



EXPLORING CHARACTERISTICS AND CAPACITY OF THE NON-PROFIT SOCIAL SECTOR IN THE COLUMBIA BASIN-BOUNDARY REGION

REPORT ON SURVEY RESULTS

WINTER 2016



The Columbia Basin Rural Development Institute, at Selkirk College, is a regional research centre with a mandate to support informed decision-making by Columbia Basin-Boundary communities through the provision of information, applied research and related outreach and extension support. Visit www.cbrdi.ca for more information

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We are tremendously grateful for the feedback, insight, and effort our Social Research Advisory Committee has dedicated to this project. The committee's input was critical to the survey design and testing, and to the high response rate we achieved. Thank you for your continued contribution.

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INTRODUCTION

The Columbia Basin Rural Development Institute (RDI) addresses a number of research topics each year based on a set of criteria and consultations with the RDI Advisory Committee, Selkirk College, Columbia Basin Trust (CBT) and economic, social, cultural and environmental stakeholders in the region. The RDI produces a list of research topics for consideration by the RDI Governance Committee, the RDI Advisory Committee, CBT special initiatives and sector management staff, and senior administration from our region's colleges. In 2014/2015 applied research focused on the non-profit social sector was selected as a priority.

The non-profit social sector in the Columbia Basin-Boundary region plays a significant role in the socio-economic well-being of residents, communities, and the region as a whole. Sustaining non-profits, however, is becoming increasingly challenging. The *Exploring Characteristics and Capacity of the Non-Profit Social Sector in the Columbia Basin-Boundary Region* research project was designed to explore key characteristics, financial and human resources, organizational capacity and collaborative connections of the region's non-profit social sector.

This research is a critical first step towards enabling evidence-based decision-making by our regions' colleges, funders, and non-profits in efforts related to strengthening this important sector. Results provide benchmark data against which to compare experiences and characteristics, and develop a baseline for monitoring into the future. This document reports on the results from an online survey of social non-profits in the Columbia Basin-Boundary region conducted in spring/summer 2015.

With a mandate to mobilize new knowledge, the RDI is developing a plan for sharing results from this research beyond this report. The RDI will help the social sector and related stakeholders understand survey results and consider the recommendations and potential actions that could be taken to strengthen the sector. The RDI intends to present survey results through presentations and workshops in spring/summer 2016. Look for information regarding activities related to this project on the RDI website at www.cbrdi.ca.

METHODOLOGY

SOCIAL RESEARCH ADVISORY COMMITTEE

This research project was developed and designed through consultation with the RDI's Social Research Advisory Committee. The committee is comprised of representatives from the social sector from across the Columbia Basin-Boundary region. The committee includes executive directors and coordinators from non-profit organizations as well as the Manager of Social Initiatives at Columbia Basin Trust. See Appendix A for a list of members.

SURVEY DESIGN

A survey of social non-profits in the Columbia Basin-Boundary region was conducted. The survey design was modeled on the *National Survey of Nonprofit and Voluntary Organizations* conducted by Statistics Canada in 2003 with adaptations in response to recommendations from the RDI's Social Research Advisory Committee. The survey was administered using the online survey tool Survey Monkey, and opened May 20, 2015. See Appendix B for survey questions. Survey invitations were sent by email, and several reminder emails and follow up phone calls were made to encourage participation. Surveys were made available in hard copy if specifically requested by an organization. A final deadline of July 13, 2015 was given, and the survey officially closed on September 8, 2015.

SURVEY RESPONDENTS

As no publicly available regional inventory of social non-profits existed, the RDI researched and created a list of organizations in cooperation with the Kootenay Boundary Community Services Cooperative and in consultation with the RDI Social Research Advisory Committee. 150 social non-profits were identified and invited by email to take the online survey. The Executive Director or Coordinator of each organization was asked to complete the survey on behalf of their organization (and the multiple programs their organization may administer). Though efforts were made to develop a comprehensive and complete inventory of organizations, some may have been excluded and therefore not offered the opportunity to participate in this survey. The inventory of social non-profits is available [here](#) through the RDI's Digital Basin.

Of the 150 organizations invited, 88 fully completed the survey, providing a 59% response rate. There were another 14 organizations that started the survey, but only completed the first page; these incomplete survey responses are not included in the data analysis and survey results.

