial economic presence. Nonprofit and voluntary organizations reported a total of \$112 billion in yearly revenues in 2003.<sup>1</sup> One-third of these revenues was reported by the less than 1% of organizations that are *Hospitals and Universities and colleges*. The remaining 99% of organizations reported \$75 billion in total revenues.

While many nonprofit and voluntary organizations earn income by providing goods and services for a fee, some also depend substantially on governments—particularly provincial governments—for funding. Smaller organizations rely heavily on donations of money and in-kind donations of goods and services.

### How is revenue distributed across organizations?

A small number of organizations account for the overwhelming majority of all revenues (Figure 2.1). One percent have annual revenues of \$10 million or more; they account for 59% of all revenues received. In contrast, 42% of organizations have annual revenues of less than \$30,000; they account for just 1% of all revenues. Less than 3% of organizations report having no revenues.

Figure 2.1  
**Percentage of organizations and of total revenue, by annual revenues, Canada, 2003**



Source: National Survey of Nonprofit and Voluntary Organizations.

*Hospitals and Universities and colleges* account for less than 1% of all organizations but command 33% of all revenues. Both types of organizations also have dramatically larger average revenues than do other organizations—\$31 million and \$25 million, respectively (Table 2.1). In contrast, *Sports and recreation* and *Religion* organizations together make up 40% of all organizations, but they account for only 12% of total revenues and have average revenues of \$181,000 and \$222,000, respectively.

1. The calculation of revenues includes \$1.9 billion in transfers received from other nonprofit and voluntary organizations.



## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Registered charities represent 56% of organizations, account for 63% of all revenues reported and typically have larger average total revenues than do organizations that are not registered as charities. Such differences in revenues may be attributable to the tax exemptions that registered charities receive and their ability to offer donors the opportunity to claim tax credits for donations.

Table 2.1

### Revenues of nonprofit and voluntary organizations, by primary activity area and charitable status, Canada, 2003

Primary activity area	All organizations	All revenues	Total	Average
	%	%	\$ millions	\$
Arts and culture	8.5	3.1	3,427	248,908
Sports and recreation	20.9	5.4	6,078	180,637
Education and research	5.1	5.9	6,592	795,663
Universities and colleges	0.3	11.1	12,381	24,647,015
Health	3.3	8.2	9,174	1,723,082
Hospitals	0.5	21.9	24,451	31,387,311
Social services	11.8	10.0	11,146	583,599
Environment	2.7	1.0	1,131	255,753
Development and housing	7.6	5.9	6,625	540,657
Law, advocacy and politics	2.3	1.3	1,403	386,623
Grant-making, fundraising and voluntarism promotion	9.9	7.4	8,253	517,916
International	0.6	1.1	1,253	1,225,492
Religion	19.0	6.1 <sup>E</sup>	6,805 <sup>E</sup>	221,813 <sup>E</sup>
Business and professional associations and unions	5.3	9.7	10,770	1,269,601
Organizations not elsewhere classified	2.1	1.9	2,105	620,189
<b>All organizations</b>	<b>100.0</b>	<b>100.0</b>	<b>111,596</b>	<b>692,163</b>
<b>Charitable status</b>				
Registered charity	55.7	63.3	70,613	786,094
Not a registered charity	44.3	36.7	40,982	573,987
<b>All organizations</b>	<b>100.0</b>	<b>100.0</b>	<b>111,596</b>	<b>692,163</b>

Note: Percentages may not add to 100 and figures may not add to totals due to rounding.  
Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### How do organizations generate revenue?

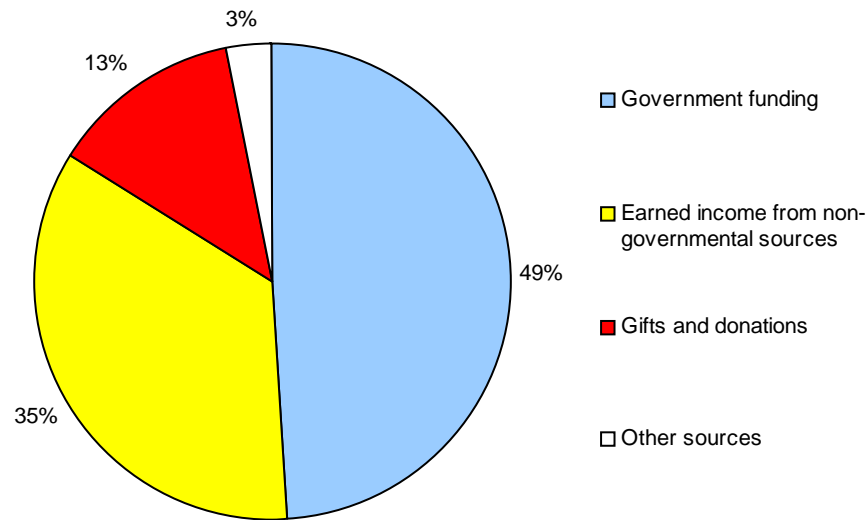
Governments provide 49% of the funds that organizations receive; 35% of revenue is earned income from non-government sources, generated by memberships and sales of goods and services (Figure 2.2).<sup>2</sup> Thirteen percent of all revenue is received in the form of gifts and donations from individuals, corporations and other organizations. Excluding *Hospitals* and *Universities and colleges*, 36% of revenues come from government, 43% from earned income from non-government sources, 17% from gifts and donations, and the remaining 4% from other sources.

Forty percent of the funding for all organizations comes from provincial governments. The federal government provides 7% of all funding, and municipal governments, 2%. Of the funding coming from government, almost two-thirds is in the form of grants and contributions (31% of total revenues for nonprofit and voluntary organizations). The remaining revenues (18% of total revenues) from government are received as payment for goods and services that nonprofit and voluntary organizations have delivered.<sup>3</sup>

2. Earned income excludes government revenue sources, but includes such items as charitable gaming, membership fees or dues, fees for goods and services and earnings from endowments or investments, including interest income.

3. Government grants and contribution agreements can also be used to pay for the delivery of goods and services on behalf of government.

Figure 2.2  
**Distribution of total revenue, by source, Canada, 2003**



**Source:** National Survey of Nonprofit and Voluntary Organizations.

Larger organizations depend more on government funding than do smaller organizations. Government sources account for approximately 58% of total revenues for organizations with annual revenues of \$10 million or more, but only 12% of total revenues for organizations with annual revenues of less than \$30,000 (Table 2.2). The association between greater government funding and larger annual revenues is particularly striking for government payments for goods and services. Organizations with annual revenues of \$10 million or more report almost 10 times the government revenue for goods and services than do organizations with less than \$30,000 in annual revenues (19% versus 2% of total revenues).

Provincial grants and contributions account for 33% of all revenues of organizations with annual revenues of \$10 million or more. Federal government grants are most significant for organizations with larger revenues. Reliance on municipal government funding is quite similar among all organizations, regardless of size of revenues.

The other half of nonprofit organizations' income comes from several non-government sources. Fees paid for goods or services provided by the organization make up 20% of total revenues (Table 2.2). Most of the remaining earned income from non-government sources comes from membership fees (11% of total revenues), with only small amounts from investment income (4%) and charitable gaming (1%).<sup>4</sup>

Smaller organizations depend more on earned income from non-government sources than do larger organizations. For example, among those with annual revenues of less than \$30,000, earned income accounts for 51% of total revenues. In contrast, organizations with annual revenues of \$10 million or more receive 31% of their revenues from earned income from non-government sources. Membership fees appear to be a more important source of revenues for smaller organizations.

Most revenues from gifts and donations come from donations made directly by individuals (8% of total revenues) or from corporate sponsorships, donations and grants (3%). Smaller amounts are received as disbursements from other nonprofit and voluntary organizations (2% of total revenues) and from fundraising organizations or private, family or community foundations (1%).

4. These gaming revenues are generated by organizations themselves and do not include gaming revenues transferred to organizations by provincial governments. Gaming as a method of fundraising is restricted to registered charities and organizations deemed to be charities by provinces for gaming purposes.

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Smaller organizations also rely more upon gifts and donations for revenues than do larger organizations. Gifts and donations account for about one-third of total revenues among organizations with annual revenues of less than \$250,000, but for just 8% of revenues for organizations earning \$10 million or more. This pattern is driven almost exclusively by fluctuations in individual donations; other types of gifts and donations are relatively constant, regardless of the size of revenues.

Table 2.2

### Sources of revenue of nonprofit and voluntary organizations, by annual revenues, Canada, 2003

Sources of revenue	Revenues	Less than \$30,000	\$30,000	\$100,000	\$250,000	\$500,000	\$1,000,000	\$10,000,000 or more	All organizations	
			to \$99,999	to \$249,999	to \$499,999	to \$999,999	to \$9,999,999			
	\$ millions									
			% of all sources							
<b>Revenues from government</b>										
Government payments for goods and services										
Federal	1,629	0	1	1	2	4	2	1	1	
Provincial	17,203	1	2	2	6	9	17	18	15	
Municipal	1,035	1	1	1	1	2	2	1	1	
Other government	85 <sup>E</sup>	0	0	0	0	0	0	0	0	
<b>Total government payments for goods and services</b>	<b>19,952</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>9</b>	<b>15</b>	<b>20</b>	<b>19</b>	<b>18</b>	
Government grants and contributions										
Federal	6,040	2	2	4	5	6	5	6	5	
Provincial	26,944	5	8	12	11	13	12	33	24	
Municipal	1,068 <sup>E</sup>	3	2	2	2	2	2	0	1	
Other government	156	0	0	0	0	0	0	0	0	
<b>Total government grants and contributions</b>	<b>34,208</b>	<b>9</b>	<b>12</b>	<b>18</b>	<b>18</b>	<b>20</b>	<b>19</b>	<b>39</b>	<b>31</b>	
<b>Total revenues from government</b>	<b>54,160</b>	<b>12</b>	<b>16</b>	<b>21</b>	<b>27</b>	<b>35</b>	<b>39</b>	<b>58</b>	<b>49</b>	
<b>Earned income from non-governmental sources</b>										
Charitable gaming	1,243	7	8	5	4	2	1	0	1	
Membership fees	12,034	22	17	16	14	14	13	9	11	
Fees for goods or services	21,845	17	16	18	21	23	21	19	20	
Investment income (including interest)	4,173	5	4	4	4	3	4	4	4	
<b>Total earned income from non-governmental sources</b>	<b>39,294</b>	<b>51</b>	<b>44</b>	<b>43</b>	<b>43</b>	<b>42</b>	<b>39</b>	<b>31</b>	<b>35</b>	
<b>Gifts and donations</b>										
Individual donations	8,370 <sup>E</sup>	23	25	25	20	12	10	4	8	
Fundraising organizations and family community foundations	1,138	2	2	2	1	2	2	1	1	
Disbursements from other nonprofit organizations	1,935	3	3	2	2	2	2	1	2	
Corporate sponsorships, donations or grants	2,815	4	3	3	3	2	3	2	3	
<b>Total gifts and donations</b>	<b>14,258</b>	<b>31</b>	<b>34</b>	<b>32</b>	<b>26</b>	<b>18</b>	<b>17</b>	<b>8</b>	<b>13</b>	
<b>Total other income</b>	<b>3,883</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>3</b>	

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

The types of revenues that organizations depend on to do their work vary according to the organization's area of primary activity (Table 2.3). Government is a major source of revenues for *Hospitals* (82% of total revenues), *Health* (70%), *Social services* (66%) and *Universities and colleges* (56%). In contrast, organizations in *Sports and recreation* (12%) and *Religion* (8%), as well as *Business and professional associations and unions* (7%), receive comparatively small amounts of their total revenues from government.

Provincial governments provide significant funding for organizations that work in areas where the government has constitutional responsibility for delivery of services, such as *Hospitals*, *Health*, *Universities and colleges* and *Social services*. For *Hospitals* and *Universities and colleges*, the bulk of this funding comes in the form of provincial government grants and contributions (49% of total revenues for *Hospitals*, and 42% for *Universities and colleges*). For *Health* and *Social services* organizations, provincial government funding is much more evenly distributed between grants and contributions on the one hand and payments for goods and services on the other.

Most organizations rely more on provincial government funding than they do on funding from federal or municipal sources. Exceptions are *International* and *Law, advocacy and politics* organizations, which receive a larger proportion of their revenues from the federal government than do other organizations, and which receive these mostly in the form of grants. Municipal governments account for only a small percentage of funding for most organizations. Organizations with the greatest reliance on municipal funding are those working in the areas of *Environment* (9% of total revenues), *Social services* (6%), *Arts and culture* (6%) and *Development and housing* (6%).

Although governments are the largest source of funding for many organizations, those classified as *Business and professional associations and unions*, *Sports and recreation*, *Arts and culture*, *Development and housing* and *Environment* depend heavily on earned income from non-government sources. Within the earned income from non-government sources category, two sources of revenues tend to be most important: fees for goods and services, and membership fees and dues. The former provides a substantial percentage of total revenues for *Arts and culture* (42%), *Development and housing* (40%) and *Environment* organizations (35%). The latter is a relatively larger source of revenue for *Business and professional associations and unions* (69%), *Sports and recreation* (25%) and *Law, advocacy and politics* (24%) organizations. The other two types of earned income from non-government sources—charitable gaming receipts and investment income—provide modest amounts of revenues for most organizations. However, *Grant-making, fundraising and voluntarism promotion* organizations receive 22% of total revenues in the form of investment income, and *Sports and recreation* organizations obtain 7% of revenues from charitable gaming.

Gifts and donations are a substantial source of revenues for *Religion* (accounting for 64% of total revenues), *International* (39%) and *Grant-making, fundraising and voluntarism promotion* organizations (32%). For most, these revenues come from individual donations. Corporate sponsorships, donations and grants are significant sources of revenue for *Sports and recreation* (15% of total revenues), *Arts and culture* (8%) and *Grant-making, fundraising and voluntarism promotion* organizations (5%).

Registered charities rely more on government revenues (54% of their total revenues) than do other organizations (39%) and also depend more on gifts and donations—18%, compared with 4% for non-charities (Table 2.4). In contrast, other organizations rely more on earned income from non-government sources (53% of revenues versus 25% for charities).

### How much revenue is transferred to other organizations?

A substantial amount of funds is transferred among nonprofit and voluntary organizations. The primary function of some registered charities is to provide funding to other organizations. In addition, organizations may operate as part of a larger network of organizations and may, for example, transfer funds to the national arm of their organization. Finally, organizations may also transfer funds to pay for services provided by other organizations. Twenty-seven percent of all nonprofit and voluntary organizations transfer or disburse funds to other organizations. These transfers make up almost \$5.4 billion (Table 2.5), or 4% of total revenues. The vast majority of these transfers, 86%, are made to nonprofit and voluntary organizations within Canada, but just over \$600 million or 11% of transfers are made to organizations outside of Canada and 3% are made to governments. Although the percentage of organizations transferring funds to other organizations is sizable, the average amount disbursed is \$126,000.

### How much do organizations rely on donations of goods and services?

In addition to monetary revenues, 28% of organizations report receiving in-kind donations of goods and services, with a total estimated value of \$2.3 billion, or approximately 2% of total revenues.

About one-quarter of organizations with revenues less than \$100,000 report receiving in-kind donations, compared with about one-third of those with annual revenues of \$100,000 or more. However, the relative contribution that in-kind donations make to the total revenues of an organization increases as total revenues decline. For example, in-kind donations to organizations with annual revenues of less than \$30,000 are equivalent in value to 25% of total revenues. In contrast, in-kind donations received by organizations with annual revenues of \$10 million or more are equivalent to just 1% of their total revenues.

In-kind donations appear to be particularly important for *International* organizations, where they equate to 32% of total monetary revenues. All other types of organizations receive in-kind donations equal to 7% or less of total monetary revenues.

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Table 2.3

### Sources of revenue of nonprofit and voluntary organizations, by primary activity area, Canada, 2003

Sources of revenue	Arts and culture	Sports and recreation	Education and research	Universities and colleges	Health	Hospitals	Social services	Environment
% of all sources								
<b>Revenues from government</b>								
Government payments for goods and services								
Federal	1	1	1	1	2	0	2	4
Provincial	2	2	7	6	29	32	28	3
Municipal	0	1	0	0	1	0	5	8
Other government	0	0	0	0	1	0	0	0
Total government payments for goods and services	4	3	9	7	33	33	35	15
Government grants and contributions								
Federal	7	2	17	7	6	0	3	5
Provincial	11	5	20	42	31	49	26	6
Municipal	6	2	0	0	0	0	2	1
Other government	0	0	0	0	0	0	0	0
Total government grants and contributions	24	9	37	49	38	49	31	12
<b>Total revenues from government</b>	<b>28</b>	<b>12</b>	<b>46</b>	<b>56</b>	<b>70</b>	<b>82</b>	<b>66</b>	<b>27</b>
<b>Earned income from non-governmental sources</b>								
Charitable gaming	4	7	1	0	0	0	1	1
Membership fees	3	25	5	3	1	0	4	7
Fees for goods or services	42	31	32	28	16	10	13	35
Investment income (including interest)	1	2	1	2	1	3	1	1
<b>Total earned income from non-governmental sources</b>	<b>50</b>	<b>65</b>	<b>40</b>	<b>32</b>	<b>18</b>	<b>14</b>	<b>20</b>	<b>44</b>
<b>Gifts and donations</b>								
Individual donations	7	3	5	2	5	0	4	15
Fundraising organizations and family community foundations	1	0	1	0	1	0	3	2
Disbursements from other nonprofit organizations	1	1	1	3	1	1	1	4
Corporate sponsorships, donations or grants	8	15	2	2	3	0	2	2
<b>Total gifts and donations</b>	<b>17</b>	<b>20</b>	<b>9</b>	<b>7</b>	<b>9</b>	<b>2</b>	<b>11</b>	<b>23</b>
<b>Total other income</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>6</b>

	Development and housing	Law and advocacy	Grant-making, fundraising and voluntarism promotion	International	Religion	Business and professional associations and unions	Organizations not classified elsewhere	All organizations
% of all sources								
<b>Revenues from government</b>								
Government payments for goods and services								
Federal	4	16	0	6	0	1	9	1
Provincial	19	6	2	1	2	3	4	15
Municipal	2	1	0	0	0	0	3	1
Other government	0	0	0	0	0	0	0	0
Total government payments for goods and services	26	22	2	7	2	4	15	18
Government grants and contributions								
Federal	7	12	19	32	0 <sup>E</sup>	2	2	5
Provincial	7	13	9	2	4 <sup>E</sup>	1	7	24
Municipal	4	0	0	0	2 <sup>E</sup>	0	0	1
Other government	0	0	0	0	0 <sup>E</sup>	0	0	0
Total government grants and contributions	19	25	28	35	6 <sup>E</sup>	3	9	31
<b>Total revenues from government</b>	<b>44</b>	<b>47</b>	<b>30</b>	<b>42</b>	<b>8<sup>E</sup></b>	<b>7</b>	<b>24</b>	<b>49</b>
<b>Earned income from non-governmental sources</b>								
Charitable gaming	0	2	4	0	1	0	1	1
Membership fees	6	24	1	3	9	69	4	11
Fees for goods or services	40	13	7	8	9	14	62	20
Investment income (including interest)	3	2	22	2	5	2	2	4
<b>Total earned income from non-governmental sources</b>	<b>50</b>	<b>41</b>	<b>35</b>	<b>13</b>	<b>24</b>	<b>85</b>	<b>69</b>	<b>35</b>
<b>Gifts and donations</b>								
Individual donations	0	5	21	30	57 <sup>E</sup>	0	2	8
Fundraising organizations and family community foundations	1	1	3	2	1	0	0	1
Disbursements from other nonprofit organizations	1	1	4	4	5	0	1	2
Corporate sponsorships, donations or grants	0	2	5	3	1	1	0	3
<b>Total gifts and donations</b>	<b>2</b>	<b>9</b>	<b>32</b>	<b>39</b>	<b>64<sup>E</sup></b>	<b>2</b>	<b>4</b>	<b>13</b>
<b>Total other income</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>3</b>

Note: Percentages may not add to 100 due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

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Table 2.4

### Sources of revenues of nonprofit and voluntary organizations, by charitable status, Canada, 2003

Source of revenue	Registered charity	Not a registered charity		All organizations
		% of all sources		
<b>Revenues from government</b>				
Payments for goods and services	18.5	16.9		17.9
Grants and contributions	35.6	22.2		30.7
<b>Total revenues from government</b>	<b>54.0</b>	<b>39.1</b>		<b>48.5</b>
<b>Earned income from non-governmental sources</b>				
Charitable gaming	1.1	1.2		1.1
Membership fees	2.9	24.4		10.8
Fees for goods or services	16.3	25.2		19.6
Investment income (including interest)	4.5	2.4		3.7
<b>Total earned income from non-governmental sources</b>	<b>24.7</b>	<b>53.3</b>		<b>35.2</b>
<b>Gifts and donations</b>				
Individual donations	11.2	1.1		7.5
Fundraising organizations and family community foundations	1.5	0.2		1.0
Disbursements from other nonprofit organizations	2.3	0.8		1.7
Corporate sponsorships, donations or grants	3.1	1.6		2.5
<b>Total gifts and donations</b>	<b>18.1</b>	<b>3.7</b>		<b>12.8</b>
<b>Total other income</b>	<b>3.2</b>	<b>4.0</b>		<b>3.5</b>

Note: Figures may not add up to subtotals due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Table 2.5

### Amount transferred by nonprofit and voluntary organizations,<sup>1</sup> by destination of transfers, Canada, 2003

Destination of transfers	Total value of transfers	
	\$ millions	%
Nonprofit and voluntary organizations within Canada	4,656	86
Canadian governments	176	3
Organizations outside Canada	613	11
<b>Total transfers to other organizations</b>	<b>5,444</b>	<b>100</b>

1. These figures apply only to the 27% of organizations that reported transferring funds to other organizations.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Are the revenues of organizations changing?