DATA ANALYSIS

The survey included closed and open-ended questions. Data analysis used descriptive statistics for the quantitative data (closed questions) and grounded theory for the qualitative data (open-ended questions). Grounded theory methodology involves coding qualitative data based on themes that emerge from the data itself, rather than themes imposed on the data from external sources. Preliminary results were shared and discussed with the RDI Social Research Advisory Committee and the Social Sector Advisory Committee of Columbia Basin Trust. Recommendations were developed by the RDI and shared with the RDI Social Research Advisory Committee for discussion prior to release.

SURVEY RESULTS

ORGANIZATION CHARACTERISTICS

A series of questions were asked at the beginning of the survey to understand the basic characteristics of social non-profits including: location of main office, widest geographic area served, number of years in operation, charitable status, and service provision by population.

MAIN OFFICE LOCATION

While the exact location of each organization's main office was not known when invited to participate in the survey, some locations were known or estimated. Based on the location noted in the RDI's inventory and the percent by region who responded, there is proportionate representation from each sub-region. Table 1 highlights the number and percent of organizations who responded to the survey for each geographic corridor. The corridors used were developed in consultation with the RDI Advisory Committee and local government representatives in 2012-13, and are now used consistently by the RDI in research and reporting.

Location of Main Office	Number of organizations	Percent of organizations
Boundary	8	9.1%
West Kootenay (Trail, Castlegar, Nelson, Slocan Valley, Kaslo, Nakusp)	38	43.2%
Revelstoke	7	8%
Valemount	3	3.4%
Columbia Valley (Golden, Invermere, Radium, Canal Flats)	9	10.2%
Elk Valley (Elkford, Sparwood, Fernie)	6	6.8%
Southeast Kootenay (Cranbrook, Kimberley, Creston)	17	19.3%
	88	100%

Table 1. Location of main office.

GEOGRAPHIC AREA SERVED

Table 2 details the widest geographic area served by the social non-profits surveyed. Almost 57% of organizations serve their community and surrounding rural area. Close to 37% of organizations serve at a corridor, sub-regional or regional scale.

Geographic Area Served	Number of organizations	Percent of organizations
community only	6	6.8%
community and surrounding rural area	50	56.8%
corridor (i.e., Boundary, Elk Valley, Columbia Valley)	5	5.7%
sub-regional (e.g., West Kootenay or East Kootenay)	10	11.4%
regional	17	19.3%
	88	100%

Table 2. Widest geographic area served.

NUMBER OF YEARS IN OPERATION AND CHARITABLE STATUS

As shown in Table 3, the majority (84.1%) of organizations have been in operation for 10 years or more, with a large percentage (52.3%) in operation for more than 20 years. Less than 10% have been in operation for less than 4 years. As Figure 1 indicates, the majority of organizations (73.9%) are registered charities.

Years in Operation	Number of organizations	Percent of organizations
1 – 4 years	8	9.1%
5 – 9 years	6	6.8%
10 – 15 years	14	15.9%
15 – 20 years	14	15.9%
more than 20 years	46	52.3%
	88	100%

Table 3. Years in operation.

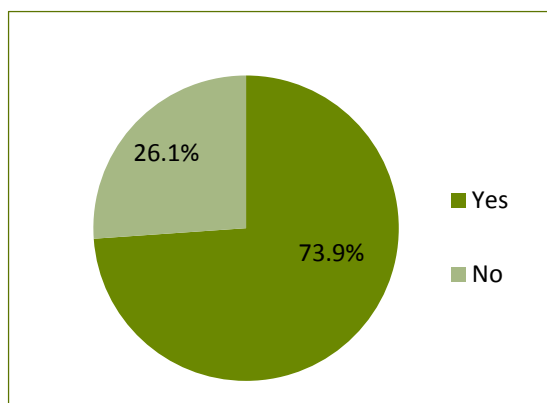


Figure 1. Percent of organizations with and without charitable status.

SOCIAL SERVICES PROVIDED

Survey respondents were asked to complete a table of the types of services they provide by population group. All organizations selected multiple services and/or audiences. Table 4 shows the percentage of organizations who indicated the service they provide to each population group.

In terms of populations served, aside from ‘everyone’ (n=164), the highest number of organizations provide services to women (n=140), men (n=113), youth (n=109), children (n=102), Aboriginal people (n=98), seniors (n=90), and immigrant populations (n=82). In terms of service provision, the majority of organizations provide counseling (n=106), followed by food security (n=104), education and awareness (n=100), housing / shelter (n=86), mental health (n=72), parenting programs (n=66), employment (n=53), disabilities (n=50), addictions (n=43), transportation (n=39), protective services (n=38), child care (n=35), literacy (n=34), and settlement services (9).