For the most part, organizational revenues appear to have been stable or to have increased from 2000 to 2003. Thirty-six percent stated that their revenues had increased (Table 2.6), 42% said their revenues had remained about the same, and 22% said their revenues had declined.<sup>5</sup>

It is important to note that these findings do not speak directly to the financial health of organizations. First, they do not allow us to determine the number of organizations that may have closed down between the survey years because of financial difficulties. In addition, organizations with stable revenues may still need to cope with rising costs and, as will be seen later, a substantial number of organizations report problems due to increasing demands for services or products.

5. These figures refer only to the 81% of organizations that were incorporated and that had been in operation for at least three years.

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The larger the annual revenues of an organization, the more likely it is to report higher revenues in 2003 than in 2000. Seventy-two percent of organizations with annual revenues of \$10 million or more reported increased revenues, compared with 21% of organizations with annual revenues of less than \$30,000.

Table 2.6

### Reported change in revenues over the last three years for nonprofit and voluntary organizations,<sup>1</sup> by annual revenues, Canada, 2003

Annual revenues	Reported change in revenues over the last three years <sup>1</sup>		
	Increased	Remained about the same	Decreased
	%		
Less than \$30,000	21	54	25
\$30,000 to \$99,999	36	40	24
\$100,000 to \$249,999	44	37	20
\$250,000 to \$499,999	54	29	17
\$500,000 to \$999,999	56	30	13
\$1,000,000 to \$9,999,999	59	28	13
\$10,000,000 and over	72	17	11
<b>All organizations</b>	<b>36</b>	<b>42</b>	<b>22</b>

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 81% of organizations that were incorporated and that had been in operation for at least three years.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Hospitals are substantially more likely than organizations in other activity areas to report increases in revenues from 2000 to 2003—59% of them report increases (Table 2.7).

Table 2.7

### Reported change in revenues over the last three years for nonprofit and voluntary organizations,<sup>1</sup> by primary activity area, Canada, 2003

Annual revenues	Reported change in revenues over the last three years <sup>1</sup>		
	Increased	Remained about the same	Decreased
	% of each activity area		
Arts and culture	38	39	23
Sports and recreation	30	46	24
Education and research	45	40	16
Universities and colleges	36	45	19
Health	42	33	25
Hospitals	59	33	8
Social services	46	33	21
Environment	28	48	24
Development and housing	41	48	11
Law, advocacy and politics	27	49	24
Grant-making, fundraising and voluntarism promotion	27	46	27
International	39	32	28
Religion	36	41	23
Business and professional associations and unions	34	48	18
Organizations not elsewhere classified	39	39	23
<b>All organizations</b>	<b>36</b>	<b>42</b>	<b>22</b>

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 81% of organizations that were incorporated and that had been in operation for at least three years.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

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Interestingly, the types of organizations that are most likely to report increases in revenues are often also the ones that receive the highest percentages of their total revenues from government, although this does not necessarily mean that the funding increases reported by these organizations are due to increased government funding.

### How do revenues vary across provinces?

Twenty-eight percent of all nonprofit and voluntary organizations are in Ontario, yet these organizations account for 43% of total revenues in Canada (Table 2.8). Ontario has a large number of high-revenue organizations (\$500,000 and above) with a national reach (14% compared with 4% for the rest of the country). Many of these organizations may be national organizations with headquarters in Ontario. Looking at the average revenues of organizations, those in the territories have the largest average yearly revenue (\$1.4 million), followed by those in Ontario (\$1.1 million). Organizations in Prince Edward Island and Nova Scotia have the smallest average annual revenues (\$244,000).

Table 2.8

#### Revenues of nonprofit and voluntary organizations, by province or territory, Canada, 2003

Province or territory	All organizations	All revenues	Total	Average
	%	%	\$ millions	\$
Newfoundland and Labrador	1.4	0.9	1,006	453,281
Prince Edward Island	0.6	0.2	230	244,377
Nova Scotia	3.6	1.3	1,424	244,217
New Brunswick	2.4	2.8	3,090	794,331
Quebec	28.7	22.4	25,052	540,781
Ontario	28.1	42.8	47,720	1,052,024
Manitoba	5.1	6.8	7,620	927,024
Saskatchewan	4.9	3.3	3,664	460,090
Alberta	12.0	8.6	9,647	498,361
British Columbia	12.6	9.8	10,925	538,992
Territories	0.5	1.1	1,218	1,431,198
<b>All organizations</b>	<b>100.0</b>	<b>100.0</b>	<b>111,596</b>	<b>692,163</b>

Note: Percentages may not add to 100 and figures may not add to totals due to rounding.  
Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Government funds, either in the form of payments for goods and services or grants and contributions, are the largest part of revenues of nonprofit and voluntary organizations throughout the country, except in Alberta, the territories and New Brunswick, where such organizations rely more on earned income from non-government sources (Table 2.9).

Apart from revenues coming from government, the most important source for organizations in each of the provinces and the territories is earned income from non-government sources, mainly in the form of fees for goods and services. Gifts and donations, mainly in the form of individual donations, are most important in Prince Edward Island and Nova Scotia (18%), Alberta (16%), Ontario (15%) and British Columbia (15%).

### Summary

Nonprofit and voluntary organizations have an important economic presence. Generally, a small number of large organizations such as *Hospitals* and *Universities and colleges* account for disproportionately large percentages of total revenues. In contrast, the more numerous organizations working in *Sports and recreation* and *Religion* account for only a small fraction of total revenues. Governments, particularly provincial governments, are the largest source of funding for nonprofit and voluntary organizations. Earned income from non-government sources is the second largest source of revenue. Government funding accounts for a larger percentage of total revenues for large organizations such as *Hospitals* than it does for smaller organizations such as those in *Sports and recreation* and *Religion*. Conversely, gifts and donations are a larger source of revenues for small organizations—most of their revenues come from donations made by individual Canadians. Registered charities generally have larger revenues than organizations that are not registered as charities.



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Table 2.9

### Sources of revenue of nonprofit and voluntary organizations, by province or territory, Canada, 2003

Source of revenue	Newfoundland and Labrador	Prince Edward Island	Nova Scotia	New Brunswick	Quebec	Ontario	Manitoba	Saskatchewan	Alberta	British Columbia	Territories	Canada
	% of each source											
<b>Revenues from government</b>												
Payments for goods and services	13	10	28	32	9	21	17	18	18	21	7	18
Grants and contributions	39	42	19	8	51	24	37	37 <sup>E</sup>	14	28	28	31
<b>Total revenues from government</b>	<b>52</b>	<b>52</b>	<b>47</b>	<b>41</b>	<b>60</b>	<b>45</b>	<b>54</b>	<b>56</b>	<b>33</b>	<b>49</b>	<b>35</b>	<b>49</b>
<b>Earned income</b>												
Charitable gaming	2	3	2	1	0	1	1	5	3	1	1	1
Membership fees	8	6	9	7	8	13	11	7	12	8	1	11
Fees for goods or services	19	14	18	26	16	19	15	18	31	20	57	20
Investment income (including interest)	2	2	3	19	3	3	8	1	3	2	1	4
<b>Total earned income from non-governmental sources</b>	<b>31</b>	<b>25</b>	<b>32</b>	<b>52</b>	<b>28</b>	<b>36</b>	<b>34</b>	<b>31</b>	<b>49</b>	<b>31</b>	<b>60</b>	<b>35</b>
<b>Gifts and donations</b>												
Individual donations	7	14	13	4	3	9	7	8	10	10	1	8
Fundraising organizations and family community foundations	0	1	1	0	1	1	1	0	1	1	0	1
Disbursements from other nonprofit organizations	6	1	3	1	2	2	1	1	2	2	3	2
Corporate sponsorships, donations or grants	1	2	2	0	2	3	1	1	4	2	0	3
<b>Total gifts and donations</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>6</b>	<b>8</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>16</b>	<b>15</b>	<b>4</b>	<b>13</b>
<b>Total other income</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>3</b>

Note: Percentages may not add to subtotals due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Most organizations report that their revenues have either increased or remained the same between 2000 and 2003. *Hospitals* are more likely than other types of organizations to report rising revenues; *International*, *Grant-making*, *fundraising and voluntarism promotion*, and *Health* organizations are most likely to report declining revenues. Larger organizations are much more likely than smaller organizations to report that revenues have increased; smaller organizations are more likely to report decreased revenues.

In-kind donations appear to be a particularly important source of support for smaller organizations.

Relative to their numbers, Ontario-based organizations receive a greater share of total revenues than do those located elsewhere. Quebec-based organizations have proportionately lower revenues. Organizations in the territories and Ontario have the largest average revenues while those in Prince Edward Island and Nova Scotia have the smallest. Contrary to the pattern elsewhere, organizations in the territories, New Brunswick and Alberta rely most on revenues from earned income from non-government sources as opposed to revenues from government sources.

## Human resources

### Introduction

Many nonprofit and voluntary organizations consider their volunteers and paid staff to be one of their greatest strengths,<sup>1</sup> and the NSNVO demonstrates how important both are. Virtually all nonprofit and voluntary organizations rely on volunteers to some degree, and more than half rely solely on volunteers to fulfill their mission.<sup>2</sup> Many Canadians volunteer for more than one organization. As a result, nonprofit and voluntary organizations report a combined volunteer complement of over 19 million<sup>3</sup> that contribute more than 2 billion hours of volunteer time,<sup>4</sup> or the equivalent of more than 1 million full-time jobs.<sup>5</sup> From the perspective of an individual organization, this represents an average of 14,492 hours, or 7.5 full-time jobs per year.

Although just under half of all organizations have paid employees, these organizations employ a total of 2 million people.<sup>6</sup> One-third of these people are employed by *Hospitals* and *Universities and colleges*, which make up less than 1% of all organizations.

### How much do organizations rely on volunteers?

Volunteers serve a variety of functions in nonprofit and voluntary organizations. Ninety-three percent of volunteers are engaged exclusively in activities such as delivering, or helping to deliver, programs and services and engaging in fundraising and campaigning activities. Collectively, these volunteers account for 91% of volunteer hours. While 31% of these volunteers give their time only once or twice a year, for example, to do campaigning or fundraising, 69% are more frequently engaged by the organizations for which they volunteer.

The remaining 7% of volunteers are engaged in governance, serving on the organization's board of directors.<sup>7</sup> In fact, for 20% of organizations, all of their volunteers are involved in governance activities. Collectively, volunteers involved in governance account for 9% of all volunteer hours.

Although nearly all organizations make use of volunteers, most volunteers are concentrated among a relatively small number of organizations: 73% are engaged by the 6% of organizations that have volunteer complements of 200 or more (Table 3.1).

*Sports and recreation* organizations account for 28% of all volunteers and 23% of total volunteer hours (Table 3.2), although these organizations account for only 21% of nonprofit and voluntary organizations. In contrast, *Religion* organizations account for 11% of volunteers and 12% of volunteer hours, but make up 19% of nonprofit and voluntary organizations.

1. M.H. Hall et al., 2003, *The Capacity to Serve: A Qualitative Study of the Challenges Facing Canada's Nonprofit and Voluntary Organizations*, Toronto, Canadian Centre for Philanthropy.
2. For the purposes of this report, volunteers include volunteer board members, unless otherwise specified.
3. Because people may volunteer with more than one organization, the number of volunteers that organizations engage exceeds the number of volunteers in the population. The National Survey of Giving, Volunteering and Participating estimates that 6.5 million Canadians volunteer over the course of a year (M.H. Hall, L. McKeown and K. Roberts, 2001, *Caring Canadians, Involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering and Participating*, Catalogue no. 71-542-XPE, Ottawa, Statistics Canada.).
4. This estimate is based on the total number of volunteer hours that organizations reported receiving. It should be noted that *The National Survey of Giving, Volunteering and Participating* (see reference in note 3 above) estimates that Canadians volunteered a total of 1.1 billion hours in 2000.
5. Full-time equivalencies were calculated using a 40-hour work week and 48 work weeks per year.
6. This includes 884,129 part-time employees. Some employees may work for more than one organization.
7. Volunteer board members may also contribute to their organizations in activities other than governance.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 3.1

### Nonprofit and voluntary organization volunteers, by number of volunteers, Canada, 2003

Number of volunteers	All organizations	Total hours volunteered	All volunteers	
	%	%	%	number
None	0.8	...	...	...
1 to 9	21.6	0.8	1.1	207,961
10 to 24	28.9	3.9	3.9	746,487
25 to 99	34.7	15.5	13.7	2,632,840
100 to 199	8.2	9.7	8.7	1,673,498
200 or more	5.8	70.1	72.6	13,916,506
<b>All organizations</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>19,177,292</b>

Note: Percentages may not add to 100 due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Table 3.2

### Nonprofit and voluntary organization volunteers, by primary activity area, Canada, 2003

Primary activity area	All organizations	Total hours volunteered	All volunteers	
	% of each activity area		%	number
Arts and culture	8.5	8.5	4.9	932,935
Sports and recreation	20.9	22.8	27.6	5,283,965
Education and research	5.1	6.7 <sup>E</sup>	7.8 <sup>E</sup>	1,491,689 <sup>E</sup>
Universities and colleges	0.3	0.6	0.2	39,778
Health	3.3	5.5	4.2	798,083
Hospitals	0.5	1.9	1.7	335,597
Social services	11.8	20.4 <sup>E</sup>	18.8 <sup>E</sup>	3,614,047 <sup>E</sup>
Environment	2.7	1.2	3.8	734,429
Development and housing	7.6	1.4	1.7	319,733
Law, advocacy and politics	2.3	3.5 <sup>E</sup>	1.9	370,994
Grant-making, fundraising and voluntarism promotion	9.9	6.8	8.6	1,644,398
International	0.6	2.3	0.8	153,503
Religion	19.0	12.2	10.9	2,081,475
Business and professional associations and unions	5.3	2.8	5.2	988,515
Organizations not elsewhere classified	2.1	3.4 <sup>E</sup>	2.0 <sup>E</sup>	388,154 <sup>E</sup>
<b>All organizations</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>19,177,292</b>

Note: Percentages may not add to 100 and figures may not add to total due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Most people who volunteer for nonprofit and voluntary organizations do so with registered charities. Although registered charities represent only 56% of organizations, they account for 71% of all volunteers and 67% of total volunteer hours.

While organizations with annual revenues of more than \$10 million make up only 1% of all organizations, they account for 20% of all volunteers and 13% of total volunteer hours. The 13% of organizations with revenues of \$500,000 or more accounted for 41% of all volunteer hours (Table 3.3). The smallest organizations (revenues under \$30,000) make up 42% of all organizations, but account for only 12% of volunteers and 15% of total volunteer hours.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 3.3

### Nonprofit and voluntary organization volunteers, by annual revenues, Canada, 2003

Annual revenues	All organizations	Total hours volunteered	All volunteers	
	% of each revenue category		%	number
Less than \$30,000	41.5	14.5	11.7	2,244,583
\$30,000 to \$99,999	21.3	11.0	10.4	1,996,220
\$100,000 to \$249,999	16.3	23.6 <sup>E</sup>	26.4 <sup>E</sup>	5,069,313 <sup>E</sup>
\$250,000 to \$499,999	8.3	10.1	11.5	2,197,432
\$500,000 to \$999,999	5.3	7.9	6.0	1,148,298
\$1,000,000 to \$9,999,999	6.3	19.9	13.7	2,632,233
\$10,000,000 or more	0.9	13.1	20.3	3,889,213
<b>All organizations</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>19,177,292</b>

Note: Percentages may not add to 100 due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### How have volunteer levels changed between 2000 and 2003?

Most organizations (54%) report little change in their number of volunteers<sup>8</sup> from 2000 to 2003 (Table 3.4): 28% report an increase, and 18% report a decline. Organizations with large volunteer complements (100 volunteers or more) are the most likely to report an increase in the number of volunteers.

Table 3.4

### Reported change in number of volunteers for nonprofit and voluntary organizations,<sup>1</sup> by number of volunteers, Canada, 2000 to 2003

Number of volunteers	Reported change in number of volunteers over the last three years		
	Increased	Remained about the same	Decreased
	%		
1 to 9	9	70	20
10 to 24	20	60	20
25 to 99	31	51	17
100 to 199	39	45	15
200 or more	37	48	15
<b>All organizations</b>	<b>28</b>	<b>54</b>	<b>18</b>

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 64% of organizations that were incorporated, that had been in operation for at least three years, and that had volunteers (excluding those involved in governance).

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Sports and recreation organizations, which account for 28% of all volunteers, are most likely to report a decline in volunteers between 2000 and 2003 (Table 3.5). In contrast, 45% of *International*, 34% of *Social services* and 33% of *Arts and culture* organizations report higher numbers of volunteers.

8. These figures apply only to the 64% of organizations that were incorporated, that had been in operation for at least three years, and that had volunteers (excluding those involved in governance).

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 3.5

### Reported change in number of volunteers over the last three years for nonprofit and voluntary organizations,<sup>1</sup> by primary activity area, Canada, 2000 to 2003

Primary activity area	Reported change in number of volunteers over the last three years		
	Increased	Remained about the same	Decreased
	%		
Arts and culture	33	50	16
Sports and recreation	21	52	26
Education and research	32	53	15
Universities and colleges	x	67	x
Health	24	57	19
Hospitals	x	71	x
Social services	34	49	17
Environment	27	59	14
Development and housing	19	70	11
Law, advocacy and politics	31	50	20
Grant-making, fundraising and voluntarism promotion	25	59	16
International	45	42	13
Religion	32	53	14
Business and professional associations and unions	21	61	18
Organizations not elsewhere classified	28	62	10
<b>All organizations</b>	<b>28</b>	<b>54</b>	<b>18</b>

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 64% of organizations that were incorporated, that had been in operation for at least three years, and that had volunteers (excluding those involved in governance).

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Organizations with the lowest revenues (under \$30,000) were less likely than others to report that the number of volunteers they engaged had increased between 2000 and 2003 (Table 3.6). Mid-sized organizations (revenues of \$250,000 to \$499,999) and those with the highest annual revenues (\$10 million or more) were most likely to report that the number of volunteers they engaged had increased.

Table 3.6

### Reported change in number of volunteers over the last three years for nonprofit and voluntary organizations,<sup>1</sup> by annual revenues, Canada, 2000 to 2003

Annual revenues	Reported change in number of volunteers over the last three years		
	Increased	Remained about the same	Decreased
	%		
Less than \$30,000	22	57	21
\$30,000 to \$99,999	28	54	17
\$100,000 to \$249,999	32	51	17
\$250,000 to \$499,999	38	49	14
\$500,000 to \$999,999	30	55	15
\$1,000,000 to \$9,999,999	30	54	16
\$10,000,000 or more	38	53	9
<b>All organizations</b>	<b>28</b>	<b>54</b>	<b>18</b>

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 64% of organizations that were incorporated, that had been in operation for at least three years, and that had volunteers (excluding those involved in governance).

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### How do volunteer levels vary by province and territory?

Ontario is home to 28% of nonprofit and voluntary organizations, yet these organizations account for 41% of volunteers (Table 3.7). Although there are more nonprofit and voluntary organizations in Quebec, they account for only 23% of all volunteers. British Columbia also has a smaller percentage of volunteers relative to their comparatively large share of the total number of organizations.

Table 3.7

#### Nonprofit and voluntary organization volunteers, by province or territory, Canada, 2003

Province or territory	All organizations	Total hours volunteered	All volunteers	
	%	%	%	number
Newfoundland and Labrador	1.4	1.1	1.2	235,180
Prince Edward Island	0.6	0.3	0.3	53,621
Nova Scotia	3.6	2.4	2.3	442,533
New Brunswick	2.4	1.6	1.5	295,181
Quebec	28.7	23.8 <sup>E</sup>	22.9 <sup>E</sup>	4,392,838 <sup>E</sup>
Ontario	28.1	33.8	40.5	7,762,748
Manitoba	5.1	9.7	6.9	1,325,585
Saskatchewan	4.9	3.1	3.4	653,762
Alberta	12.0	19.2	13.0	2,488,070
British Columbia	12.6	4.9	7.8	1,494,162
Territories	0.5	0.1	0.2	33,612
<b>Canada</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>19,177,292</b>

Note: Percentages may not add to 100 due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### How much do organizations rely on paid staff?

Apart from the benefits associated with the programs and services that nonprofit and voluntary organizations deliver, these organizations also contribute to the economic health of Canada by virtue of the employment that they create. Just over 2 million Canadians are employed by nonprofit and voluntary organizations (Table 3.8). About one-third are employed by *Hospitals and Universities and colleges*, on either a full-time or part-time basis, in both permanent and temporary positions.

Employment among nonprofit and voluntary organizations is concentrated among a small number of organizations; only 46% employ any staff. The 2% that employ 100 or more people account for 71% of all employees.

Table 3.8

#### Paid staff of nonprofit and voluntary organizations, by number of paid staff, Canada, 2003

Number of paid staff in organization	All organizations		All paid staff
	%	%	number
None	54	...	...
1 to 4	26	4	88,026
5 to 9	8	4	80,161
10 to 24	6	7	150,191
25 to 99	4	14	278,859
100 and more	2	71	1,434,507
<b>All organizations</b>	<b>100</b>	<b>100</b>	<b>2,031,744</b>

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Most *Sports and recreation*, *Grant-making, fundraising and voluntarism promotion* and *Environment* organizations have no paid staff, relying on volunteers to operate their organizations. In contrast, most *Health*, *Social services* and *Religion* organizations as well as *Hospitals* and *Universities and colleges* have paid staff to run the day-to-day activities of their organizations.

*Hospitals* and *Universities and colleges* together account for less than 1% of organizations, but employ 34% of all paid staff. In fact, 43% of *Hospitals* and 32% of *Universities and colleges* have staff complements of 100 or more (Table 3.9). In contrast, *Sports and recreation* organizations make up 21% of all organizations but account for only 6% of all paid employees. Similarly, *Religion* organizations account for 19% of all organizations, but employ only 5% of all paid staff.

Table 3.9

### Number of paid staff in nonprofit and voluntary organizations, by primary activity area, Canada, 2003

Primary activity area	Number of paid staff					
	None	1 to 4	5 to 9	10 to 24	25 to 99	100 or more
	% of each activity area					
Arts and culture	63.1	19.8	9.0	4.6	2.2	1.4
Sports and recreation	73.5	15.1	4.1	4.2	2.4	0.7
Education and research	44.2	23.6	13.0	8.5	8.5	2.2
Universities and colleges <sup>1</sup>	35.0	x	x	10.6	14.0	31.9
Health	30.7	19.6	14.8	14.9	12.3	7.8
Hospitals <sup>1</sup>	28.9	x	x	2.7	6.9	43.3
Social services	31.3	27.1	12.6	15.1	10.2	3.6
Environment	69.1	15.7	x	5.3	2.4	x
Development and housing	55.6	26.7	5.3	8.5	2.5	1.4
Law, advocacy and politics	53.3	27.7	8.4	7.6	2.4	0.6
Grant-making, fundraising and voluntarism promotion	81.5	11.5	3.6	2.2	1.0	0.1
International	59.6	17.7	11.6	6.4	4.4	0.3
Religion	35.3	50.8	x	3.7	1.5	x
Business and professional associations and unions	44.8	32.6	8.6	6.4	4.7	2.8
Organizations not elsewhere classified	56.5	26.2	6.0	5.7	2.9	2.7
<b>All organizations</b>	<b>54.0</b>	<b>26.3</b>	<b>7.7</b>	<b>6.4</b>	<b>3.8</b>	<b>1.8</b>

Note: Rows may not add to 100% due to rounding.

1. Organizations self-reporting as *Hospitals* and as *Universities and colleges* that have no paid staff are not *hospitals* and *universities and colleges* per se. They are organizations such as *hospital auxiliaries*, *staff associations*, and *student associations* that report no staff since they are operated exclusively by volunteers.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Eighty-eight percent of organizations with revenues under \$30,000 have no paid staff, as do 52% of organizations with revenues between \$30,000 and \$99,999 (Table 3.10). In contrast, 69% of organizations with revenues of \$10 million or more have staffs of 100 or more.

Of the more than 2 million people employed by nonprofit and voluntary organizations, 65% are in permanent positions and 35% are in temporary positions (Table 3.11). Temporary employment is most prevalent among *Sports and recreation* and *Arts and culture* organizations (69% of employees in each activity area), and *Business and professional associations and unions* (65%). Organizations that are most likely to employ staff on a permanent basis are *Development and housing* (90% of employees have permanent status), *Hospitals* (84%) and *Religion* organizations (84%).

Fifty-six percent of paid staff in nonprofit and voluntary organizations are full-time employees; 44% are part-time. Full-time employment is most prevalent among *Development and housing* (91% of employees are full-time), *International* (82%) and *Environment* (77%) organizations. In contrast, part-time employment is more prevalent among *Business and professional associations and unions* (62% of employees are part-time) and among *Universities and colleges* (57%).

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 3.10

### Number of paid staff in nonprofit and voluntary organizations, by annual revenues area, Canada, 2003

Annual revenues	Number of paid staff					
	None	1 to 4	5 to 9	10 to 24	25 to 99	100 or more
	% of each revenue category					
Less than \$30,000	88.0	10.8	0.6	0.4	x	x
\$30,000 to \$99,999	51.9	42.0	4.1	1.5	x	x
\$100,000 to \$249,999	26.7	50.9	15.5	6.2	x	x
\$250,000 to \$499,999	13.0	33.5	27.2	21.0	x	x
\$500,000 to \$999,999	9.8	19.2	20.8	33.0	16.5	0.6
\$1,000,000 to \$9,999,999	5.6	12.0	10.4	21.3	34.3	16.4
\$10,000,000 or more	5.7	1.9	2.0	7.1	14.6	68.7
<b>All organizations</b>	<b>54.0</b>	<b>26.3</b>	<b>7.7</b>	<b>6.4</b>	<b>3.8</b>	<b>1.8</b>

Note: Rows may not add to 100% due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Table 3.11

### Nonprofit and voluntary organization paid staff, by primary activity area, Canada 2003

Primary activity area	Paid staff						
	All organizations	All paid staff	Permanent	Temporary	Full-time	Part-time	
	%	%	number	% of all paid staff			
Arts and culture	8.5	3.6	72,798	31.4	68.6	56.4	43.6
Sports and recreation	20.9	6.4	130,913	30.8	69.2	49.8	50.2
Education and research	5.1	5.0	100,591	56.1	43.9	57.3	42.7
Universities and colleges	0.3	10.5	212,596	41.5	58.5	43.5	56.5
Health	3.3	9.5	192,798	76.2	23.8	57.7	42.3
Hospitals	0.5	23.8	483,159	83.9	16.1	51.4	48.6
Social services	11.8	14.6	297,250	65.0	35.0	57.1	42.9
Environment	2.7	0.7	14,848	50.9	49.1	76.7	23.3
Development and housing	7.6	9.0 <sup>E</sup>	182,337 <sup>E</sup>	89.6 <sup>E</sup>	10.4	91.2 <sup>E</sup>	8.8
Law, advocacy and politics	2.3	0.8	15,915	54.3	45.7	59.4	40.6
Grant-making, fundraising and voluntarism promotion	9.9	1.4	28,642	66.4	33.6	60.3	39.7
International	0.6	0.3	5,081	77.2	22.8	81.7	18.3
Religion	19.0	5.4 <sup>E</sup>	109,307 <sup>E</sup>	83.8 <sup>E</sup>	16.2	64.5 <sup>E</sup>	35.5 <sup>E</sup>
Business and professional associations and unions	5.3	7.4 <sup>E</sup>	150,226 <sup>E</sup>	34.9	65.1 <sup>E</sup>	38.1	61.9 <sup>E</sup>
Organizations not elsewhere classified	2.1	1.7	35,282	59.5	40.5	73.2	26.8
<b>All organizations</b>	<b>100.0</b>	<b>100.0</b>	<b>2,031,744</b>	<b>65.0</b>	<b>35.0</b>	<b>56.5</b>	<b>43.5</b>

Note: Figures may not add to totals and percentages may not add to 100 due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Given the high concentration of revenues among a small number of nonprofit and voluntary organizations, it is not surprising that employment is similarly concentrated. The organizations with revenues of \$10 million or more account for 46% of employees (Table 3.12). Organizations with revenues of \$1 million to \$10 million account for another 28% of employees.



## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Among those organizations with paid staff, the tendency to employ permanent staff increases with the size of an organization's revenues. There is, however, one striking exception: among those organizations with revenues between \$30,000 and \$99,999 that employ staff, 87% of paid staff are permanent employees. These same organizations also have the greatest reliance on full-time staff—87% of the paid staff of these organizations are employed on a full-time basis. This suggests that these organizations are deploying their modest revenues to ensure that they have relatively stable staff support.

Table 3.12

### Nonprofit and voluntary organization paid staff, by annual revenues, Canada 2003

Primary activity area	Paid staff						
	All organizations	All paid staff	Permanent	Temporary	Full-time	Part-time	
	%	%	number	% of all paid staff			
Less than \$30,000	42	1	26,583	54	46	62	38
\$30,000 to \$99,999	21	9 <sup>E</sup>	175,447 <sup>E</sup>	87 <sup>E</sup>	13	87 <sup>E</sup>	13
\$100,000 to \$249,999	16	5	95,119	57	43	52	48
\$250,000 to \$499,999	8	5	103,237	56	44	57	43
\$500,000 to \$999,999	5	7	136,823	58	42	59	41
\$1,000,000 to \$9,999,999	6	28	561,486	63	37	60	40
\$10,000,000 or more	1	46 <sup>E</sup>	933,050 <sup>E</sup>	65 <sup>E</sup>	35	49 <sup>E</sup>	51
<b>All organizations</b>	<b>100</b>	<b>100</b>	<b>2,031,744</b>	<b>65</b>	<b>35</b>	<b>56</b>	<b>44</b>

Note: Percentages may not add to 100 and figures may not add to totals due to rounding.  
Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### How have employment levels varied between 2000 and 2003?

Nonprofit and voluntary organizations report that their numbers of employees have been relatively stable. Among those organizations that currently have paid staff, 59% report that employment levels have remained the same since between 2000 and 2003. Thirty percent report an increase in employment; the remaining 11% report declines.<sup>9</sup>

Among those organizations that report having paid staff, *Universities and colleges* (56%) and *Health* organizations (43%) are most likely to report rising staff levels from 2000 to 2003 (Table 3.13). Employment is most often reported to be stable by organizations in the fields of *Religion* (73%), *Sports and recreation* (67%) and *Development and housing* (66%). However, *Law, advocacy and politics* organizations are most likely to report a decrease in staff levels.

Among organizations with paid staff, those with larger revenues are more likely than others to report an increase in staff levels over the three-year period (Table 3.14). For example, 53% of all organizations in the highest revenue category report increased staff numbers, compared with only 14% of organizations with revenues under \$30,000.

### How does use of paid staff vary by province and territory?

Despite having only 28% of all nonprofit and voluntary organizations, Ontario employs 47% of all paid staff (Table 3.15). This appears to reflect the relatively high revenues reported by Ontario organizations: 46% of organizations with annual revenues of \$10 million or more are based in Ontario. Quebec, with approximately 29% of all organizations, has 23% of all employees. Thirteen percent of all organizations operate in British Columbia, accounting for 7% of all staff. All other provinces and territories combined account for the remaining 23% of staff.

9. These figures apply only to the 39% of organizations that were incorporated, that had been in operation for at least three years, and that had employees.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 3.13

### Reported change in number of paid staff over the last three years for nonprofit and voluntary organizations,<sup>1</sup> by primary activity area, Canada, 2000 to 2003

Primary activity area	Reported change in number of paid staff over the last three years		
	Increased	Remained about the same	Decreased
	%		
Arts and culture	34	53	13
Sports and recreation	25	67	9
Education and research	40	52	8
Universities and colleges	56	25	19
Health	43	45	12
Hospitals	27	56	17
Social services	38	51	11
Environment	33	49	18
Development and housing	25	66	10
Law, advocacy and politics	23	51	26
Grant-making, fundraising and voluntarism promotion	36	52	12
International	21	64	15
Religion	20	73	7
Business and professional associations and unions	28	59	12
Organizations not elsewhere classified	41	45	13
<b>All organizations</b>	<b>30</b>	<b>59</b>	<b>11</b>

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 39% of organizations that were incorporated, that had been in operation for at least three years, and that had paid staff.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Table 3.14

### Reported change in number of paid staff over the last three years for nonprofit and voluntary organizations,<sup>1</sup> by annual revenues, Canada, 2000 to 2003

Annual revenues	Reported change in number of paid staff over the last three years		
	Increased	Remained about the same	Decreased
	%		
Less than \$30,000	14	72	14
\$30,000 to \$99,999	19	72	9
\$100,000 to \$249,999	29	62	9
\$250,000 to \$499,999	33	54	13
\$500,000 to \$999,999	37	53	11
\$1,000,000 to \$9,999,999	50	41	9
\$10,000,000 or more	53	35	12
<b>All organizations</b>	<b>30</b>	<b>59</b>	<b>11</b>

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 39% of organizations that were incorporated, that had been in operation for at least three years, and that had paid staff.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 3.15

### Nonprofit and voluntary organization paid staff, by province or territory, Canada, 2003

Province or territory	All organizations		All paid staff
	%	%	number
Newfoundland and Labrador	1.4	1.5	29,614
Prince Edward Island	0.6	0.3	6,172
Nova Scotia	3.6	1.8	36,098
New Brunswick	2.4	1.7	33,850
Quebec	28.7	23.1	469,584
Ontario	28.1	47.2 <sup>E</sup>	958,678 <sup>E</sup>
Manitoba	5.1	4.7	95,221
Saskatchewan	4.9	3.5 <sup>E</sup>	70,677 <sup>E</sup>
Alberta	12.0	8.7	175,784
British Columbia	12.6	7.3	147,342
Territories	0.5	0.4	8,724
<b>Canada</b>	<b>100.0</b>	<b>100.0</b>	<b>2,031,744</b>

Note: Percentages may not add to 100 due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### Is there a relationship between volunteers and paid staff?

The bulk of volunteers are engaged by organizations that have relatively small staff complements: 64% of volunteers are engaged by organizations with fewer than 10 staff (Table 3.16). The largest paid-staff organizations (staff complements of 25 or more) engage only 14% of all volunteers.

Table 3.16

### Nonprofit and voluntary organization volunteers and paid staff, by number of paid staff, Canada, 2003

Number of paid staff in organization	All organizations	All volunteers		All paid staff
		%		
None	54	22	...	...
1 to 4	26	19	4	4
5 to 9	8	23 <sup>E</sup>	4	4
10 to 24	6	21	7	7
25 to 99	4	8	14	14
100 or more	2	6	71	71
<b>All organizations</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Note: Percentages may not add to 100 due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

*Hospitals and Universities and colleges* together account for less than 1% of organizations, but employ 34% of all paid staff (Table 3.17). Yet these organizations collectively engage less than 2% of all volunteers. In contrast, *Sports and recreation* organizations comprise 21% of all organizations and engage 28% of all volunteers, but account for only 6% of all paid employees. In fact, 74% of *Sports and recreation* organizations have no paid employees.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 3.17

### Nonprofit and voluntary organization volunteers and paid staff, by primary activity area, Canada, 2003

Primary activity area	All organizations	All volunteers	All paid staff
		%	
Arts and culture	8.5	4.9	3.6
Sports and recreation	20.9	27.6	6.4
Education and research	5.1	7.8 <sup>E</sup>	5.0
Universities and colleges	0.3	0.2	10.5
Health	3.3	4.2	9.5
Hospitals	0.5	1.7	23.8
Social services	11.8	18.8 <sup>E</sup>	14.6
Environment	2.7	3.8	0.7
Development and housing	7.6	1.7	9.0 <sup>E</sup>
Law, advocacy and politics	2.3	1.9	0.8
Grant-making, fundraising and voluntarism promotion	9.9	8.6	1.4
International	0.6	0.8	0.3
Religion	19.0	10.9	5.4 <sup>E</sup>
Business and professional associations and unions	5.3	5.2	7.4 <sup>E</sup>
Organizations not elsewhere classified	2.1	2.0 <sup>E</sup>	1.7
<b>All organizations</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Note: Percentages may not add to 100 due to rounding.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Changes in staff numbers from 2000 to 2003 do not appear to be strongly related to changes in volunteer numbers (Table 3.18). For example, even though 45% of *International* organizations report more volunteers, only 15% report fewer paid staff.

Table 3.18

### Reported change in number of volunteers and paid staff over the last three years for nonprofit and voluntary organizations, by primary activity area, Canada, 2000 to 2003

Primary activity area	Reported change in number of volunteers over the last three years <sup>1</sup>			Reported change in number of paid staff over the last three years <sup>2</sup>		
	Increased	Remained about the same	Decreased	Increased	Remained about the same	Decreased
						%
Arts and culture	33	50	16	34	53	13
Sports and recreation	21	52	26	25	67	9
Education and research	32	53	15	40	52	8
Universities and colleges	x	67	x	56	25	19
Health	24	57	19	43	45	12
Hospitals	x	71	x	27	56	17
Social services	34	49	17	38	51	11
Environment	27	59	14	33	49	18
Development and housing	19	70	11	25	66	10
Law, advocacy and politics	31	50	20	23	51	26
Grant-making, fundraising and voluntarism promotion	25	59	16	36	52	12
International	45	42	13	21	64	15
Religion	32	53	14	20	73	7
Business and professional associations and unions	21	61	18	28	59	12
Organizations not elsewhere classified	28	62	10	41	45	13
<b>All organizations</b>	<b>28</b>	<b>54</b>	<b>18</b>	<b>30</b>	<b>59</b>	<b>11</b>

Note: Rows may not add to 100% due to rounding.

1. These figures apply only to the 64% of organizations that were incorporated, that had been in operation for at least three years, and that had volunteers (excluding those involved in governance).

2. The figures apply only to the 39% of organizations that were incorporated, that had been in operation for at least three years, and that had paid staff.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Summary

Collectively, nonprofit and voluntary organizations report having more than 19 million volunteers who donated a total of more than 2 billion hours—the equivalent of more than 1 million full-time jobs. Nearly all organizations rely on volunteers to some degree; more than half rely on volunteers exclusively. Nevertheless, only a small percentage of organizations engage the bulk of volunteers. *Sports and recreation* organizations engage more than one-quarter of all volunteers. Organizations in Ontario engage far more volunteers than do their counterparts in other provinces. Most organizations report little change in their volunteer complements from 2000 to 2003.

Just under half of organizations employ paid staff, but these organizations provide over 2 million jobs. Employment is concentrated among a small number of organizations: *Hospitals, Social services, and Universities and colleges* provide half of all employment. The bulk of employment is permanent, and a significant proportion of employees work part time. Organizations in Ontario employ nearly half of all paid staff. For the most part, the number of employees working for nonprofit and voluntary organizations was relatively stable from 2000 to 2003.

Most volunteers are engaged by organizations with relatively small staff sizes. There is little relationship between changes in staff sizes and changes in the size of an organization's volunteer complement.

## Organizational capacity

### Introduction

The capacity of nonprofit and voluntary organizations to achieve their missions has a direct bearing on the contributions they are able to make to the lives of Canadians. Although these organizations as a whole have a sizable economic presence and command large complements of volunteers and paid staff, many appear to be experiencing problems with respect to their ability to fulfill their missions. The areas that appear to pose the greatest problems are those that involve recruiting and retaining volunteers, planning for the future, and obtaining funding.

Survey respondents were asked to indicate the extent to which their organizations were experiencing problems in each of the following areas:<sup>1</sup>

- human resources capacity—the ability to recruit and deploy volunteers and paid staff within the organization
- financial capacity—the ability to develop and deploy the revenues and assets of the organization
- planning and development capacity—the ability to develop and draw on organizational strategic plans, program plans, policies and procedures
- relationship and network capacity—the ability to collaborate and draw on relationships with clients, members, funders, partners, government and other stakeholders
- infrastructure and process capacity—the ability to deploy or rely on infrastructure such as internal administrative systems, information technology, software or databases
- external factors that affect an organization's overall capacity, such as the level of demand for services or products.

Questions were developed to assess the extent to which organizations were having difficulties fulfilling their missions or meeting their objectives because of these problems. For each issue, respondents were asked to indicate whether it was 'not a problem,' 'a small problem,' 'a moderate problem' or 'a serious problem.'<sup>2</sup>

### What problems do organizations report?

The majority of organizations (56% to 58%) report difficulty recruiting the types of volunteers the organization needs, difficulty obtaining board members, and difficulty planning for the future as problems (Table 4.1). Close to half (48% to 49%) report difficulty retaining volunteers, difficulty obtaining funding from other organizations such as government, foundations or corporations, and difficulty obtaining funding from individual donors as problems. It is worth noting that, depending on the issue assessed, from 9% to 20% of respondents indicate that the above problems are serious.

Approximately 40% of respondents report that the following were problems for their organizations: competition with other organizations for funding or revenues (43%), increasing demands for services or products (43%), difficulty earning revenues (42%), difficulty adapting to change (41%), lack of internal capacity (39%), difficulty participating in development of public policy (39%) and difficulty providing training for volunteers (38%).

Relatively speaking, difficulty retaining paid staff; difficulty obtaining the type of paid staff the organization needs, difficulty providing staff training and development, and difficulty collaborating with other organizations were reported as problems by fewer organizations—less than 30%.

1. For a discussion of the conceptual model of organizational capacity that guided this research and the results of qualitative research that informed the development of the survey items used by the NSNVO, see M.H Hall et al., 2003, *The Capacity to Serve: A Qualitative Study of the Challenges Facing Canada's Nonprofit and Voluntary Organizations* Toronto: Canadian Centre for Philanthropy.