Other had a high response (n=63) where respondents noted the following other services:

- Support for organizations, groups and professionals in social sector
- Home support
- Meals on Wheels
- Advocacy
- Legal information services
- Support with justice system
- Autism skills and behaviour training
- Youth mentoring
- Infant development
- Financial
- Peer support, family support groups
- Toy lending
- Life skills
- Social and community inclusion
- Play therapy
- Youth recreation programming
- Safe home, Transition House
- Oral health
- Art therapy
- HIV, HCBV, harm reduction and TransConnect
- Assisting homeless
- Hospice, palliative care, end of life and grief support
- Pregnancy outreach
- Wellness programs
- Referrals
- Sexual and reproductive health care and education

	Children	Youth	Men	Women	Seniors	Aboriginal	Immigrants	Everyone
Counselling	11.4%	13.6%	13.6%	19.3%	13.6%	17.0%	13.6%	18.2%
Employment	0.0%	8.0%	15.9%	17.0%	6.8%	3.4%	4.5%	4.5%
Protective services	9.1%	8.0%	4.5%	8.0%	3.4%	4.5%	4.5%	1.1%
Disabilities	8.0%	9.1%	8.0%	8.0%	5.7%	4.5%	3.4%	10.2%
Education and awareness	12.5%	15.9%	14.8%	15.9%	9.1%	9.1%	5.7%	30.7%
Child care	18.2%	5.7%	1.1%	1.1%	0.0%	4.5%	3.4%	5.7%
Parenting programs	6.8%	5.7%	13.6%	13.6%	2.3%	10.2%	9.1%	13.6%
Mental health	8.0%	11.4%	8.0%	13.6%	9.1%	10.2%	8.0%	13.6%
Addictions	1.1%	5.7%	5.7%	8.0%	5.7%	8.0%	5.7%	9.1%
Literacy	5.7%	4.5%	5.7%	5.7%	2.3%	3.4%	3.4%	8.0%
Housing / shelter	9.1%	11.4%	10.2%	15.9%	13.6%	11.4%	10.2%	15.9%
Food security	14.8%	10.2%	12.5%	14.8%	13.6%	14.8%	12.5%	25.0%
Transportation	2.3%	4.5%	4.5%	6.8%	8.0%	4.5%	3.4%	10.2%
Settlement	1.1%	1.1%	0.0%	1.1%	1.1%	1.1%	2.3%	2.3%
Other (see below)	8.0%	9.1%	10.2%	10.2%	8.0%	4.5%	3.4%	18.2%

Table 4. Percent of organizations by services and populations.

For those organizations serving *everyone*, the highest number of organizations provide education and awareness (n=27), followed by food security (n=22), counselling (n=16), other (n=16), housing/ shelter (n=14), parenting programs (n=12), mental health (n=12), disabilities (n=9), transportation (n=9), addictions (n=8), literacy (n=7), child care (n=5), employment (n=4), settlement (n=2), and protective services (n=1).

For organizations serving *women*, the highest number of organizations provide counselling (n=17) and employment services (n=15), followed by education and awareness and (n=14) and housing/ shelter (n=14), food security (n=13), parenting programs (n=12) and mental health (n=12), other (n=9), protective services (n=7), disabilities (n=7), addictions (n=7), transportation (n=6), literacy (n=5), child care (n=1), and settlement services (n=1).

For those serving *men*, the highest number of organizations provide employment services (n=14) and education and awareness (n=13), followed by counselling (n=12) and parenting programs (n=12), food

security (n=11), housing/ shelter (n=9), other (n=9), mental health (n=7) and disabilities (n=7), literacy (n=5) and addictions (n=5), protective services (n=4) and transportation (n=4), and child care services (n=1).

For those serving *youth*, the highest number of organizations provide education and awareness (n=14), followed by counselling (n=12), mental health (n=10) and housing/ shelter (n=10), food security (n=9), disabilities (n=8), other (n=8), employment (n=7) and protective services (n=7), child care (n=5), parenting programs (n=5), addictions (n=5), literacy (n=4), transportation (n=4), and settlement services (n=1).

For the non-profits serving *children*, the highest number provide child care (n=16), followed by food security (n=13), education and awareness (n=11), counselling (n=10), protective services (n=8) and housing/ shelter (n=8), disabilities (n=7) and mental health (n=7), other (n=7), parenting programs (n=6), literacy (n=5), transportation (n=2), addictions (n=1) and settlement services (n=1).

For organizations serving *aboriginal* clients, the highest number of groups provide counselling (n=15), followed by food security (n=13), housing/ shelter (n=10), parenting programs (n=9) and mental health (n=9), education and awareness (n=8), addictions (n=7), protective services (n=4), disabilities (n=4), child care (n=4) and transportation (n=4), other (n=4), employment (n=3), literacy (n=3), and settlement services (n=1).

For those serving *seniors*, the highest number of organizations provide counselling (n=12), food security (n=12), and housing/ shelter (n=12), followed by education and awareness (n=8) and mental health (n=8), transportation (n=7), other (n=7), employment (n=6), disabilities (n=5) and addictions (n=5), protective services (n=3), parenting programs (n=2), literacy (n=2), and settlement services (n=1).

For those serving *immigrants*, the highest number of organizations provide counselling (n=12) followed by food security (n=11), housing / shelter (n=9), parenting programs (n=8), mental health (n=7), education and awareness (n=5) and addictions (n=5), employment (n=4) and protective services (n=4), disabilities (n=3), child care (n=3), literacy (n=3), transportation (n=3), other (n=3), and settlement services (n=2).

FINANCIAL RESOURCES

TOTAL REVENUE

Table 5 shows the number and percent of organizations for each category of total revenue for their last fiscal year. The majority (60.2%) have total revenue of \$299,999 or less, with 13 organizations (14.8%) having \$29,999 or less. Ten organizations (11.4%) have total revenue of \$2 million or more, and another nine organizations (10.2%) report revenue of between \$1 million and \$2 million.

Total revenue is an indicator of organizational capacity. The wide range of revenue found in survey results is indicative of the range in capacity of social non-profits in our region, from very low to very high capacity groups.

Total Revenue (last fiscal year)	Number of organizations	Percent of organizations
\$0 - \$29,999	13	14.8%
\$30,000 - \$49,999	9	10.2%
\$50,000 - \$99,999	9	10.2%
\$100,000 - \$199,999	15	17.0%
\$200,000 - \$299,999	7	8.0%
\$300,000 - \$399,999	1	1.1%
\$400,000 - \$499,999	3	3.4%
\$500,000 - \$749,999	6	6.8%
\$750,000 - \$999,999	6	6.8%
\$1,000,000 - \$1,499,999	5	5.7%
\$1,500,000 - \$1,999,999	4	4.5%
\$2,000,000+	10	11.4%
	88	100%

Table 5. Total revenue for last fiscal year.

REVENUE BY FUNDING SOURCE

Respondents were asked to estimate the percent of revenue their organization received from six different types of funding sources in their last fiscal year: (1) federal government, (2) provincial government (such as Ministry contracts, Interior Health, School Districts), (3) municipal government, (4) foundations and trusts (such as Columbia Basin Trust), (5) donations (gifts, major donors, memberships), and (6) other. For each of the funding sources, organizations were asked to select the percent of funding received from 0% to 100% in 5% increments. Organizations were also asked to indicate the general trend in receiving revenue from each source over the last three years. For each funding source selected, respondents were asked to then choose whether the funding they access from this source is either (a) increasing, (b) decreasing, (c) staying the same, or (d) not applicable.

A potential limitation to the results of this question is related to if and how organizations may have included or not included in-kind funding. For example, some organizations receive free space, rent, and/or utilities from their municipal government or another non-profit. The survey questions did not differentiate between in-kind and cash funding, and therefore results do not necessarily account for in-kind contributions made from any source.

Federal Government Funding

About one quarter of organizations surveyed received some funding from federal sources in their last fiscal year. 60.2% received 5% or less, with 47.7% receiving no federal funding at all. Figure 2 shows the number of organizations who received each percentage of federal funding based on their last fiscal year. No organization reported receiving more than 60% of their funding from federal sources. As shown in Figure 3, the majority of respondents indicated that the trend over the last three years for federal funding is staying the same. Six groups said this source is decreasing and two said federal funding is increasing.