2. Organizations reporting no problem with a given issue may include those for which the issue is not applicable. Unless otherwise stated, the presence of a problem refers to the number reporting all levels of difficulty combined (i.e., the sum of responses of 'a small problem,' 'a moderate problem' and 'a serious problem'). The responses to this series of questions reflect a respondent's perceptions.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 4.1

### Nonprofit and voluntary organizations reporting problems, by severity of problem, Canada, 2003

General problem area	Specific problem	Reported severity of problem			
		Small	Moderate	Serious	A problem
		%			
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	19	26	13	<b>57</b>
	Difficulty obtaining board members	17	25	13	<b>56</b>
	Difficulty retaining volunteers	20	20	9	<b>49</b>
	Difficulty providing training for volunteers <sup>1</sup>	17	15	6	<b>38</b>
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	10	13	11	<b>35</b>
Financial issues	Difficulty providing training for board members <sup>2</sup>	14	14	6	<b>34</b>
	Difficulty obtaining funding from other organizations such as government, foundations or corporations	9	19	20	<b>48</b>
	Difficulty obtaining funding from individual donors	12	22	13	<b>48</b>
	Competition with other organizations for funding or revenues	12	19	12	<b>43</b>
Planning and development	Difficulty earning revenues	12	19	11	<b>42</b>
	Difficulty planning for the future	19	24	15	<b>58</b>
	Difficulty adapting to change	20	16	5	<b>41</b>
Demand factors	Difficulty participating in development of public policy	12	16	10	<b>39</b>
	Increasing demands for services or products	13	19	11	<b>43</b>
Infrastructure	Lack of internal capacity (e.g., administrative systems and technology)	17	16	7	<b>39</b>
Relationships	Difficulty collaborating with other organizations	13	8	2	<b>24</b>
Paid staff human resources	Difficulty obtaining the type of paid staff the organization needs	9	11	8	<b>28</b>
	Difficulty providing staff training and development	11	10	6	<b>27</b>
	Difficulty retaining paid staff <sup>3</sup>	6	7	6	<b>19</b>

Note: Percentages may not add to totals due to rounding.

1. These figures apply only to the 79% of organizations that had volunteers in non-governance positions.

2. These figures apply only to the 98% of organizations that had volunteers in governance positions.

3. These figures apply only to the 46% of organizations that had paid staff.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Organizations in the lowest revenue class, less than \$30,000, were generally least likely to report problems. These organizations typically use fewer resources (paid staff, volunteers and money) to achieve their missions, so this is perhaps not a surprising finding. Larger organizations, which require more resources to meet their mandates, were more likely to report problems such as difficulty retaining volunteers and difficulty providing training to volunteers. However, certain problems such as difficulty earning revenues were reported less frequently by organizations with revenues of \$10 million or more (Table 4.2).

Many of the most pressing human resource issues, particularly difficulty recruiting the types of volunteers the organization needs, difficulty obtaining board members, and difficulty retaining volunteers are more likely to be reported as problems by organizations with revenues between \$30,000 and \$499,999.

As noted earlier, volunteering is concentrated in organizations with revenues greater than \$100,000. These organizations are generally more likely than others to report problems such as difficulty providing training for volunteers, a lack of paid staff to recruit or manage volunteers, and difficulty providing training to board members. The last problem area is much less likely to be reported by organizations with revenues over \$10 million.

Some problems, such as those associated with funding, staffing and public policy, appear to increase in frequency as the size of an organization's revenues increase. Difficulty planning for the future is more likely to be reported as a problem for organizations with revenues greater than \$30,000 and is much more likely to be reported by organizations with revenues between \$250,000 and \$499,999.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 4.2

### Nonprofit and voluntary organizations reporting problems, by annual revenues, Canada, 2003

General problem area	Specific problem	Annual revenues							All organizations	
		Less than \$30,000	\$30,000 to \$99,999	\$100,000 to \$249,999	\$250,000 to \$499,999	\$500,000 to \$999,999	\$1,000,000 to \$9,999,999	\$10,000,000 or more		
		% experiencing each problem								
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	51	61	68	65	55	53	54	<b>57</b>	
	Difficulty obtaining board members	53	61	60	59	51	50	42	<b>56</b>	
	Difficulty retaining volunteers	45	52	57	57	42	46	51	<b>49</b>	
	Difficulty providing training for volunteers <sup>1</sup>	28	37	46	54	47	47	48	<b>38</b>	
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	22	36	45	52	51	49	45	<b>35</b>	
Financial issues	Difficulty providing training for board members <sup>2</sup>	26	36	43	42	44	43	33	<b>34</b>	
	Difficulty obtaining funding from other organizations such as government, foundations or corporations	41	46	53	56	60	60	61	<b>48</b>	
	Difficulty obtaining funding from individual donors	43	51	54	51	48	47	40	<b>48</b>	
	Competition with other organizations for funding or revenues	38	41	47	51	49	55	53	<b>43</b>	
	Difficulty earning revenues	42	40	44	43	43	40	22	<b>42</b>	
Planning and development	Difficulty planning for the future	53	61	62	68	59	64	64	<b>58</b>	
	Difficulty adapting to change	33	42	49	47	45	52	69	<b>41</b>	
Demand factors	Increasing demands for services or products	33	42	52	57	52	61	64	<b>43</b>	
	Lack of internal capacity (e.g., administrative systems and technology)	28	41	50	50	54	54	57	<b>39</b>	
Relationships	Difficulty collaborating with other organizations	21	24	25	30	26	27	27	<b>24</b>	
	Difficulty obtaining the type of paid staff the organization needs	13	28	40	45	49	55	66	<b>28</b>	
	Difficulty providing staff training and development	14	26	38	42	46	49	50	<b>27</b>	
Paid staff human resources	Difficulty retaining paid staff <sup>3</sup>	23	16	17	17	23	20	24	<b>19</b>	

1. These figures apply only to the 79% of organizations that had volunteers in non-governance positions.

2. These figures apply only to the 98% of organizations that had volunteers in governance positions.

3. These figures apply only to the 46% of organizations that had paid staff.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Some types of organizations are much more likely than others to report problems (Table 4.3). *Health, Social services, Education and research, and Law, advocacy and politics* organizations, for example, are more likely than most other types of organizations to report problems of any kind. Among *Health* organizations, for example, 70% or more report difficulty obtaining funding from other organizations; difficulty recruiting the types of volunteers the organization needs; and increasing demands for services or products. Forty-five percent of *Health* organizations report difficulty obtaining funding from other organizations to be a serious problem.

Both *Sports and recreation* and *Arts and culture* organizations are more likely than others to report problems associated with financial issues and their ability to engage volunteers. *Arts and culture* organizations are more likely than others to report difficulty planning for the future and lack of internal capacity as problems.

*Hospitals and Universities and colleges* report similar problems, particularly difficulty obtaining funding from other organizations. Compared with other types of organizations, *Hospitals and Universities and colleges* more frequently report difficulty planning for the future and difficulty adapting to change, as well as problems arising from an increasing demand for services or products and a lack of internal capacity. *Universities and colleges* are substantially more likely than others to report difficulty obtaining funding from individual donors as a problem, and are also more likely to report difficulty collaborating with other organizations and difficulty participating in development of public policy as problems. Both *Hospitals and Universities and colleges* are less likely to report volunteer-related problems and much more likely to report problems related to their paid staff.

Finally, *Grant-making, fundraising and voluntarism promotion* and *Religion* organizations generally report fewer problems than do other types of organizations. The results for *Business and professional associations and unions* are similar, but they are more likely to report difficulty participating in development of public policy and lack of internal capacity as problems.



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Table 4.3

### Nonprofit and voluntary organizations reporting problems, by primary activity area, Canada, 2003

General problem area	Specific problem	Primary activity area							
		Arts and culture	Sports and recreation	Education and research	Universities and colleges	Health	Hospitals	Social services	Environment
		% experiencing each problem							
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	64	65	59	57	71	49	62	52
	Difficulty obtaining board members	59	64	58	59	67	61	64	59
	Difficulty retaining volunteers	54	58	53	46	53	45	52	48
	Difficulty providing training for volunteers <sup>1</sup>	43	33	36	35	54	41	47	42
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	46	26	38	35	56	46	50	34
Financial issues	Difficulty providing training for board members <sup>2</sup>	42	32	37	46	52	36	47	35
	Difficulty obtaining funding from other organizations such as government, foundations or corporations	70	53	59	64	73	63	67	60
	Difficulty obtaining funding from individual donors	63	47	55	84	63	50	60	53
	Competition with other organizations for funding or revenues	59	49	55	67	61	53	57	44
	Difficulty earning revenues	60	51	52	41	52	16	43	50
Planning and development	Difficulty planning for the future	67	58	57	75	68	70	67	65
	Difficulty adapting to change	45	40	36	60	51	64	45	47
Demand factors	Difficulty participating in development of public policy	41	36	46	64	62	49	54	56
	Increasing demands for services or products	41	40	51	47	70	65	65	40
Infrastructure	Lack of internal capacity (e.g., administrative systems and technology)	51	32	47	63	63	57	54	49
	Relationships	28	27	29	39	32	24	30	27
Paid staff human resources	Difficulty collaborating with other organizations	28	27	29	39	32	24	30	27
	Difficulty obtaining the type of paid staff the organization needs	38	19	39	41	54	56	49	24
	Difficulty providing staff training and development	35	19	33	32	46	47	47	23
	Difficulty retaining paid staff <sup>3</sup>	23	25	27	30	35	45	24	25

General problem area	Specific problem	Primary activity area							
		Development and housing	Law, advocacy and politics	Grant-making, fundraising and voluntarism promotion	International	Religion	Business and professional associations and unions	Organizations not elsewhere classified	All organizations
		% experiencing each problem							
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	42	74	45	53	55	54	43	<b>57</b>
	Difficulty obtaining board members	58	70	44	46	42	56	49	<b>56</b>
	Difficulty retaining volunteers	36	61	37	46	48	44	37	<b>49</b>
	Difficulty providing training for volunteers <sup>1</sup>	32	52	30	51	33	41	44	<b>38</b>
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	31	55	24	54	26	43	38	<b>35</b>
Financial issues	Difficulty providing training for board members <sup>2</sup>	27	51	25	44	27	34	31	<b>34</b>
	Difficulty obtaining funding from other organizations such as government, foundations or corporations	38	66	38	64	20	36	51	<b>48</b>
	Difficulty obtaining funding from individual donors	22	57	47	60	44	24	34	<b>48</b>
	Competition with other organizations for funding or revenues	26	55	47	58	20	30	39	<b>43</b>
	Difficulty earning revenues	27	53	32	38	26	43	49	<b>42</b>
Planning and development	Difficulty planning for the future	47	68	54	72	54	54	53	<b>58</b>
	Difficulty adapting to change	28	41	33	48	45	42	34	<b>41</b>
Demand factors	Difficulty participating in development of public policy	33	57	29	38	27	47	42	<b>39</b>
	Increasing demands for services or products	31	57	42	52	32	38	38	<b>43</b>
Infrastructure	Lack of internal capacity (e.g., administrative systems and technology)	28	59	28	60	31	45	37	<b>39</b>
	Relationships	14	35	23	40	14	23	19	<b>24</b>
Paid staff human resources	Difficulty collaborating with other organizations	14	35	23	40	14	23	19	<b>24</b>
	Difficulty obtaining the type of paid staff the organization needs	21	32	14	32	25	25	32	<b>28</b>
	Difficulty providing staff training and development	23	37	13	37	22	27	27	<b>27</b>
	Difficulty retaining paid staff <sup>3</sup>	7	7	17	x	12	13	x	<b>19</b>

1. These figures apply only to the 79% of organizations that had volunteers in non-governance positions.

2. These figures apply only to the 98% of organizations that had volunteers in governance positions.

3. These figures apply only to the 46% of organizations that had paid staff.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Charities are very similar to other organizations in the extent to which they report problems. The notable difference is that charities are more likely to report difficulty obtaining funding from individual donors as a problem (Table 4.4).

Table 4.4

### Nonprofit and voluntary organizations reporting problems, by charitable status, Canada, 2003

General problem area	Specific problem	% experiencing each problem		
		Registered charity	Not a registered charity	All organizations
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	58	56	<b>57</b>
	Difficulty obtaining board members	53	59	<b>56</b>
	Difficulty retaining volunteers	50	49	<b>49</b>
	Difficulty providing training for volunteers <sup>1</sup>	39	35	<b>38</b>
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	37	31	<b>35</b>
	Difficulty providing training for board members <sup>2</sup>	36	32	<b>34</b>
Financial issues	Difficulty obtaining funding from other organizations such as government, foundations or corporations	46	49	<b>48</b>
	Difficulty obtaining funding from individual donors	54	39	<b>48</b>
	Competition with other organizations for funding or revenues	45	41	<b>43</b>
	Difficulty earning revenues	40	44	<b>42</b>
Planning and development	Difficulty planning for the future	60	57	<b>58</b>
	Difficulty adapting to change	43	39	<b>41</b>
	Difficulty participating in development of public policy	39	40	<b>39</b>
Demand factors	Increasing demands for services or products	46	39	<b>43</b>
Infrastructure	Lack of internal capacity (e.g., administrative systems and technology)	42	36	<b>39</b>
Relationships	Difficulty collaborating with other organizations	24	24	<b>24</b>
Paid staff human resources	Difficulty obtaining the type of paid staff the organization needs	31	25	<b>28</b>
	Difficulty providing staff training and development	29	24	<b>27</b>
	Difficulty retaining paid staff <sup>3</sup>	19	18	<b>19</b>

1. These figures apply only to the 79% of organizations that had volunteers in non-governance positions.

2. These figures apply only to the 98% of organizations that had volunteers in governance positions.

3. These figures apply only to the 46% of organizations that had paid staff.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

### Are there particular problems with external funding?

As noted earlier, difficulty obtaining funding from other organizations appears to be a major problem for many organizations, and 20% report it to be a serious problem (Table 4.5). It is worth noting that 48% of incorporated organizations that had been active for at least three years reported receiving external funding from governments, foundations or corporations over that period.

Organizations that were externally funded were asked to report on specific issues related to this type of funding. Sixty-five percent report reductions in government funding to be a problem; 36% consider it a serious problem. Sixty-one percent report problems with the unwillingness of funders to fund core operations; 27% considered it a serious problem. Similarly, 61% experience difficulties because of an overreliance on project funding; 25% call it a serious problem. Forty-seven percent report that a need to modify programs in order to receive funding creates problems, and 43% report problems with the reporting requirements of funders.

These findings are not necessarily at odds with earlier findings that only 22% of organizations reported a decline in revenues over the previous three years. For example, organizations reporting problems due to reductions in government funding may have sought other funding sources to compensate for a cut in government funds. Many of the problems reported may also pertain to the way in which organizations are funded rather than to the amounts received.

The organizations reporting problems with external funding are generally more reliant than others on this type of funding, 89% of which comes from government. In fact, government funding accounts for 56% of the total revenues of all organizations receiving external funding.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 4.5

### Nonprofit and voluntary organizations reporting external funding problems,<sup>1</sup> by severity of problem, Canada, 2003

General problem area	Specific problem	Reported severity of problem				A problem
		Small	Moderate	Serious	%	
External funding	Reductions in government funding	9	20	36		<b>65</b>
	Overreliance on project funding	12	24	25		<b>61</b>
	Unwillingness of funders to fund core operations (e.g., long-term programs, administrative expenses)	11	22	27		<b>61</b>
	Need to modify programs	14	22	11		<b>47</b>
	Reporting requirements of funders	16	19	8		<b>43</b>

Note: Percentages may not add to totals due to rounding.

1. These figures apply to the 39% of organizations that were incorporated, that had been active for at least three years, and that had received funding from governments, foundations or corporations over that period.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

A majority of *Hospitals, Universities and colleges, Health, Social services* and *International* organizations report problems in all the external funding-related areas. Among *Arts and culture, Education and research, and Law, advocacy and politics* organizations, a majority also report problems in all areas except reporting requirements of funders. In contrast, organizations operating in the fields of *Religion, Grant-making, fundraising and voluntarism promotion* and *Business and professional associations and unions*, which do not generally receive significant funding from external organizations, are less likely to report external funding problems (Table 4.6).

Table 4.6

### Nonprofit and voluntary organizations reporting external funding problems,<sup>1</sup> by primary activity area, Canada, 2003

Primary activity area	Reductions in government funding		Overreliance on project funding		Unwillingness of funders to fund core operations (long-term programs, administrative expenses, etc.)		Need to modify program		Reporting requirements of funders	
	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem
	% of each activity area									
Arts and culture	74	42	71	30	70	35	57	15	45	8
Sports and recreation	61	31	55	17	54	16	39	8	37	4
Education and research	69	38	64	30	64	35	52	13	48	12
Universities and colleges	95	56	82	39	64	37	54	x	52	6
Health	79	48	78	45	85	45	55	13	61	15
Hospitals	76	59	61	33	67	45	61	21	57	9
Social services	73	46	70	32	71	40	56	13	53	11
Environment	75	41	64	27	71	40	57	14	49	12
Development and housing	67	33	55	22	49	18	38	8	39	5
Law, advocacy and politics	63	40	62	27	72	37	52	19	49	11
Grant-making, fundraising and voluntarism promotion	49	28	48	15	46	13	36	3	30	2
International	70	41	60	33	65	38	53	x	63	31
Religion	26	4	40	11	36	7	25	3	11	3
Business and professional associations and unions	57	23	42	16	44	13	43	5	30	5
Organizations not elsewhere classified	51	38	52	23	38	16	44	13	39	7
<b>All organizations</b>	<b>65</b>	<b>36</b>	<b>61</b>	<b>25</b>	<b>61</b>	<b>27</b>	<b>47</b>	<b>11</b>	<b>43</b>	<b>8</b>

1. These figures apply to the 39% of organizations that were incorporated, that had been active for at least three years and that had received funding from governments, foundations or corporations over that period.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

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Substantially large numbers of some types of organizations report serious problems with their external funding. Serious problems arising from reductions in government funding are reported by 59% of *Hospitals*, 56% of *Universities and colleges*, 48% of *Health*, 46% of *Social services*, 42% of *Arts and culture*, 41% of *Environment*, 41% of *International* and 40% of *Law, advocacy and politics* organizations. Serious problems due to the unwillingness of funders to fund core operations are also frequently reported by *Hospitals* (45%), *Health* (45%), *Social services* (40%), *Environment* (40%) and *International* organizations (38%). Finally, overreliance on project funding is reported to be serious problem by *Health* (45%), *Universities and colleges* (39%), *Hospitals* (33%) and *International* (33%) organizations.

Organizations with less than \$30,000 in annual revenues report, for the most part, fewer problems than do others. Organizations with revenues over \$10 million are much more likely than others to report problems associated with reductions in government funding—81% report problems; 44% report serious problems (Table 4.7). As noted earlier, organizations in this revenue group tend to be much more dependent than other organizations on government funding.

Table 4.7

### Nonprofit and voluntary organizations reporting external funding problems,<sup>1</sup> by annual revenues, Canada, 2003

	Reductions in government funding		Overreliance on project funding		Unwillingness of funders to fund core operations (long-term programs, administrative expenses, etc.)		Need to modify program		Reporting requirements of funders	
	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem
	%									
\$0 to \$29,999	54	29	54	23	50	19	38	8	29	5
\$30,000 to \$99,999	61	37	61	19	61	29	46	11	44	6
\$100,000 to \$249,999	72	39	69	32	66	33	52	13	50	12
\$250,000 to \$499,999	73	41	64	28	65	35	50	11	52	7
\$500,000 to \$999,999	67	37	61	29	67	22	48	11	44	8
\$1,000,000 to \$9,999,999	74	42	60	24	68	31	55	11	51	10
\$10,000,000 +	81	44	52	22	60	23	51	9	45	7
<b>All organizations</b>	<b>65</b>	<b>36</b>	<b>61</b>	<b>25</b>	<b>61</b>	<b>27</b>	<b>47</b>	<b>11</b>	<b>43</b>	<b>8</b>

1. These figures apply to the 39% of organizations that were incorporated, that had been active for at least three years and that had received funding from governments, foundations or corporations over that period.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Finally, charities are more likely than others to report problems arising from external funding (Table 4.8). They are particularly more likely to identify problems due to an unwillingness of funders to fund core operations: 66% report problems and 32% report serious problems.

### Do changes in revenues result in problems for organizations?

It is reasonable to expect that organizations' problems may be related to changes in their financial circumstances. Organizations reporting a decline in revenues from 2000 to 2003 are more likely than others to report problems in most areas (Table 4.9). However, organizations with increased revenues are also more likely to report problems than are those with stable revenues. This suggests that organizations have difficulty, in general, adjusting to changing levels of revenue.

**Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations**

Table 4.8

**Nonprofit and voluntary organizations reporting external funding problems,<sup>1</sup> by charitable status, Canada, 2003**

	Reductions in government funding		Overreliance on project funding		Unwillingness of funders to fund core operations (long-term programs, administrative expenses, etc.)		Need to modify program		Reporting requirements of funders	
	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem	Problem	Serious problem
	%									
Registered charity	66	38	65	29	66	32	51	12	44	9
Not a registered charity	64	34	56	21	53	21	42	9	40	6
<b>All organizations</b>	<b>65</b>	<b>36</b>	<b>61</b>	<b>25</b>	<b>61</b>	<b>27</b>	<b>47</b>	<b>11</b>	<b>43</b>	<b>8</b>

1. These figures apply to the 39% of organizations that were incorporated, that had been active for at least three years and that had received funding from governments, foundations or corporations over that period.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

Table 4.9

**Nonprofit and voluntary organizations reporting problems, according to reported changes in revenue, Canada, 2000 to 2003**

General problem area	Specific problem	Reported change in revenues from 2000 to 2003			All organizations
		Increased	Remained about the same	Decreased	
		%			
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	60	52	66	<b>57</b>
	Difficulty obtaining board members	60	53	63	<b>56</b>
	Difficulty retaining volunteers	51	45	56	<b>49</b>
	Difficulty providing training for volunteers <sup>1</sup>	43	33	42	<b>38</b>
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	41	29	41	<b>35</b>
	Difficulty providing training for board members <sup>2</sup>	39	30	40	<b>34</b>
Financial issues	Difficulty obtaining funding from other organizations such as government, foundations or corporations	53	43	57	<b>48</b>
	Difficulty obtaining funding from individual donors	52	41	59	<b>48</b>
	Competition with other organizations for funding or revenues	48	38	53	<b>43</b>
	Difficulty earning revenues	42	39	56	<b>42</b>
Planning and development	Difficulty planning for the future	61	51	71	<b>58</b>
	Difficulty adapting to change	45	35	50	<b>41</b>
	Difficulty participating in development of public policy	46	35	45	<b>39</b>
Demand factors	Increasing demands for services or products	50	37	51	<b>43</b>
Infrastructure	Lack of internal capacity (e.g., administrative systems and technology)	48	33	43	<b>39</b>
Relationships	Difficulty collaborating with other organizations	26	21	30	<b>24</b>
Paid staff human resources	Difficulty obtaining the type of paid staff the organization needs	37	23	31	<b>28</b>
	Difficulty providing staff training and development	36	22	30	<b>27</b>
	Difficulty retaining paid staff <sup>3</sup>	19	19	21	<b>19</b>
External funding	Reductions in government funding <sup>4</sup>	66	61	71	<b>65</b>
	Overreliance on project funding <sup>4</sup>	62	55	68	<b>61</b>
	Unwillingness of funders to fund core operations (e.g., long-term programs, administrative expenses) <sup>4</sup>	61	55	68	<b>61</b>
	Need to modify programs <sup>4</sup>	48	44	51	<b>47</b>
	Reporting requirements of funders <sup>4</sup>	46	38	45	<b>43</b>

1. These figures apply only to the 79% of organizations that had volunteers in non-governance positions.

2. These figures apply only to the 98% of organizations that had volunteers in governance positions.

3. These figures apply only to the 46% of organizations that had paid staff.

4. These figures apply to the 39% of organizations that were incorporated, that had been active for at least three years and that had received funding from governments, foundations or corporations over that period.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

**Do problems vary according to the primary source of funding for the organizations?**

The extent to which organizations report problems with their capacity varies according to the sources of revenues on which they rely. In Table 4.10, organizations are categorized into four groups, based on where the majority of their funding comes from.<sup>3</sup>

The 17% of organizations that are classified as government-dependent are the most likely to report problems, followed by diversely funded organizations (11% of all organizations). Organizations that depend on gifts and donations (26% of all organizations) tend to report the fewest problems. However, these organizations also tend to have much lower revenues—another situation that is associated with less frequent reports of problems.

Table 4.10

**Nonprofit and voluntary organizations reporting problems, by primary source of funding, Canada, 2003**

General problem area	Specific problem	Dependent on government funding	Dependent on earned revenue from non-governmental sources	Dependent on gifts and donations	Diverse revenue sources	All organizations
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	65	57	54	57	<b>57</b>
	Difficulty obtaining board members	67	58	44	56	<b>56</b>
	Difficulty retaining volunteers	55	49	47	47	<b>49</b>
	Difficulty providing training for volunteers <sup>1</sup>	54	34	35	36	<b>38</b>
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	59	29	29	38	<b>35</b>
	Difficulty providing training for board members <sup>2</sup>	52	31	29	34	<b>34</b>
Financial issues	Difficulty obtaining funding from other organizations such as government, foundations or corporations	74	46	32	53	<b>48</b>
	Difficulty obtaining funding from individual donors	58	42	48	52	<b>48</b>
	Competition with other organizations for funding or revenues	57	41	34	49	<b>43</b>
	Difficulty earning revenues	48	45	28	49	<b>42</b>
Planning and development	Difficulty planning for the future	70	56	55	58	<b>58</b>
	Difficulty adapting to change	50	39	41	37	<b>41</b>
	Difficulty participating in development of public policy	61	36	31	39	<b>39</b>
Demand factors	Increasing demands for services or products	63	38	38	41	<b>43</b>
Infrastructure	Lack of internal capacity (e.g., administrative systems and technology)	60	34	35	39	<b>39</b>
Relationships	Difficulty collaborating with other organizations	31	22	20	27	<b>24</b>
Paid staff human resources	Difficulty obtaining the type of paid staff the organization needs	52	22	24	27	<b>28</b>
	Difficulty providing staff training and development	50	21	22	25	<b>27</b>
	Difficulty retaining paid staff <sup>3</sup>	23	18	14	18	<b>19</b>
External funding	Reductions in government funding <sup>4</sup>	78	59	48	68	<b>65</b>
	Overreliance on project funding <sup>4</sup>	71	54	53	60	<b>61</b>
	Unwillingness of funders to fund core operations (e.g., long-term programs, administrative expenses) <sup>4</sup>	72	52	53	64	<b>61</b>
	Need to modify programs <sup>4</sup>	58	40	39	47	<b>47</b>
	Reporting requirements of funders <sup>4</sup>	55	36	29	45	<b>43</b>

Note: Of all organizations, 17% were classified as being dependent on government funding, 46% as dependent on earned income from non-governmental sources, 26% as dependent on gifts and donations, and 11% as having diversified revenue sources.

1. These figures apply only to the 79% of organizations that had volunteers in non-governance positions.
  2. These figures apply only to the 98% of organizations that had volunteers in governance positions.
  3. These figures apply only to the 46% of organizations that had paid staff.
  4. These figures apply to the 39% of organizations that were incorporated, that had been active for at least three years and that had received funding from governments, foundations or corporations over that period.
- Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

3. Government-dependent organizations receive more than 50% of their revenue from government sources. Similarly, earned income-dependent organizations receive more than 50% of their revenue from earned income, and gift- and donation-dependent organizations receive more than 50% of revenue from private gifts and donations. The diversified group is not dependent on any one source (government, earned income, grants and donations) for more than 50% of its revenues.

## Do problems vary according to the geographic location of organizations?

Organizations in the territories are more likely than organizations elsewhere in Canada to report problems—except for difficulty obtaining board members. In many cases, these organizations are far more likely to report problems, such as difficulty providing training to board members (52% in the territories versus 34% in Canada); difficulty providing staff training and development (45% versus 27%); and difficulty obtaining the type of paid staff the organization needs (44% versus 28%). Organizations in Newfoundland and Labrador are also more likely to report problems, with the exception of difficulty obtaining funding from individuals, reporting requirements of funders, and difficulty obtaining board members. Organizations in Manitoba are significantly more likely to report difficulty recruiting the type of volunteers the organization needs, difficulty retaining volunteers and lack of paid staff to recruit or manage volunteers (Table 4.11).

The remaining provinces showed less variation in problems. Organizations in Prince Edward Island are far more likely to report a lack of paid staff to recruit or manage volunteers and the need to modify programs as being problems. In New Brunswick and British Columbia, organizations are far less likely to report problems with reporting requirements of funders. Quebec-based organizations are substantially more likely than others to report difficulty obtaining board members.

## Summary of main findings

Nonprofit and voluntary organizations face many challenges that may keep them from fulfilling their missions and achieving their organizational objectives. A majority of them report difficulty recruiting the types of volunteers the organization needs, difficulty obtaining board members, and difficulty planning for the future. Close to half also report difficulty retaining volunteers, difficulty obtaining funding from other organizations such as government, foundations or corporations, and difficulty obtaining funding from individual donors to be problems.

Organizations with the lowest revenues are generally less likely to report problems. *Health, Social services, Hospitals,* and *Law, advocacy and politics* organizations are more likely than most other types of organizations to report problems. As well, registered charities are more likely to report difficulty obtaining funding from individual donors as a problem.

Obtaining external funding from other organizations including government, foundations and corporations appears to be a major problem for many organizations. Those that receive such funding are particularly likely to identify problems arising from reductions in government funding, unwillingness of funders to fund core operations and overreliance on project funding.

Problems with external funding are reported by a substantial percentage of most types of organizations. *Hospitals, Universities and colleges, Health, Social services,* and *International* organizations are more likely to report these problems to be serious. The lowest-revenue organizations report fewer external funding problems than other organizations.

Organizations that report any change in revenues from 2000 to 2003 are more likely than others to report problems in most areas. In addition, the extent to which organizations report problems varies according to the sources of revenues on which they rely. Government-dependent organizations are the most likely to report problems; organizations dependent on grants and donations report the fewest problems.

Finally, organizations in the territories, Manitoba, and Newfoundland and Labrador are generally more likely than those based elsewhere to report capacity problems.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 4.11

### Nonprofit and voluntary organizations reporting problems, by province or territory, Canada, 2003

General problem area	Specific problem	Newfoundland and Labrador	Prince Edward Island	Nova Scotia	New Brunswick	Quebec	Ontario	
		%						
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	63	56	56	57	57	57	
	Difficulty obtaining board members	53	49	50	56	65	49	
	Difficulty retaining volunteers	58	48	47	49	45	48	
	Difficulty providing training for volunteers <sup>1</sup>	40	45	35	35	37	41	
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	44	47	37	31	33	34	
Financial issues	Difficulty providing training for board members <sup>2</sup>	35	35	30	33	35	34	
	Difficulty obtaining funding from other organizations such as government, foundations or corporations	58	47	44	42	53	42	
	Difficulty obtaining funding from individual donors	46	51	49	49	46	47	
Planning and development	Competition with other organizations for funding or revenues	45	48	44	37	39	44	
	Difficulty earning revenues	48	43	41	38	45	38	
	Difficulty planning for the future	64	59	64	61	57	60	
Demand factors	Difficulty adapting to change	43	42	40	44	43	40	
	Difficulty participating in development of public policy	42	43	40	35	45	36	
Infrastructure	Increasing demands for services or products	46	44	44	36	46	41	
Relationships	Lack of internal capacity (e.g., administrative systems and technology)	44	38	37	38	42	41	
Paid staff human resources	Difficulty collaborating with other organizations	26	25	25	23	25	24	
	Difficulty obtaining the type of paid staff the organization needs	34	36	22	28	30	27	
External funding	Difficulty providing staff training and development	31	35	24	29	26	28	
	Difficulty retaining paid staff <sup>3</sup>	20	16	17	18	20	18	
	Reductions in government funding <sup>4</sup>	71	67	67	62	62	68	
	Overreliance on project funding <sup>4</sup>	65	61	60	54	68	53	
	Unwillingness of funders to fund core operations (e.g., long-term programs, administrative expenses) <sup>4</sup>	64	67	62	56	57	65	
	Need to modify programs <sup>4</sup>	50	59	51	40	50	47	
	Reporting requirements of funders <sup>4</sup>	39	41	42	29	47	46	
		Manitoba	Saskatchewan	Alberta	British Columbia	Territories	Canada	
		%						
Volunteer human resources	Difficulty recruiting the type of volunteers the organization needs	67	61	58	54	64	<b>57</b>	
	Difficulty obtaining board members	60	56	55	50	55	<b>56</b>	
	Difficulty retaining volunteers	61	52	52	51	61	<b>49</b>	
	Difficulty providing training for volunteers <sup>1</sup>	41	35	35	36	45	<b>38</b>	
	Lack of paid staff to recruit or manage volunteers <sup>1</sup>	45	31	33	36	42	<b>35</b>	
Financial issues	Difficulty providing training for board members <sup>2</sup>	36	34	34	32	52	<b>34</b>	
	Difficulty obtaining funding from other organizations such as government, foundations or corporations	52	43	48	49	60	<b>48</b>	
	Difficulty obtaining funding from individual donors	54	48	47	47	50	<b>48</b>	
Planning and development	Competition with other organizations for funding or revenues	50	44	45	44	56	<b>43</b>	
	Difficulty earning revenues	42	41	41	43	48	<b>42</b>	
	Difficulty planning for the future	63	62	56	55	66	<b>58</b>	
Demand factors	Difficulty adapting to change	48	44	42	35	46	<b>41</b>	
	Difficulty participating in development of public policy	41	39	35	37	53	<b>39</b>	
Infrastructure	Increasing demands for services or products	47	37	43	41	49	<b>43</b>	
Relationships	Lack of internal capacity (e.g., administrative systems and technology)	44	36	34	35	53	<b>39</b>	
Paid staff human resources	Difficulty collaborating with other organizations	27	28	20	20	32	<b>24</b>	
	Difficulty obtaining the type of paid staff the organization needs	36	30	26	25	44	<b>28</b>	
External funding	Difficulty providing staff training and development	31	27	25	24	45	<b>27</b>	
	Difficulty retaining paid staff <sup>3</sup>	18	23	18	16	22	<b>19</b>	
	Reductions in government funding <sup>4</sup>	68	60	67	66	72	<b>65</b>	
	Overreliance on project funding <sup>4</sup>	62	58	61	55	62	<b>61</b>	
	Unwillingness of funders to fund core operations (e.g., long-term programs, administrative expenses) <sup>4</sup>	62	60	60	62	67	<b>61</b>	
	Need to modify programs <sup>4</sup>	50	43	39	43	52	<b>47</b>	
	Reporting requirements of funders <sup>4</sup>	42	38	37	33	50	<b>43</b>	

1. These figures apply only to the 79% of organizations that had volunteers in non-governance positions.

2. These figures apply only to the 98% of organizations that had volunteers in governance positions.

3. These figures apply only to the 46% of organizations that had paid staff.

4. These figures apply to the 39% of organizations that were incorporated, that had been active for at least three years and that had received funding from governments, foundations or corporations over that period.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.



## Conclusions

Nonprofit and voluntary organizations are an integral part of Canadian life, serving as vehicles for engaging millions of Canadians in efforts to address needs in their communities. They operate in a broad range of areas, often working locally to provide public benefits. While many operate on a shoestring and are driven solely by voluntary effort, some are able to command substantial human and financial resources in pursuit of their missions. Altogether, their activities combine to give them a significant economic presence. However, many appear to be experiencing substantial difficulties fulfilling their missions and organizational objectives. In short, their size, scope, and ability to harness the energies of individual Canadians are impressive, but the benefits they intend to deliver are not being fully realized.

With a combined membership of 139 million individuals, nonprofit and voluntary organizations are remarkable instruments for community engagement. Annually, they draw on 2 billion hours of time that Canadians voluntarily contribute—the equivalent of over a million full-time jobs—and attract more than \$8 billion in individual donations.

Nonprofit and voluntary organizations are a reflection of the many interests of Canadians and, as a consequence, have a broad scope of activities. However, in every province and territory there are more organizations working in *Religion, Sports and recreation* and *Social services* than in any other area of activity. Despite the breadth of their activities, there are some commonalities. Virtually all rely on volunteers to govern their activities, and many are collectively 'owned' by their members, who do not receive a share in revenues that may be generated by their organization.

More than half are registered as charities, allowing them to be exempt from a variety of taxes and enabling their donors to claim tax credits for the financial and in-kind donations they make. The prevalence of registered charities varies from province to province and is highest in New Brunswick, Nova Scotia and Manitoba.

Most organizations serve their own neighbourhood, city, town or rural municipality. A majority provide services or products directly to people, targeting both the general public and various segments of the population, such as children, youth, seniors or people with disabilities. In addition, most provide public benefits rather than serving their own special interests or those of their members. This may help to explain why nonprofit and voluntary organizations receive the support they do from individual Canadians, governments and businesses.

With revenues totalling \$112 billion in 2003, nonprofit and voluntary organizations are an important part of the Canadian economy. Even setting aside *Hospitals and Universities and colleges*, their revenues total \$75 billion. Given the predominantly local focus of most organizations, they likely play an important but unrecognized role in local and provincial economies.

There appears to be a clear divide between those organizations that are relatively well resourced and those that are not. A small number of organizations with large annual revenues account for the vast majority of total revenues, paid staff, and volunteer positions. Many of these large organizations are *Hospitals and Universities and colleges*, but they also include a number of *Social services, Education and research, Health and International* organizations. These larger organizations tend to receive substantial amounts of government funding, particularly from provincial government sources; this suggests that there are substantial synergies between their interests and the interests of government. Many of these larger organizations act regionally, provincially or nationally rather than locally.

On the other side of the divide is a much larger group of small-revenue organizations that tend to have few, if any, employees and instead rely mainly on volunteers to deliver their services. Many of these work in areas such as *Sports and recreation* and *Religion*, although they are common in nearly all fields. These smaller organizations generally depend more on earned income from non-government sources and donations than on government funding. Most operate within their own neighbourhood, city, town or rural municipality.

Organizations in different regions of the country show varied characteristics. Organizations in Ontario, relative to their numbers, have disproportionately high percentages of total revenues, volunteers and paid staff. Ontario also has more organizations with a national focus than do other provinces or territories. In contrast, organizations in Quebec and British Columbia have disproportionately lower percentages of volunteers and paid staff. Quebec is home to more organizations than any other province, and has a higher concentration of organizations relative to the size of its population.

However, the character of nonprofit and voluntary organizations may be changing. Large-revenue organizations are more likely than others to report higher revenues, more volunteers and more employees in 2003 than in 2000.

For most organizations, the human and financial resources they rely on appear to have been stable or to have increased from 2000 to 2003. However, this does not mean that these resources are now adequate or that they were adequate in 2000. The frequency with which organizations report problems fulfilling their mission suggests that the resources are not adequate.

Many organizations report a host of problems that keep them from fulfilling their missions and achieving their mandates, and a substantial percentage report that these problems are serious. Close to half of organizations report that difficulties obtaining funding keep them from fulfilling their mission; many report problems due to increasing demand for their services or products.

Among the most frequently identified problems are those associated with recruiting and retaining volunteers. Results from the 2000 National Survey of Giving, Volunteering and Participating show that volunteering has been changing in Canada: there were fewer volunteers in 2000 than in 1997, and there were indications that volunteers may be becoming stretched to the limit.<sup>1</sup> The general trends in volunteering imply greater difficulties in the future for nonprofit and voluntary organizations.

Revenues are another issue. Organizations report problems obtaining revenues from two of their main sources: individual Canadians; and governments, foundations and corporations. Many organizations that receive funding from governments report serious problems associated with this funding. In particular, organizations are having problems because of funding cuts, their reliance on project funding, and their lack of funding for core operations—problems that undoubtedly limit the autonomy and stability they need to effectively address Canadians' needs.

The NSNVO adds substantially to our understanding of the nature and state of nonprofit and voluntary organizations in Canada, and provides critical baseline information that will enable us to track their changing state and nature over the coming years. It also provides information that can be used for the following purposes:

- increasing awareness of the importance and contributions of nonprofit and voluntary organizations in Canada
- drawing more attention to areas where organizations may need help to improve their capacity to fulfill their missions and meet their objectives
- providing a stronger basis for developing evidence-based policies that can help to strengthen nonprofit and voluntary organizations
- enabling nonprofit and voluntary organizations to better understand how their organizations compare with others in their use of resources and their capacity-related strengths and weaknesses.

The NSNVO provides an important portrait of the numbers and characteristics of nonprofit and voluntary organizations, and shows the importance of better understanding the role these organizations play in Canadian life. There are, however, important questions that remain unanswered. Further research is needed on these key questions:

- How do nonprofit and voluntary organizations contribute to the quality of life in Canadian communities? What needs do they address? What is the collective impact of having a vibrant collection of organizations within communities? Are there regional differences?
- How do nonprofit and voluntary organizations contribute to local and provincial economies? What direct and indirect role do they play in economic development?
- What role do organizations play in encouraging citizen engagement, developing social capital and promoting the development of social capital? What role do they play in a healthy democracy?
- What role do nonprofit and voluntary organizations play in the delivery of human and social services, and what would be the consequences of a decline in their capacity to deliver such services?

1. M.H. Hall, L. McKeown and K. Roberts, 2001, *Caring Canadians, Involved Canadians: Highlights from the 2000 National Survey of Giving, Volunteering and Participating*, Catalogue no. 71-542-XPE, Ottawa, Statistics Canada.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

- How well are nonprofit organizations managed? How can they be helped to be innovative, effective, and accountable to the populations they serve?
- What are the various arrangements through which nonprofit and voluntary organizations work with the public and the private sector, and which arrangements have been found to be most effective?
- What are the most appropriate regulatory frameworks for nonprofit and voluntary organizations?
- What are the most effective ways to develop and sustain nonprofit and voluntary organizations?

Finally, a complete understanding of the role and impact of nonprofit and voluntary organizations in Canadian life would not be complete without a better understanding of the role that the thousands of unincorporated grass-roots organizations and citizens' groups play, both in communities and in the growth and development of the more formal incorporated nonprofit and voluntary sector.

Nonprofit and voluntary organizations are, in many ways, an extension of the millions of Canadians who direct and support their activities. As instruments of collective action, they enable us to come together to address the needs that we believe are important. In their totality, nonprofit and voluntary organizations are an expression of our Canadian values. Their capacity to serve Canadians helps shape the quality of our lives and our communities, and their potential is intertwined with our own.

## Appendix A

### Glossary

Certain key concepts are used frequently in the data analyses and interpretations contained in this report. In this section, we describe some of the more complex of these concepts. This is followed by a description of the major independent or explanatory variables and the major dependent variables examined in this report.