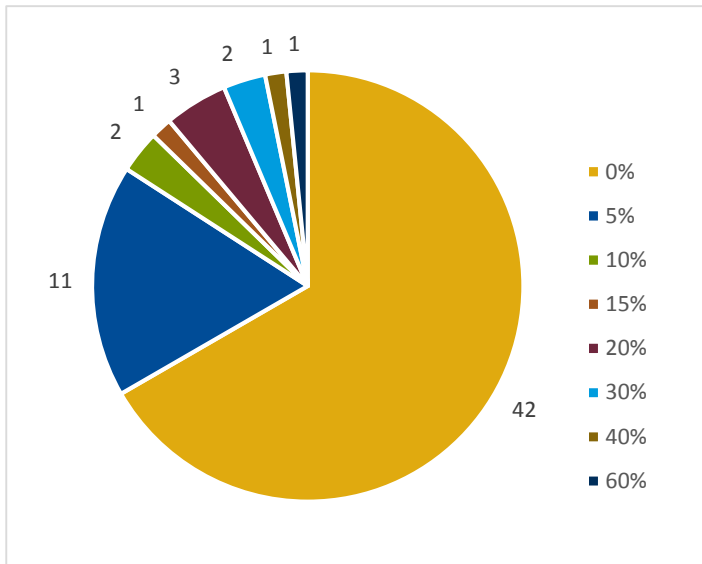


Figure 2. Number of organizations by percent of total funding received from federal sources in last fiscal year.

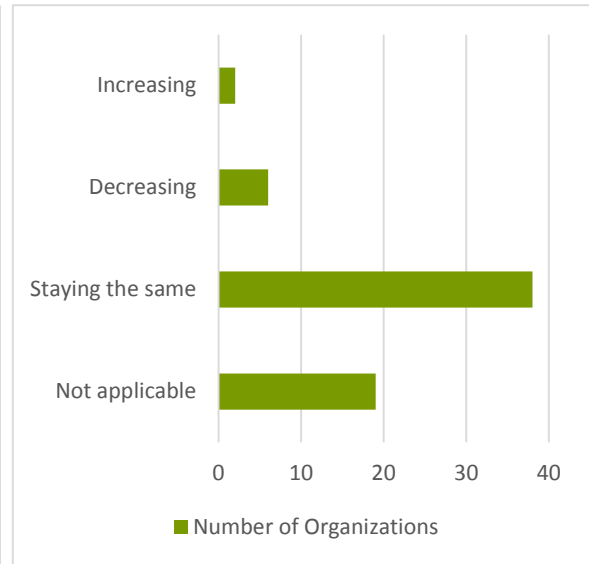


Figure 3. Number of organizations indicating trend in federal funding over last three years.

Provincial Government Funding

With respect to provincial funding, 22.7% (n=20) of organizations indicated they received no provincial funding in their last fiscal year. The rest of respondents indicated receiving provincial funding with a wide range from 5% to 100% of their funding as shown in Figure 4. 36.4% (n=32) received at least 50% of their funding from provincial sources. As shown in Figure 5, the highest number of respondents indicated that the three year trend in provincial funding is staying the same, with 11 organizations saying provincial funding is increasing and eight saying it is decreasing.

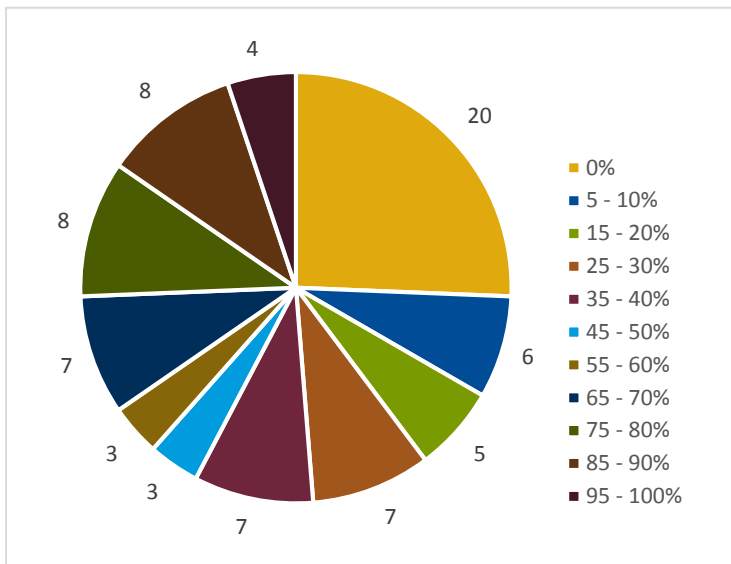


Figure 4. Number of organizations by percent of total funding received from provincial sources in last fiscal year.