#### **Average hours volunteered annually**

The mean number of hours of volunteer work contributed to a charitable and/or nonprofit organization per volunteer during one year.

#### **Charitable gaming**

Events such as bingo, raffles, pull-tickets and casinos held by organizations for fundraising purposes.

#### **Core funding**

Monies necessary to maintain essential organizational capacities such as long-term programs, staffing positions (salary and benefits), and administrative expenses.

#### **Corporate sponsorship**

Financial or material contributions given to nonprofit and voluntary organizations by corporate entities in the private sector.

#### **Earned income from non-governmental sources**

Revenue from sources such as charitable gaming, membership fees or dues, fees for goods and services and earnings from endowments or investments, including interest income. Excludes government revenue sources.

#### **Fundraising revenues**

Revenues received from fundraising organizations, such as the United Way or Federated Health, or from private, family or community foundations.

#### **Gifts and donations**

Revenues from individual donors or organizations. They are bestowed or conferred by an individual or group.

#### **Goods and services**

Merchandise bought for resale and items bought for manufacturing goods.

#### **Government funding**

Payments for goods and services, and grants and contributions from all levels of government.

#### **Grants and contributions**

Monies received in support of the charity or one of its programs from various governments. This does not include payments under contracts or purchase of service agreements for goods or services the charity provided.

#### **Individual donations**

Money given directly by an individual (including planned giving) to one or more nonprofit and voluntary organizations. See also *Gifts and donations*.

### **In-kind support**

Donations of goods or materials and/or donations of business or professional services to one or more nonprofit or voluntary organizations.

### **Investment income**

Interest accrued on bank accounts, mortgages, bonds, loans and endowments.

### **Paid employment, full- and part-time employment**

Paid employment refers to staffed employee positions for those receiving a T4 slip for income tax purposes. Full-time paid employees are those who usually work 30 or more hours a week; part-time employees usually work fewer than 30 hours a week.

### **Permanent versus temporary employment**

Permanent employment is defined as having no set termination date; temporary employment has a set termination date, but that date can be extended.

### **Payments**

Amounts payable for goods and services rendered. Excludes grants.

### **Registered charity**

An organization that has obtained registered charitable status from the Government of Canada. Four kinds of activities are considered to be potentially charitable: the relief of poverty, the advancement of religion, the advancement of education, and other purposes of a charitable nature beneficial to the community as a whole. The last category is broad and can include, for example, providing health and social services, protecting the environment, and preventing cruelty to animals. If an organization's activities fall within these categories, and it does not offer material benefits to its members, Canada Revenue Agency may consider it eligible to be a registered charity.<sup>1</sup>

### **Revenues—financial/monetary**

The returns, yield or profit of any lands, property or other source of income.

### **Target population**

Includes all registered charities and incorporated nonprofit and voluntary organizations in Canada. Organizations with another legal status have also been captured to varying degrees by the survey, but in a less systematic way.

### **Volunteers, volunteer activity and paid employment equivalence**

People who perform a service without pay, through a group or organization. For the purposes of the National Survey of Nonprofit and Voluntary Organizations, volunteers include volunteer board members unless otherwise specified. Paid employment equivalents are based on a 40-hour work week over 48 weeks of the year.

## **International classification of nonprofit organizations**

Respondents were asked to provide information on the primary activity of their organization. To classify these organizations, the International Classification of Nonprofit Organizations (ICNPO)<sup>2</sup> was used. Although they are classified according to their primary area of activity, some organizations operate in multiple areas. An advantage of the ICNPO system is that it is widely used by other countries, allowing for international comparisons. It has also been devised specifically to reflect the range and nature of activities typically undertaken in the nonprofit and voluntary sector. The ICNPO system, developed by the Johns Hopkins Comparative Nonprofit Sector Project and modified for use in Canada, is divided into 15 major activity groupings, each with subcategories.

1. *Canada Customs and Revenue Agency, 2001, Registering a Charity for Income Tax Purposes, <http://www.cra-arc.gc.ca/E/pub/tg/t4063/t4063-01e.pdf>.*

2. *The classification is based on L.M. Salamon and H.K. Anheier, 1997, Defining the Nonprofit Sector: A Cross-national Analysis, Manchester, N.Y., Manchester University Press.*

### Group 1: Arts and culture

**Media and communications.** Production and dissemination of information and communications. Includes radio and TV stations; publishing of books, journals, newspapers and newsletters; film production; and libraries.

**Visual arts, architecture, ceramic art.** Production, dissemination and display of visual art and architecture. Includes sculpture, photographic societies, painting, drawing, design centres and architectural associations.

**Performing arts.** Performing arts centres, companies and associations. Includes theatre, dance, ballet and opera companies; orchestras; and choral and music ensembles.

**Historical, literary and humanistic societies.** Promotion and appreciation of the humanities, preservation of historical and cultural artefacts, and commemoration of historical events. Includes historical societies, poetry and literary societies, language associations, reading promotion societies, war memorials; and commemorative funds and associations.

**Museums.** General and specialized museums covering art, history, sciences, technology and culture.

**Zoos and aquariums.** Includes zoos and aquariums.

### Group 2: Sports and recreation

**Sports.** Amateur sport, training, physical fitness and sport competition services and events. Includes fitness and wellness centres.

**Recreation and social clubs.** Recreational facilities and services to individuals and communities. Includes playground associations, country clubs, men's and women's clubs, touring clubs and leisure clubs.

**Service clubs.** Membership organizations providing services to members and local communities, such as Lions, Zonta International, Rotary and Kiwanis.

### Group 3: Education and research

**Vocational/technical schools.** Technical and vocational training specifically geared toward gaining employment. Includes trade schools, paralegal training and secretarial schools.

**Adult/continuing education.** Education and training in addition to the formal education system. Includes schools of continuing studies, correspondence schools, night schools, and sponsored literacy and reading programs.

**Medical research.** Research in the medical field. Includes research on specific diseases, disorders or medical disciplines.

**Science and technology.** Research in the physical and life sciences as well as engineering and technology.

**Social sciences, policy studies.** Research and analysis in the social sciences and policy areas.

### Group 4: Universities and colleges

**Higher education.** Higher learning, providing academic degrees. Includes universities, business management schools, law schools and medical schools.

### Group 5: Health

**Mental health treatment.** Outpatient treatment for mentally ill patients. Includes community mental health centres and halfway homes.

**Crisis intervention.** Outpatient services and counsel in acute mental health situations. Includes suicide prevention and support to victims of assault and abuse.

**Public health and wellness education.** Public health promotion and health education. Includes sanitation screening for potential health hazards, first aid training and services, and family planning services.

**Health treatment, primarily outpatient.** Mainly outpatient health services, e.g., health clinics and vaccination centres.

**Rehabilitative medical services.** Outpatient therapeutic care. Includes nature cure centres, yoga clinics and physical therapy centres.

**Emergency medical services.** Services to persons in need of immediate care. Includes ambulatory services and paramedical emergency care, shock/trauma programs, lifeline programs and ambulance services.

#### **Group 6: Hospitals**

**Hospitals.** Primarily inpatient medical care and treatment.

**Rehabilitation.** Inpatient health care and rehabilitative therapy to individuals who suffer from physical impairments due to injury, genetic defect or disease and who require extensive physiotherapy or similar forms of care.

**Nursing homes.** Inpatient convalescent care, residential care and primary health care services. Includes homes for the frail elderly and nursing homes for the severely handicapped.

**Psychiatric Hospitals.** Inpatient care and treatment for the mentally ill.

#### **Group 7: Social services**

**Child welfare, child services, and day-care.** Services to children, adoption services, child development centres and foster care. Includes infant-care centres and nurseries.

**Youth services and youth welfare.** Delinquency prevention services, teen pregnancy prevention, dropout prevention, youth centres and clubs, and job programs for youth. Includes YMCA, YWCA, Boy Scouts, Girl Scouts, and Big Brothers/Sisters.

**Family services.** Includes family life education, parent education, single-parent agencies and services, and family violence shelters and services.

**Services for the handicapped.** Includes homes, other than nursing homes, transport facilities, recreation, and other specialized services.

**Services for the elderly.** Geriatric care, including in-home services, homemaker services, transport facilities, recreation, meal programs and other services geared towards senior citizens, but excluding residential nursing homes.

**Self-help and other personal social services.** Programs and services for self-help and personal development. Includes support groups, personal counselling and credit counselling/money management services.

**Disaster/emergency prevention and control.** Preventing, predicting, controlling and alleviating the effects of disasters, educating or otherwise preparing people to cope with the effects of disasters, or providing relief to disaster victims. Includes volunteer fire departments and lifeboat services.

**Temporary shelters.** Providing temporary shelter for the homeless. Includes traveller's aid and temporary housing.

**Refugee assistance.** Providing food, clothing, shelter and services to refugees and immigrants.

**Income support and maintenance.** Providing cash assistance and other forms of direct services to persons unable to maintain a livelihood.

**Material assistance.** Providing food, clothing, transport and other forms of assistance. Includes food banks and clothing distribution centres.

### Group 8: Environment

**Pollution abatement and control.** Promoting clean air, clean water, reduction and prevention of noise pollution, radiation control, treatment of hazardous wastes and toxic substances, solid waste management and recycling programs.

**Natural resources conservation and protection.** Conservation and preservation of natural resources, including land, water, energy and plant resources for the general use and enjoyment of the public.

**Environmental beautification and open spaces.** Botanical gardens, arboreta, horticultural programs and landscape services. Organizations promoting anti-litter campaigns; programs to preserve parks, green spaces and open spaces in urban or rural areas; and city and highway beautification programs.

**Animal protection and welfare.** Animal protection and welfare services. Includes animal shelters and humane societies.

**Wildlife preservation and protection.** Wildlife preservation and protection. Includes sanctuaries and refuges.

**Veterinary services.** Animal hospitals and services providing care to farm and household animals and pets.

### Group 9: Development and housing

**Community and neighbourhood organizations.** Improving the quality of life within communities or neighbourhoods. Comprises squatters' associations, local development organizations, and poor people's co-operatives.

**Economic development.** Programs and services to improve economic infrastructure and capacity. Includes building of infrastructure, such as roads; and financial services, such as credit and savings associations, entrepreneurial programs, technical and managerial consulting, and rural development assistance.

**Social development.** Improving the institutional infrastructure and capacity to alleviate social problems and to improve general public well-being.

**Housing associations.** Development, construction, management, leasing, financing and rehabilitation of housing.

**Housing assistance.** Housing search, legal services and related assistance.

**Job training programs.** Providing and supporting apprenticeship programs, internships, on-the-job training and other training programs.

**Vocational counselling and guidance.** Vocational training and guidance, career counselling, testing and related services.

**Vocational rehabilitation and sheltered workshops.** Promoting self-sufficiency and income generation through job training and employment.

### Group 10: Law, advocacy and politics

**Advocacy organizations.** Protecting the rights and promoting the interests of specific groups, e.g., the physically handicapped, the elderly, children and women.

**Civil rights associations.** Protecting or preserving individual civil liberties and human rights.

**Ethnic associations.** Promoting the interests of, or providing services to, those of a specific ethnic heritage.

**Civic associations.** Programs and services to encourage and spread civic-mindedness.

**Legal services.** Legal services, advice and assistance in dispute resolution and court-related matters, crime prevention and public policy, as well as crime prevention to promote safety and precautionary measures among citizens.



**Rehabilitation of offenders.** Programs and services to reintegrate offenders. Includes halfway houses, probation and parole programs, and prison alternatives.

**Victim support.** Services, counsel and advice to victims of crime.

**Consumer protection associations.** Protection of consumer rights and improving product control and quality.

**Political parties and organizations.** Activities and services to support the placing of particular candidates into political office. Includes dissemination of information, public relations and political fundraising.

#### **Group 11: Grant-making, fundraising and voluntarism promotion**

**Grant-making foundations.** Private foundations, including corporate foundations, community foundations and independent public-law foundations.

**Voluntarism promotion and support.** Recruiting, training, and placing volunteers and promoting volunteering.

**Fundraising organizations.** Federated, collective fundraising organizations, including lotteries.

#### **Group 12: International**

**Exchange/friendship/cultural programs.** Programs and services to encourage mutual respect and friendship abroad.

**Development assistance associations.** Programs and projects to promote social and economic development abroad.

**International disaster and relief organizations.** Collecting, channelling, and providing aid to other countries during times of disaster or emergency.

**International human rights and peace organizations.** Promoting and monitoring human rights and peace abroad.

#### **Group 13: Religion**

**Congregations.** Churches, synagogues, temples, mosques, shrines, monasteries, seminaries and similar organizations promoting religious beliefs and administering religious services and rituals.

**Associations of congregations.** Associations and auxiliaries of religious congregations and organizations supporting and promoting religious beliefs, services and rituals.

#### **Group 14: Business and professional associations and unions**

**Business associations.** Promoting, regulating, and safeguarding the interests of special branches of business, e.g., manufacturers, farmers and bankers.

**Professional associations.** Promoting, regulating and protecting professional interests, e.g., bar associations and medical associations.

**Labour unions.** Promoting, protecting, and regulating the rights and interests of employees.

#### **Group 15: Not elsewhere classified**

## Appendix B

### Methodology

#### Introduction

The objective of the NSNVO was to produce statistical information on the size, scope, capacity needs and challenges of nonprofit and voluntary organizations in Canada. The result is a rich source of data for analytical research reports and for recommending focussed follow-up research on voluntary sector capacity. The major phases of the two-year-long development and implementation of the survey were:

- sample frame development and sampling strategy
- quantitative survey design
- data collection and processing
- data quality assurance and weighting.

Each of these phases is outlined below, with a description of the quality of the data obtained by the survey.

#### Sample frame development and sampling strategy

The frame for this survey was developed using a combination of Statistics Canada's Business Register (BR), files on charities and nonprofit organizations from the Canada Revenue Agency (CRA), and lists of incorporated nonprofit organizations maintained by individual provinces and territories and by Industry Canada. The BR contains a North American Industry Classification System (NAICS) code and gross business income for each record. CRA files also include an activity code and income figure for most records. The files from the provinces and territories contained no information on either the activities or the size of the organizations listed therein.

Statistics Canada merged the files to produce a survey frame of charitable and incorporated nonprofit organizations in Canada. The purposes of the matching process were to remove duplicate organizations that appeared on more than one file and to add stratification variables wherever possible. The activity codes that appeared on the BR and the CRA files were used to determine the primary activity of the organization, based on the International Classification of Nonprofit Organizations (ICNPO).<sup>1</sup> Many CRA records matched with BR records, enabling the gross business income figure on the BR to be used as an indicator of size for CRA records that were missing an income value. The remaining CRA records were matched to the supplementary portion of the BR, which includes all organizations with gross business income of less than \$30,000. Since no specific gross business income figure is stored for these records, they were defaulted to the lowest revenue grouping for the purposes of stratification. At the end of this process, there were two groups of organizations: those with and those without stratification information. Most records in the second group came from the provincial and territorial files. While all efforts were made to ensure as clean a matching process as possible, this is an imperfect science.

The survey was conducted in two phases. For Phase 1, a sample of 20,000 organizations with no classification or size information was selected for each province individually and for the territories combined. Provinces with fewer organizations were oversampled so that sufficient sample sizes could be obtained for each province. These organizations were contacted in order to gather some basic stratification information, such as their primary activity according to the ICNPO major groupings and their size by gross revenue.

For Phase 2, a second sample of approximately 20,000 organizations was selected, a portion of which had been previously surveyed as part of Phase 1. The sample was designed such that results of the survey would be representative of each province and the combined territories, each revenue size category, and each of the ICNPO major activity groupings. It was determined that the initial sample included many public sector entities (e.g., school boards, public libraries and public schools) that did not meet the ICNPO criteria for inclusion in the survey, and these entities were therefore removed from the sample.

1. L.M. Salamon and H.K. Anheier, 1997, *Defining the Nonprofit Sector: A Cross-national Analysis*, Manchester, N.Y., Manchester University Press.

## Quantitative survey design

Two questionnaires were developed for use in the NSNVO: one for the purpose of profiling the subset of organizations without adequate stratification information (Phase 1), and the other for deployment with the final sample of nonprofit organizations selected (Phase 2).

The questionnaire administered to respondents selected for Phase 1 of the survey consisted of a limited number of questions that confirmed that the organization still existed and was still nonprofit, and that gathered some indicators as to the activities and size of the organization, along with up-to-date contact information.

The questionnaire administered to respondents selected for Phase 2 of the survey collected detailed financial, human resources, policy and structural information about nonprofit and voluntary organizations. Questionnaire content and design were developed by the consortium of organizations who conducted this research, under the leadership of the Canadian Centre for Philanthropy. Content related to the capacity needs and strengths of organizations was based on a nationwide series of focus group consultations and interviews with key stakeholders in the sector. Portions of the questionnaire were adapted from a survey developed as part of the Johns Hopkins Comparative Non-Profit Sector Project directed by Lester M. Salamon and Helmut K. Anheier (see United Nations, 2003, *Handbook on non-profit institutions in the system of national accounts* [ST/ESA/STAT/SER.F/91]. New York: United Nations).

The survey instrument for Phase 2 was pretested extensively by Statistics Canada and the Canadian Centre for Philanthropy, as well as by members of the research consortium. Testing was conducted through personal interviews, focus groups, and telephone interviews.

## Data collection and processing

Phase 1 entailed a computer-assisted telephone interview (CATI) survey of 20,000 organizations. This phase engaged approximately 40 interviewers for two months. Statistics Canada confirmed that some 9,000 of these organizations were still in operation and were, in fact, nonprofit. However, a significant number of organizations could not be located at all during collection, meaning that their existence could not be confirmed. After collection had ended, a sample of these organizations was thoroughly researched in order to better determine how they should be weighted.

For Phase 2 of the survey, an introductory letter and notes on specific questions pertaining to the human resources and revenue questions were mailed to all respondents. Phase 2 was also conducted as a CATI survey. Organizations contacted for participation in the NSNVO were asked to identify the person in the organization who would be most likely to have the information required to complete the questionnaire. Those agreeing to participate were surveyed using CATI. The interview took approximately 30 minutes to complete. This phase of the survey engaged some 60 interviewers for three months. The response rate was about 77%—a strong one for business surveys, in the experience of Statistics Canada.

## Data quality assurance and weighting

Various validity and consistency edits were built into the CATI system to allow corrections to be made during the collection phase. Edits were also applied again after collection to further ensure data quality. Univariate frequencies were produced to identify any unusual values or outliers. Yet, like all surveys, the NSNVO is subject to errors, despite all the precautions taken at each stage of the survey to control them. There are two main types of errors: sampling and non-sampling errors.

## Sampling errors

Sampling errors can occur when inferences drawn from the survey about the population are based on information collected from a sample rather than from the entire population. In addition to the sample design and the estimation method, the sample size and the variability of each characteristic also determine sampling error. Characteristics that are rare or are distributed very unevenly in the population will have greater sampling error than characteristics that are observed more frequently or are more homogeneous in the population.

It is standard practice to indicate the magnitude of the sampling error for estimates from a sample survey. The standard error of the estimate is the degree of variation of the estimate, considering that a particular sample was chosen rather than another of many possible samples of the same size under the same sample design. The standard error is usually expressed relative to the estimate to which it pertains. This measure, expressed as a percentage, is known as the coefficient of variation (CV). It is obtained by dividing the standard error of the estimate by the estimate itself. For

example, if a sample statistic of .78 has a standard error of 0.03, then the coefficient of variation of the estimate is calculated as

$$(0.03/0.78) * 100\% = 3.8\%$$

For this report, survey estimates are put into one of three categories:

- sample estimates with a CV of 33.3% or less, which are presented unqualified
- sample estimates with a CV greater than 33.3%, which are flagged with the symbol  $\epsilon$ , meaning 'use with caution'
- sample estimates constructed from fewer than seven observations, which are flagged with the symbol x, signifying that a data point has been suppressed to protect respondents' confidentiality.

A range with a known probability of containing the true value can be defined using the CV and the estimate. For example, with a 95% probability, the range around the sample estimate is found by adding and subtracting 1.96 multiplied by the sample estimate and by its CV.<sup>2</sup>

In this case, the true value is in the range between 72.2% (78% – 5.8%) and 83.8% (78% + 5.8%), 19 times out of 20. A lower CV is preferable: it indicates a statistically more precise estimate.

### Non-sampling errors

Errors that are not related to sampling may occur at almost every step of a survey. For example, interviewers may misunderstand instructions, respondents may make errors in answering questions, responses may be entered incorrectly on the questionnaire, and errors may occur in the processing and tabulation of the data.

Over a large number of observations, errors occurring randomly will have little effect on survey estimates. Errors occurring systematically, however, will contribute to biased estimates. Considerable effort has been made to reduce non-sampling errors by implementing quality assurance measures at each step of data collection and processing. These measures include the use of skilled interviewers with extensive training on survey procedures and the questionnaire; evaluation of possible flaws in the survey design or instructions; implementation of procedures to minimize data response or coding errors; and performance of quality checks to verify data editing and coding. A major source of non-sampling error is the effect of non-response on the survey results. The extent of non-response varies from partial non-response (failure to answer just one or some questions) to total non-response. Total non-response occurs when the interviewer is unable to contact the respondent, no member of the organization is able to provide the information, or the respondent refuses to participate in the survey.

The weighting process is designed to account for total non-response. Each organization in the sample was assigned a weight to reflect the number of organizations it represented in the population. After collection, organizations were classified as respondents, non-respondents or otherwise—most notably out of scope.<sup>3</sup> The process had to account for the fact that the non-respondent organizations might have been in or out of the scope of the survey, depending on the answer given to the first question. By way of adjustment, the weights of respondents and of organizations classified otherwise were increased. Weights were specific to each stratum, i.e., the combination of province, ICNPO and revenue category prior to Phase 2 collection.

For example, if there are 400 units of medium size in a particular province and classification category of the ICNPO, and if 50 are chosen for the sample, the weight of each sample unit is  $(400/50) = 8$ .

### Imputation procedures

The purpose of imputation is to assign values to missing answers of records with partial non-response. If however, a particular answer were deemed to be invalid and needed replacement, a replacement value could be obtained using imputation. Imputation achieves two objectives: users of the microdata file need not filter records, depending on the variables to be tabulated; and the weight of a record is unchanged, regardless of the variable(s) under study.

2. The calculation is  $1.96 \times 78\% \times 3.8\% = 5.8\%$ .

3. Organizations were considered to be outside the scope of this survey if they were not found to be a nonprofit organization (i.e., they were for-profit organizations or government bodies).

Two approaches to imputation were used. Wherever possible, values of missing answers were deduced or derived from answers that had been provided. The advantage of this approach is that changes are consistently made according to a set of prescribed rules. However, for the NSNVO, most missing values were imputed using the approach of donor imputation, whereby missing answers of a partial non-respondent—the receiver—are replaced with the answers of a randomly chosen respondent who has supplied answers—the donor. The choice of donor for a receiver was random from among a set of potential donors, all of which shared some degree of commonality with the partial non-respondent. Typically, the receiver and the set of donors might have a similar magnitude of total revenue and were of the same ICNPO.

### **Estimation procedures**

Estimates were generated using SAS software and produced in tables of results in Microsoft Excel. In order to verify the quality of the estimates, measures of quality were generated using the Statistics Canada Generalized Estimation System (GES). GES is a SAS-based application for producing estimates and quality indicators by domain (e.g., by ICNPO or by the six ranges for amount of revenue) for random stratified sample design. Using GES, CVs were generated for quantitative point estimates. Similarly, standard errors were provided for estimates of proportions and ratios. Letter grades based on the measures of quality were assigned to each estimate. A further check on the quality of the estimates ensured that at least seven answers contributed to every estimate.

For further information on the data quality of the NSNVO, please contact  
Client Services  
Small Business and Special Surveys Division  
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Jean Talon Building  
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K1A 0T6  
sbss-info@statcan.ca  
1-877-679-2746

### **Satellite Account of Nonprofit Institutions and Volunteering**

It is a frequent practice at Statistics Canada to conduct comparative analysis of complementary information originating from alternate data sources. Such analysis is one of the many measures undertaken as additional assurance that high standards of data quality are upheld.

The Satellite Account of Nonprofit Institutions and Volunteering is a complementary Statistics Canada project. It was designed to measure the contribution of the nonprofit sector to the Canadian economy, putting it on an equal footing with other sectors in official economic statistics. Estimates in the satellite account are built from a wide range of data sources, including administrative files (tax records), Statistics Canada surveys and public accounts information. They are compiled according to international standards within the Canadian System of National Accounts.

Prior to the release of the survey estimates, extensive reconciliation analysis was undertaken to ensure that financial information collected on the NSNVO was consistent with estimates compiled in the Satellite Account of Nonprofit Institutions and Volunteering. From the point of view of the NSNVO, this analysis was important in assessing the validity of entities included in the survey sample, and helped ensure that the universe covered by the NSNVO was in conformity with international concepts.

From the point of view of the satellite account, the reconciliation analysis enabled coverage to be supplemented for certain types of organizations not well represented in the data sources used to compile the estimates. Since organizations not covered were generally small, the impact in terms of financial weight was not substantial. Coverage adjustments were concentrated in ICNPO groups for sports and recreation, business and professional associations, and social services.

Satellite account and NSNVO estimates could not be reconciled entirely, and differences remain between the two datasets. These differences are due to a range of factors, including different reference periods, conceptual and methodological differences, and varying classification procedures. Universe and coverage differences also remain in selected areas. The reconciliation analysis shows, however, that the broad messages on the size and scope of the nonprofit sector in economic terms reported by the two programs are largely consistent.

## Appendix C

Table 5.1  
Revenues of nonprofit organizations, Atlantic Canada, 2003

Primary activity area	Number of organizations	Government revenues	Revenues		
			Earned income from non-governmental sources	Gifts and donations	Other income
\$ thousands					
Arts and culture	1,066	54,155	50,732	21,613	6,124
Sports and recreation	2,277	30,427	160,951	15,515	10,401
Education and research (including Universities and colleges)	678	287,371	203,766	34,858	11,618
Health (including Hospitals)	445 <sup>E</sup>	1,513,147	136,256	91,509	8,353
Social services	1,599	233,412	56,221	27,471	8,042
Environment	451	45,563	31,593	6,033	1,446
Development and housing	640	279,308	722,016	6,115	10,637
Law, advocacy and politics	242	17,475	10,065	6,802	529
Grant-making, fundraising and voluntarism promotion	976	14,330	599,930 <sup>F</sup>	93,101	6,037
International	30	20,483	2,598	23,359	4,741
Religion	3,421	3,354	76,731	274,302	36,113
Business and professional associations and unions	678	33,726	360,040	15,180	13,743
Organizations not classified elsewhere	379	38,162	26,935	6,474 <sup>F</sup>	1,227
<b>All organizations</b>	<b>12,882</b>	<b>2,570,913</b>	<b>2,437,831</b>	<b>622,331</b>	<b>119,010</b>
<b>Annual revenues</b>					
Less than \$30,000	5,884	8,789	21,456	22,888	3,022
\$30,000 to \$99,999	2,746	26,762	54,820	68,200	9,952
\$100,000 to \$249,999	2,188	83,889	108,541	126,619	21,671
\$250,000 to \$499,999	943	108,654	126,287	77,289	11,036
\$500,000 to \$999,999	499	142,572	127,500	52,995	22,843
\$1,000,000 to \$9,999,999	562	577,597	505,886	162,277	39,655
\$10,000,000 or more	60	1,622,650	1,493,340	112,063	10,832
<b>All organizations</b>	<b>12,882</b>	<b>2,570,913</b>	<b>2,437,831</b>	<b>622,331</b>	<b>119,010</b>
<b>Number of paid staff</b>					
None	6,164	41,058	618,281	73,433	14,802
1 to 4	4,329	138,081	227,495	196,988	35,458
5 to 9	1,152	113,377	230,447	96,585	15,528
10 to 24	683	159,223	175,920	91,794	15,109
25 to 99	383	270,398	313,784	54,211	28,344
100 or more	170	1,848,776	871,903	109,320	9,770
<b>All organizations</b>	<b>12,882</b>	<b>2,570,913</b>	<b>2,437,831</b>	<b>622,331</b>	<b>119,010</b>
<b>Number of volunteers</b>					
None	46	424	1,256	38	0
1 to 9	2,125	109,557	114,563	32,208	27,390
10 to 24	4,425	660,222	1,408,802	85,120	19,588
25 to 99	4,584	409,955	457,856	164,121	39,018
100 to 199	964	179,862	155,557	141,790	6,599
200 or more	738	1,210,894	299,796	199,055	26,416
<b>All organizations</b>	<b>12,882</b>	<b>2,570,913</b>	<b>2,437,831</b>	<b>622,331</b>	<b>119,010</b>

Note: In 2003, the total population of the Atlantic provinces (Newfoundland and Labrador, Prince Edward Island, Nova Scotia and New Brunswick) was 2,345,000.

With 12,882 nonprofit and voluntary organizations serving the region, there were 549 organizations, on average, per 100,000 population.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.2

### Human resources of nonprofit organizations, Atlantic Canada, 2003

Primary activity area	Human resources		
	Employees		Volunteers
	Full-time	Part-time	
	number		
Arts and culture	2,162	1,191	73,024
Sports and recreation	4,525	2,713	154,411
Education and research (including Universities and colleges)	7,586	6,415	61,089
Health (including Hospitals)	27,880	15,019	89,138
Social services	7,032	4,043	81,155
Environment	1,138	171	125,571
Development and housing	5,420	1,514	16,167
Law, advocacy and politics	x	x	49,070
Grant-making, fundraising and voluntarism promotion	1,332	815 <sup>E</sup>	75,236
International	x	x	5,200
Religion	4,540	2,899	240,546
Business and professional associations and unions	5,239	1,359	40,930
Organizations not classified elsewhere	x	x	14,977 <sup>E</sup>
<b>All organizations</b>	<b>68,995</b>	<b>36,738</b>	<b>1,026,515</b>
<b>Annual revenues</b>			
Less than \$30,000	2,249	849	163,716
\$30,000 to \$99,999	3,081	2,477	203,102
\$100,000 to \$249,999	6,050	2,688	173,355
\$250,000 to \$499,999	8,345	3,824	167,259
\$500,000 to \$999,999	7,713	3,996	141,849
\$1,000,000 to \$9,999,999	18,601	9,725	118,767
\$10,000,000 or more	22,956	13,178	58,468
<b>All organizations</b>	<b>68,995</b>	<b>36,738</b>	<b>1,026,515</b>
<b>Number of paid staff</b>			
None	...	...	240,316
1 to 4	6,160	2,540	339,093
5 to 9	4,876	2,427	156,178
10 to 24	7,133	3,342	153,806
25 to 99	10,439	6,816	48,721
100 or more	40,388	21,614	88,402
<b>All organizations</b>	<b>68,995</b>	<b>36,738</b>	<b>1,026,515</b>
<b>Number of volunteers</b>			
None	x	x	...
1 to 9	x	x	13,272
10 to 24	14,592	6,609	70,450
25 to 99	17,618	8,827	212,212
100 to 199	7,474	3,749	122,924
200 or more	22,324	13,937	607,656
<b>All organizations</b>	<b>68,995</b>	<b>36,738</b>	<b>1,026,515</b>

Note: In 2003, 1,026,515 volunteers in the Atlantic provinces (Newfoundland and Labrador, Prince Edward Island, Nova Scotia and New Brunswick) contributed 126,955,900 volunteer hours. Nonprofit and volunteer organizations employed 105,733 people, who worked 165,013,213 employee hours.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.3  
Revenues of nonprofit organizations, Quebec, 2003

Primary activity area	Revenues				
	Number of organizations	Government revenues	Earned income from non-governmental sources	Gifts and donations	Other income
\$ thousands					
Arts and culture	3,575	351,046	336,624	85,162	34,289
Sports and recreation	11,923	283,403	743,356	141,974	81,445
Education and research (including Universities and colleges)	1,656	3,560,919	1,117,204	436,643	246,424
Health (including Hospitals)	2,000	5,530,190 <sup>E</sup>	451,426	153,192 <sup>E</sup>	175,859 <sup>E</sup>
Social services	6,749	1,806,831	373,899	230,586	53,698
Environment	1,575	59,006	107,158 <sup>E</sup>	12,509	5,935
Development and housing	3,793	719,428	386,643	61,920	23,107 <sup>E</sup>
Law, advocacy and politics	944	136,981	62,397	11,821	3,835 <sup>E</sup>
Grant-making, fundraising and voluntarism promotion	4,316	1,725,252	321,672	395,650	56,390
International	245	69,128 <sup>E</sup>	65,112 <sup>E</sup>	62,252 <sup>E</sup>	3,677
Religion	5,253	70,448	733,805	374,968	119,016
Business and professional associations and unions	3,099	470,638 <sup>E</sup>	1,843,683	48,743	278,210
Organizations not classified elsewhere	1,198	186,547 <sup>E</sup>	402,356	12,497 <sup>E</sup>	27,068 <sup>E</sup>
<b>All organizations</b>	<b>46,326</b>	<b>14,969,816</b>	<b>6,945,335</b>	<b>2,027,917</b>	<b>1,108,953</b>
<b>Annual revenues</b>					
Less than \$30,000	20,817	23,999	104,031	39,450	16,508
\$30,000 to \$99,999	9,478	164,836	223,584	119,789	41,135
\$100,000 to \$249,999	7,797	419,927	504,359	191,127	68,988
\$250,000 to \$499,999	2,989	455,535	377,033	146,376	43,088
\$500,000 to \$999,999	2,243	793,371	546,718	194,351	63,661
\$1,000,000 to \$9,999,999	2,687	2,509,540	2,793,860	685,346	495,175
\$10,000,000 or more	316	10,602,607	2,395,751	651,478	380,399
<b>All organizations</b>	<b>46,326</b>	<b>14,969,816</b>	<b>6,945,335</b>	<b>2,027,917</b>	<b>1,108,953</b>
<b>Number of paid staff</b>					
None	24,996	150,260	731,351	226,056	289,815
1 to 4	10,898	2,059,514	851,566	276,354	122,016
5 to 9	3,877	552,182	603,663	229,130	59,406
10 to 24	3,835	1,208,870	752,570	344,218	128,995
25 to 99	2,158	2,678,482	1,642,038	392,310	247,284
100 or more	563	8,320,509	2,364,148	559,850	261,438
<b>All organizations</b>	<b>46,326</b>	<b>14,969,816</b>	<b>6,945,335</b>	<b>2,027,917</b>	<b>1,108,953</b>
<b>Number of volunteers</b>					
None	455	29	21,038	1,144	8
1 to 9	14,575	1,639,587	1,669,432	255,581	120,289
10 to 24	15,354	5,638,195	2,066,220	365,065	441,764
25 to 99	12,182	4,230,926	1,647,943	732,258	279,263
100 to 199	2,347	2,113,999	600,392	215,696	159,756
200 or more	1,413	1,347,080	940,311	458,172	107,872
<b>All organizations</b>	<b>46,326</b>	<b>14,969,816</b>	<b>6,945,335</b>	<b>2,027,917</b>	<b>1,108,953</b>

Note: In 2003, the total population of Quebec was 7,509,900. With 46,326 nonprofit and voluntary organizations serving the region, there were 617 organizations, on average, per 100,000 population.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.



## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.4  
**Human resources of nonprofit organizations, Quebec, 2003**

Primary activity area	Human resources		
	Employees		Volunteers
	Full-time	Part-time	
	number		
Arts and culture	10,925	13,584	103,199
Sports and recreation	20,582	15,962	687,851
Education and research (including Universities and colleges)	39,097	53,640	56,188
Health (including Hospitals)	79,369	62,539	185,252
Social services	47,462	33,926	2,510,537 <sup>E</sup>
Environment	4,538	628	26,829
Development and housing	14,709	4,008	88,617
Law, advocacy and politics	2,214	1,997 <sup>E</sup>	40,775
Grant-making, fundraising and voluntarism promotion	2,418	3,523	255,844
International	915 <sup>E</sup>	88 <sup>E</sup>	19,335 <sup>E</sup>
Religion	9,911	13,195	304,076
Business and professional associations and unions	13,556	6,934	90,093
Organizations not classified elsewhere	8,540	5,323	24,243
<b>All organizations</b>	<b>254,237</b>	<b>215,348</b>	<b>4,392,838</b>
<b>Annual revenues</b>			
Less than \$30,000	3,350	2,003 <sup>E</sup>	465,522
\$30,000 to \$99,999	8,980	8,092	277,921
\$100,000 to \$249,999	17,488	16,600	2,753,000 <sup>E</sup>
\$250,000 to \$499,999	16,948	17,578	160,015
\$500,000 to \$999,999	26,982	23,336	109,045
\$1,000,000 to \$9,999,999	67,180	50,978	352,012
\$10,000,000 or more	113,311	96,761	275,323
<b>All organizations</b>	<b>254,237</b>	<b>215,348</b>	<b>4,392,838</b>
<b>Number of paid staff</b>			
None	...	...	792,071
1 to 4	15,486	7,983	402,547
5 to 9	15,024	9,443	2,570,969 <sup>E</sup>
10 to 24	33,438	22,216	261,157
25 to 99	50,618	48,942	299,882
100 or more	139,670	126,764	66,212
<b>All organizations</b>	<b>254,237</b>	<b>215,348</b>	<b>4,392,838</b>
<b>Number of volunteers</b>			
None	x	x	...
1 to 9	49,931	33,785	88,482
10 to 24	71,975	55,777	241,880
25 to 99	65,963	63,080	561,935
100 to 199	x	x	283,250
200 or more	36,826	31,620	3,217,290 <sup>E</sup>
<b>All organizations</b>	<b>254,237</b>	<b>215,348</b>	<b>4,392,838</b>

Note: In 2003, 4,392,838<sup>E</sup> volunteers in Quebec contributed 555,223,615<sup>E</sup> volunteer hours. Nonprofit and volunteer organizations employed 469,584 people, who worked 675,722,243 employee hours.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.5  
Revenues of nonprofit organizations, Ontario, 2003

Primary activity area	Number of organizations	Government revenues	Revenues		
			Earned income from non-governmental sources	Gifts and donations	Other income
\$ thousands					
Arts and culture	3,458	272,523	714,765	255,804	74,621
Sports and recreation	7,454	186,640	1,389,501	922,351	38,015
Education and research (including Universities and colleges)	2,500	1,993,415	3,584,508	575,967 <sup>E</sup>	324,780 <sup>E</sup>
Health (including Hospitals)	1,385	12,717,763	2,008,410	851,289	398,841
Social services	5,168	3,857,672	1,212,843	470,377	114,441
Environment	936	106,512 <sup>E</sup>	147,048 <sup>E</sup>	55,150	5,771
Development and housing	4,223	734,934	812,786	27,436 <sup>E</sup>	197,994
Law, advocacy and politics	1,023	333,504	376,164	72,388	12,530
Grant-making, fundraising and voluntarism promotion	5,416	212,935	946,657	1,451,772	139,979
International	410	394,174	49,715	281,888	73,834
Religion	10,437	330,571 <sup>E</sup>	489,511 <sup>E</sup>	2,045,671 <sup>E</sup>	72,612
Business and professional associations and unions	2,197	206,893	4,627,460	158,202	227,858 <sup>E</sup>
Organizations not classified elsewhere	753	212,470	910,221	25,724 <sup>E</sup>	14,617
<b>All organizations</b>	<b>45,360</b>	<b>21,560,006</b>	<b>17,269,588</b>	<b>7,194,019</b>	<b>1,695,893</b>
<b>Annual revenues</b>					
Less than \$30,000	15,602	15,664	80,285	53,679	8,750
\$30,000 to \$99,999	9,657	38,141	266,645	210,161	43,616
\$100,000 to \$249,999	7,337	162,811	501,785	465,308	31,199
\$250,000 to \$499,999	4,871	278,332	825,297	522,190	53,041
\$500,000 to \$999,999	3,248	683,025	1,034,704	414,604	65,934 <sup>E</sup>
\$1,000,000 to \$9,999,999	3,983	4,444,739	4,531,464	2,124,940	650,495
\$10,000,000 or more	661	15,937,294 <sup>E</sup>	10,029,408	3,403,137 <sup>E</sup>	842,858
<b>All organizations</b>	<b>45,360</b>	<b>21,560,006</b>	<b>17,269,588</b>	<b>7,194,019</b>	<b>1,695,893</b>
<b>Number of paid staff</b>					
None	24,006	244,452	1,359,151	652,782	167,818
1 to 4	12,246	538,606	1,425,576	950,312	394,868
5 to 9	3,373	368,215	910,918	550,359	51,465
10 to 24	2,737	1,677,446	1,978,522	1,763,771	79,210
25 to 99	1,622	2,480,146	1,970,183	1,305,104	202,025
100 or more	1,377	16,251,142 <sup>E</sup>	9,625,239	1,971,690 <sup>E</sup>	800,508
<b>All organizations</b>	<b>45,360</b>	<b>21,560,006</b>	<b>17,269,588</b>	<b>7,194,019</b>	<b>1,695,893</b>
<b>Number of volunteers</b>					
None	690	33,658	134,902	16,794 <sup>E</sup>	375
1 to 9	9,301	495,507	1,377,606	393,273	165,936
10 to 24	10,939	2,204,014	2,649,866	602,852	250,002
25 to 99	16,765	3,113,834	5,270,055	1,333,310	334,411
100 to 199	4,381	3,070,024 <sup>E</sup>	1,809,833 <sup>E</sup>	982,224 <sup>E</sup>	284,121
200 or more	3,283	12,642,969	6,027,327	3,865,566	661,049
<b>All organizations</b>	<b>45,360</b>	<b>21,560,006</b>	<b>17,269,588</b>	<b>7,194,019</b>	<b>1,695,893</b>

Note: In 2003, the total population of Ontario was 12,293,700. With 45,360 nonprofit and voluntary organizations serving the region, there were 369 organizations, on average, per 100,000 population.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.6  
**Human resources of nonprofit organizations, Ontario, 2003**

Primary activity area	Human resources		
	Employees		Volunteers
	Full-time	Part-time	
	number		
Arts and culture	16,711 <sup>E</sup>	7,703	256,217
Sports and recreation	18,085	25,729	2,989,267
Education and research (including Universities and colleges)	49,934	64,963	1,126,455 <sup>E</sup>
Health (including Hospitals)	148,759	170,228	527,148
Social services	71,113	54,399	528,504
Environment	2,073	1,276	98,377
Development and housing	138,941 <sup>E</sup>	5,884	84,983
Law, advocacy and politics	3,915	2,337	131,707
Grant-making, fundraising and voluntarism promotion	7,499	3,837	477,030
International	2,191	717	63,591
Religion	33,406 <sup>E</sup>	11,067 <sup>E</sup>	704,979
Business and professional associations and unions	25,688	78,173 <sup>E</sup>	748,597
Organizations not classified elsewhere	12,300	1,750 <sup>E</sup>	25,895
<b>All organizations</b>	<b>530,615<sup>E</sup></b>	<b>428,063</b>	<b>7,762,748</b>
<b>Annual revenues</b>			
Less than \$30,000	4,036	2,421	740,926
\$30,000 to \$99,999	132,648 <sup>E</sup>	5,637	425,818
\$100,000 to \$249,999	12,410	13,848	637,356
\$250,000 to \$499,999	13,660	7,967	1,198,372 <sup>E</sup>
\$500,000 to \$999,999	24,729	13,668	564,219 <sup>E</sup>
\$1,000,000 to \$9,999,999	128,154	88,326	1,288,922
\$10,000,000 or more	214,977 <sup>E</sup>	296,196	2,907,136
<b>All organizations</b>	<b>530,615<sup>E</sup></b>	<b>428,063</b>	<b>7,762,748</b>
<b>Number of paid staff</b>			
None	...	...	934,705
1 to 4	16,573	9,747	1,448,476
5 to 9	13,046	8,900	1,151,513 <sup>E</sup>
10 to 24	27,800	12,289	2,972,767
25 to 99	44,896	30,080	505,077
100 or more	428,301 <sup>E</sup>	367,046	750,210
<b>All organizations</b>	<b>530,615<sup>E</sup></b>	<b>428,063</b>	<b>7,762,748</b>
<b>Number of volunteers</b>			
None	527	330 <sup>E</sup>	...
1 to 9	141,006 <sup>E</sup>	6,997	53,401
10 to 24	59,943	30,228	177,618
25 to 99	71,701	131,181 <sup>E</sup>	810,600
100 to 199	66,949 <sup>E</sup>	38,481 <sup>E</sup>	568,874
200 or more	190,489	220,845	6,152,256
<b>All organizations</b>	<b>530,615<sup>E</sup></b>	<b>428,063</b>	<b>7,762,748</b>

Note: In 2003, 7,762,748 volunteers in Ontario contributed 790,525,010 volunteer hours. Nonprofit and volunteer organizations employed 958,678<sup>E</sup> people, who worked 1,395,740,343<sup>E</sup> employee hours.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.7

### Revenues of nonprofit organizations, Manitoba, Saskatchewan and the territories, 2003

Primary activity area	Number of organizations	Government revenues	Revenues		
			Earned income from non-governmental sources	Gifts and donations	Other income
\$ thousands					
Arts and culture	1,646	121,334	220,522	46,863	11,926
Sports and recreation	3,585	86,067	544,641	44,786	21,302
Education and research (including Universities and colleges)	880	1,173,890	268,436	86,693 <sup>E</sup>	14,993 <sup>E</sup>
Health (including Hospitals)	808	3,911,536 <sup>E</sup>	1,705,338 <sup>E</sup>	93,492 <sup>E</sup>	24,609 <sup>E</sup>
Social services	1,905	540,139	156,025	101,916	21,807
Environment	370	34,075	20,295	57,907	46,497
Development and housing	824	219,398	252,685 <sup>E</sup>	16,583	17,833
Law, advocacy and politics	352	125,344 <sup>E</sup>	31,843	6,482	3,789
Grant-making, fundraising and voluntarism promotion	1,490	284,810	158,681	256,959	17,016
International	44	12,354	7,884	11,560	1,750
Religion	3,995	14,721	106,019	469,357	36,252
Business and professional associations and unions	904	17,460	938,302	4,734	8,889
Organizations not classified elsewhere	230	35,158	50,238	32,503	8,510
<b>All organizations</b>	<b>17,034</b>	<b>6,576,286</b>	<b>4,460,911</b>	<b>1,229,835</b>	<b>235,171</b>
<b>Annual revenues</b>					
Less than \$30,000	7,499	6,268	29,147	31,411	4,767
\$30,000 to \$99,999	3,670	25,840	82,294	100,416	10,610
\$100,000 to \$249,999	2,550	102,225	144,047	124,964	24,465
\$250,000 to \$499,999	1,461	172,765	175,831	123,021	37,637
\$500,000 to \$999,999	790	179,874	253,133	87,493	36,906 <sup>E</sup>
\$1,000,000 to \$9,999,999	901	1,111,434	797,938	450,526	66,095
\$10,000,000 or more	163	4,977,881	2,978,521	312,005	54,691
<b>All organizations</b>	<b>17,034</b>	<b>6,576,286</b>	<b>4,460,911</b>	<b>1,229,835</b>	<b>235,171</b>
<b>Number of paid staff</b>					
None	8,443	65,557	155,440	124,365	43,204
1 to 4	5,027	135,146	299,865	305,704	56,832
5 to 9	1,478	228,362	417,598	133,223	14,462
10 to 24	1,127	1,078,696	282,591	267,626	17,869
25 to 99	702	588,176	1,075,239	210,638	39,489 <sup>E</sup>
100 or more	257	4,480,348	2,230,178	188,278	63,315
<b>All organizations</b>	<b>17,034</b>	<b>6,576,286</b>	<b>4,460,911</b>	<b>1,229,835</b>	<b>235,171</b>
<b>Number of volunteers</b>					
None	41	3,437	1,794	1,426	0
1 to 9	2,701	359,266	769,274 <sup>E</sup>	59,783	13,826
10 to 24	5,093	1,330,331	1,420,952	227,674	28,912
25 to 99	6,487	1,059,089	729,048	357,727	85,023
100 to 199	1,624	884,367	323,268	166,678	24,682
200 or more	1,088	2,939,797 <sup>E</sup>	1,216,574 <sup>E</sup>	366,547	82,728
<b>All organizations</b>	<b>17,034</b>	<b>6,576,286</b>	<b>4,460,911</b>	<b>1,229,835</b>	<b>235,171</b>

Note: In 2003, the total population of Manitoba, Saskatchewan and the territories was 2,263,900. With 17,034 nonprofit and voluntary organizations serving the region, there were 752 organizations, on average, per 100,000 population.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.8

### Human resources of nonprofit organizations, Manitoba, Saskatchewan and the territories, 2003

Primary activity area	Human resources		
	Employees		Volunteers
	Full-time	Part-time	
	number		
Arts and culture	4,690	2,213	194,921
Sports and recreation	8,249	6,590	729,688
Education and research (including Universities and colleges)	10,080	6,240	94,201
Health (including Hospitals)	45,949 <sup>E</sup>	25,755 <sup>E</sup>	90,427 <sup>E</sup>
Social services	15,898	11,479	175,041
Environment	1,115	467	158,253
Development and housing	2,042	1,819	25,569
Law, advocacy and politics	870	538	89,684 <sup>E</sup>
Grant-making, fundraising and voluntarism promotion	2,831	1,113	98,707
International	260	46 <sup>E</sup>	21,834
Religion	7,227	4,148	283,186
Business and professional associations and unions	6,011	4,667	39,325
Organizations not classified elsewhere	2,829	1,495	12,122
<b>All organizations</b>	<b>108,051</b>	<b>66,571</b>	<b>2,012,958</b>
<b>Annual revenues</b>			
Less than \$30,000	3,972	1,541	321,416
\$30,000 to \$99,999	2,820	3,247	251,698
\$100,000 to \$249,999	4,712	5,402	313,107
\$250,000 to \$499,999	7,734	5,292	301,287
\$500,000 to \$999,999	7,669	4,437	106,005
\$1,000,000 to \$9,999,999	33,146	17,545	265,991
\$10,000,000 or more	47,999 <sup>E</sup>	29,107	453,453
<b>All organizations</b>	<b>108,051</b>	<b>66,571</b>	<b>2,012,958</b>
<b>Number of paid staff</b>			
None	...	...	438,542
1 to 4	6,003	3,560	658,099
5 to 9	5,617	4,321	206,528
10 to 24	9,704	6,257	100,832
25 to 99	17,964	12,903	527,632
100 or more	68,763	39,530	81,325
<b>All organizations</b>	<b>108,051</b>	<b>66,571</b>	<b>2,012,958</b>
<b>Number of volunteers</b>			
None	2,249	31	...
1 to 9	6,108	3,937	16,201
10 to 24	21,274	14,325	82,225
25 to 99	29,272	15,351	305,559
100 to 199	14,480	8,371	206,285
200 or more	34,668 <sup>E</sup>	24,557 <sup>E</sup>	1,402,688
<b>All organizations</b>	<b>108,051</b>	<b>66,571</b>	<b>2,012,958</b>

Note: In 2003, 2,012,958 volunteers in Manitoba, Saskatchewan and the territories contributed 300,651,590 volunteer hours. Nonprofit and volunteer organizations employed 174,622 people, who worked 267,237,546 employee hours.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.9

### Revenues of nonprofit organizations, Alberta, 2003

Primary activity area	Number of organizations	Government revenues	Revenues		
			Earned income from non-governmental sources	Gifts and donations	Other income
\$ thousands					
Arts and culture	1,950	90,476	253,245	135,418	20,906
Sports and recreation	4,973	86,799	774,452	68,641	8,562
Education and research (including Universities and colleges)	1,606	1,162,434	863,535	145,020	10,198
Health (including Hospitals)	574 <sup>E</sup>	407,702 <sup>E</sup>	221,181	82,140	25,299
Social services	1,798	397,841	257,287	253,258	33,544
Environment	326	26,527	70,708	8,933	2,578
Development and housing	922	798,185	869,521	5,848 <sup>E</sup>	1,416
Law, advocacy and politics	426	26,337	26,648	15,363	9,577 <sup>E</sup>
Grant-making, fundraising and voluntarism promotion	2,084	68,146	360,796	231,863	38,444
International	70	12,470	5,834	43,630	32
Religion	3,687	5,625	56,057	556,749	6,395 <sup>E</sup>
Business and professional associations and unions	631	24,478	968,479	17,770	16,858
Organizations not classified elsewhere	309	32,952	37,761	2,128	475
<b>All organizations</b>	<b>19,356</b>	<b>3,139,973</b>	<b>4,765,503</b>	<b>1,566,763</b>	<b>174,283</b>
<b>Annual revenues</b>					
Less than \$30,000	8,265	9,137	43,436	20,664	3,195
\$30,000 to \$99,999	4,354	30,182	132,935	91,417	10,281
\$100,000 to \$249,999	3,186	44,807	191,958	237,418	13,922
\$250,000 to \$499,999	1,431	95,755	263,029	130,992	10,554 <sup>E</sup>
\$500,000 to \$999,999	1,035	154,977	303,140	215,260	16,375 <sup>E</sup>
\$1,000,000 to \$9,999,999	996	1,210,868	1,230,014	555,684	97,827
\$10,000,000 or more	90	1,594,247	2,600,991	315,329	22,128
<b>All organizations</b>	<b>19,356</b>	<b>3,139,973</b>	<b>4,765,503</b>	<b>1,566,763</b>	<b>174,283</b>
<b>Number of paid staff</b>					
None	11,238	339,482 <sup>E</sup>	366,649	143,579	15,153
1 to 4	5,104	88,885	367,493	516,609	38,830
5 to 9	1,140	97,298	282,625	145,210	22,533 <sup>E</sup>
10 to 24	1,036	232,074	663,298	262,135	15,096
25 to 99	600	438,553	1,364,194	229,259	60,749
100 or more	238	1,943,681	1,721,243	269,972	21,922
<b>All organizations</b>	<b>19,356</b>	<b>3,139,973</b>	<b>4,765,503</b>	<b>1,566,763</b>	<b>174,283</b>
<b>Number of volunteers</b>					
None	x	x	x	x	x
1 to 9	2,488	825,427	910,295	68,659	3,099
10 to 24	4,644	485,138 <sup>E</sup>	883,807	117,466	19,577
25 to 99	8,433	592,063	1,078,935	582,537	77,043
100 to 199	2,042	311,127	676,052	308,848	17,310
200 or more	x	x	x	x	x
<b>All organizations</b>	<b>19,356</b>	<b>3,139,973</b>	<b>4,765,503</b>	<b>1,566,763</b>	<b>174,283</b>

Note: In 2003, the total population of Alberta was 3,172,100. With 19,356 nonprofit and voluntary organizations serving the region, there were 610 organizations, on average, per 100,000 population.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.10  
**Human resources of nonprofit organizations, Alberta, 2003**

Primary activity area	Human resources		
	Employees		Volunteers
	Full-time	Part-time	
	number		
Arts and culture	2,424	2,858	166,503
Sports and recreation	9,380	10,390	532,075
Education and research (including Universities and colleges)	18,927	15,069	122,012
Health (including Hospitals)	38,744 <sup>E</sup>	29,282 <sup>E</sup>	96,163 <sup>E</sup>
Social services	14,752	10,154	199,030
Environment	572	164	41,922
Development and housing	2,432	1,259	14,139
Law, advocacy and politics	x	x	26,026
Grant-making, fundraising and voluntarism promotion	1,950	1,495	653,901 <sup>E</sup>
International	x	x	11,453
Religion	6,330	2,999	292,338
Business and professional associations and unions	2,598	1,225	42,864
Organizations not classified elsewhere	x	x	289,644 <sup>E</sup>
<b>All organizations</b>	<b>100,166</b>	<b>75,617</b>	<b>2,488,070</b>
<b>Annual revenues</b>			
Less than \$30,000	1,455	1,698	265,067
\$30,000 to \$99,999	3,372	1,942	590,300 <sup>E</sup>
\$100,000 to \$249,999	4,510	2,760	754,159 <sup>E</sup>
\$250,000 to \$499,999	5,154	3,624	224,913
\$500,000 to \$999,999	7,573	5,780	151,995
\$1,000,000 to \$9,999,999	57,160 <sup>E</sup>	38,565 <sup>E</sup>	413,935 <sup>E</sup>
\$10,000,000 or more	20,943	21,247	87,701
<b>All organizations</b>	<b>100,166</b>	<b>75,617</b>	<b>2,488,070</b>
<b>Number of paid staff</b>			
None	...	...	1,099,209
1 to 4	6,860	3,696	569,589
5 to 9	4,412	2,907	171,869
10 to 24	9,987	5,273	378,977
25 to 99	16,115	8,626	167,878
100 or more	62,793	55,116	100,549
<b>All organizations</b>	<b>100,166</b>	<b>75,617</b>	<b>2,488,070</b>
<b>Number of volunteers</b>			
None	x	x	...
1 to 9	x	x	14,324
10 to 24	9,215	10,345	73,521
25 to 99	23,279	19,723	399,754
100 to 199	10,166	7,085	265,914
200 or more	53,908 <sup>E</sup>	36,934 <sup>E</sup>	1,734,557
<b>All organizations</b>	<b>100,166</b>	<b>75,617</b>	<b>2,488,070</b>

Note: In 2003, 2,488,070 volunteers in Alberta contributed 448,728,209 volunteer hours. Nonprofit and volunteer organizations employed 175,784 people, who worked 263,785,106 employee hours.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.

## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.11  
Revenues of nonprofit organizations, British Columbia, 2003

Primary activity area	Number of organizations	Government revenues	Revenues		
			Earned income from non-governmental sources	Gifts and donations	Other income
\$ thousands					
Arts and culture	2,075	68,724	140,137	51,275	9,195
Sports and recreation	3,437	36,893	363,925	26,711	11,499
Education and research (including Universities and colleges)	1,467	1,759,661	618,655	180,894	311,150
Health (including Hospitals)	892	2,421,261	493,834	182,087 <sup>E</sup>	20,960 <sup>E</sup>
Social services	1,880	558,573	211,123	86,879	82,297
Environment	766	29,841	125,626	122,160 <sup>E</sup>	2,527
Development and housing	1,852	173,971	256,944	15,891	14,886
Law, advocacy and politics	640	21,304	67,608	13,489	10,447 <sup>E</sup>
Grant-making, fundraising and voluntarism promotion	1,654	137,671	467,802 <sup>E</sup>	240,347	26,881 <sup>E</sup>
International	223	12,902	28,028	64,926 <sup>E</sup>	339
Religion	3,886	103,060 <sup>E</sup>	154,616	621,591	47,468
Business and professional associations and unions	975	18,660	456,891	5,845	7,277
Organizations not classified elsewhere	524	745	30,029	5,386 <sup>E</sup>	4,332 <sup>E</sup>
<b>All organizations</b>	<b>20,270</b>	<b>5,343,265</b>	<b>3,415,218</b>	<b>1,617,479</b>	<b>549,259</b>
<b>Annual revenues</b>					
Less than \$30,000	8,907	8,309	39,022	28,827	3,922
\$30,000 to \$99,999	4,408	32,528	121,673	81,679	9,111
\$100,000 to \$249,999	3,241	63,313	299,035	153,932	8,101
\$250,000 to \$499,999	1,750	157,399	224,402	195,678	36,415
\$500,000 to \$999,999	740	120,535	229,351	116,255	38,402
\$1,000,000 to \$9,999,999	1,073	1,057,733	1,088,782	641,337	122,239
\$10,000,000 or more	150	3,903,448	1,412,954	399,771	331,068
<b>All organizations</b>	<b>20,270</b>	<b>5,343,265</b>	<b>3,415,218</b>	<b>1,617,479</b>	<b>549,259</b>
<b>Number of paid staff</b>					
None	12,191	126,909	681,447	181,425	30,704 <sup>E</sup>
1 to 4	4,776	106,266	355,839	320,249	38,221
5 to 9	1,403	105,688	246,896	234,652	20,662
10 to 24	920	223,702	451,453	179,558	22,101
25 to 99	719	749,269	892,396	408,269	73,443
100 or more	261	4,031,432	787,188	293,327	364,128
<b>All organizations</b>	<b>20,270</b>	<b>5,343,265</b>	<b>3,415,218</b>	<b>1,617,479</b>	<b>549,259</b>
<b>Number of volunteers</b>					
None	x	x	x	x	x
1 to 9	3,621	282,669	831,661	212,816	35,363
10 to 24	6,190	1,786,690	766,626	172,331	303,555
25 to 99	7,549	789,782	917,682	551,198	73,640
100 to 199	1,798	255,456	448,958	230,019	103,911
200 or more	x	x	x	x	x
<b>All organizations</b>	<b>20,270</b>	<b>5,343,265</b>	<b>3,415,218</b>	<b>1,617,479</b>	<b>549,259</b>

Note: In 2003, the total population of British Columbia was 4,168,100. With 20,270 nonprofit and voluntary organizations serving the region, there were 486 organizations, on average, per 100,000 population.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.



## Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations

Table 5.12

### Human resources of nonprofit organizations, British Columbia, 2003

Primary activity area	Human resources		
	Employees		Volunteers
	Full-time	Part-time	
	number		
Arts and culture	4,124	4,214	139,071
Sports and recreation	4,312	4,395	190,673
Education and research (including Universities and colleges)	24,542	16,694	71,521
Health (including Hospitals)	18,723	13,710	145,552
Social services	13,340	13,652	119,780
Environment	1,944	760	283,477
Development and housing	2,771	1,535	90,258
Law, advocacy and politics	659	760	33,731
Grant-making, fundraising and voluntarism promotion	1,254	573	83,680
International	247	67	32,090
Religion	9,139	4,446	256,349
Business and professional associations and unions	4,212	563 <sup>E</sup>	26,707
Organizations not classified elsewhere	283	422	21,273
<b>All organizations</b>	<b>85,550</b>	<b>61,792</b>	<b>1,494,162</b>
<b>Annual revenues</b>			
Less than \$30,000	1,520	1,489	287,936
\$30,000 to \$99,999	1,913	1,239	247,382
\$100,000 to \$249,999	3,864	4,787	438,335
\$250,000 to \$499,999	7,392	5,716	145,585
\$500,000 to \$999,999	6,065	4,875	75,185
\$1,000,000 to \$9,999,999	31,208	20,898	192,607
\$10,000,000 or more	33,588	22,787	107,133
<b>All organizations</b>	<b>85,550</b>	<b>61,792</b>	<b>1,494,162</b>
<b>Number of paid staff</b>			
No paid staff	...	...	784,690
1 to 4 paid staff	5,724	3,695	267,480
5 to 9 paid staff	5,871	3,318	134,327
10 to 24 paid staff	8,230	4,523	78,055
25 to 99 paid staff	18,912	12,548	75,921
100 or more paid staff	46,814	37,709	153,689
<b>All organizations</b>	<b>85,550</b>	<b>61,792</b>	<b>1,494,162</b>
<b>Number of volunteers</b>			
No volunteers	x	x	...
1 to 9 volunteers	x	x	22,283
10 to 24 volunteers	26,798	20,203	100,793
25 to 99 volunteers	23,253	14,519	342,778
100 to 199 volunteers	x	x	226,250
200 or more volunteers	20,469	14,314	802,058
<b>All organizations</b>	<b>85,550</b>	<b>61,792</b>	<b>1,494,162</b>

Note: In 2003, 1,494,162 volunteers in British Columbia contributed 114,336,934 volunteer hours. Nonprofit and volunteer organizations employed 147,342 people, who worked 219,604,718 employee hours.

Source: Statistics Canada, National Survey of Nonprofit and Voluntary Organizations.