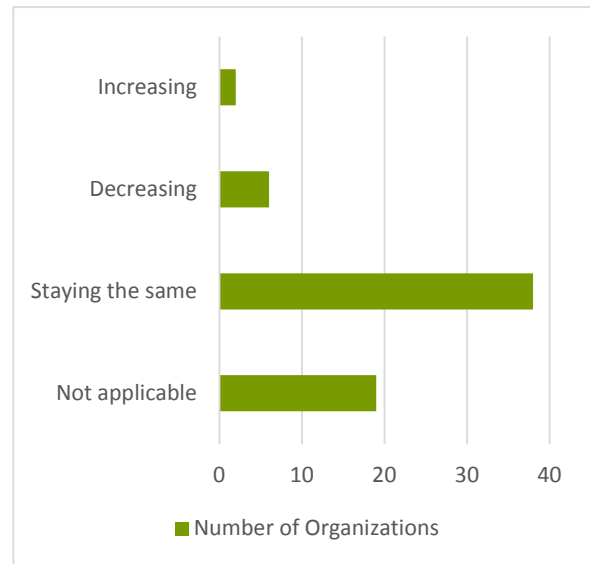


Figure 5. Number of organizations indicating trend in provincial funding over last three years.

Municipal Government Funding

No organization indicated receiving more than 30% of its funding from municipal sources. 69.3% (n=61) indicated receiving 10% or less in their last fiscal year, with 45.5% (n=40) receiving no municipal funding at all. Figure 6 shows the number of organizations by percent funding received from municipal sources. Figure 7 shows the number of organizations indicating the trend in municipal funding over the last three years. The highest number of respondents said the trend for municipal funding is staying the same.

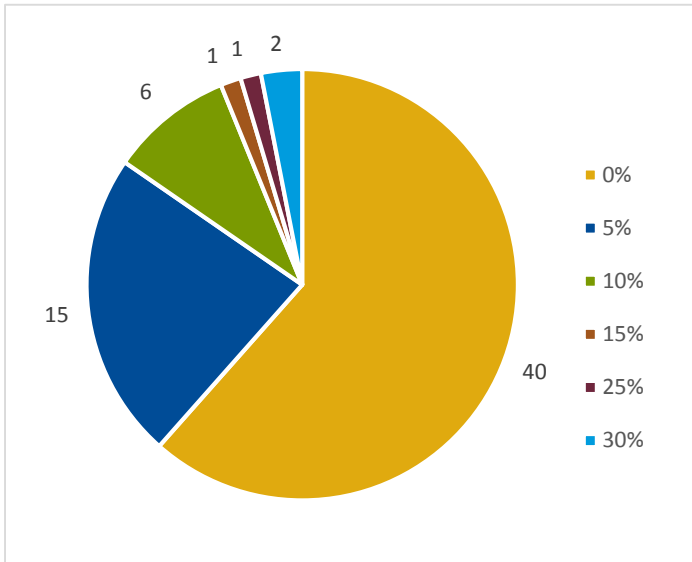


Figure 6. Number of organizations by percent of total funding received from municipal sources in last fiscal year.

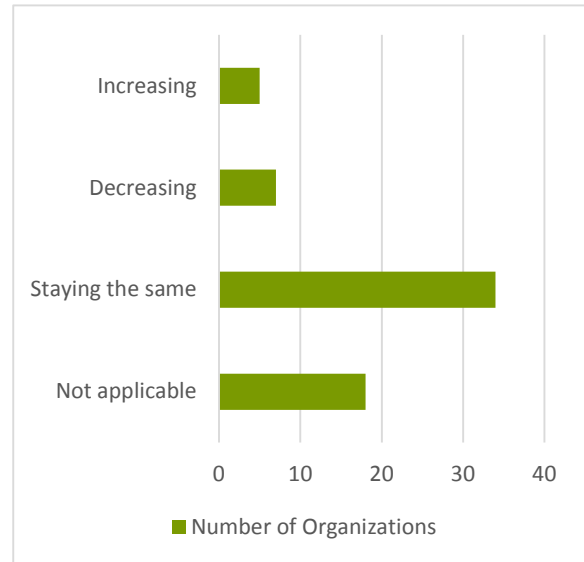


Figure 7. Number of organizations indicating trend in provincial funding over last three years.

Foundations and Trusts

There are a few organizations that are completely or almost completely dependent on foundations and trusts, however most (68%) received 20% or less of their funding from foundations and trusts in their last fiscal year. Figure 8 shows the number of organizations who indicated the various percentages of funding they received from foundations and trusts. As shown in Figure 9, most respondents said the trend over the last three years in funding from foundations and trusts has been staying the same, while the others were split between an increasing and decreasing trend in funding from foundations and trusts.

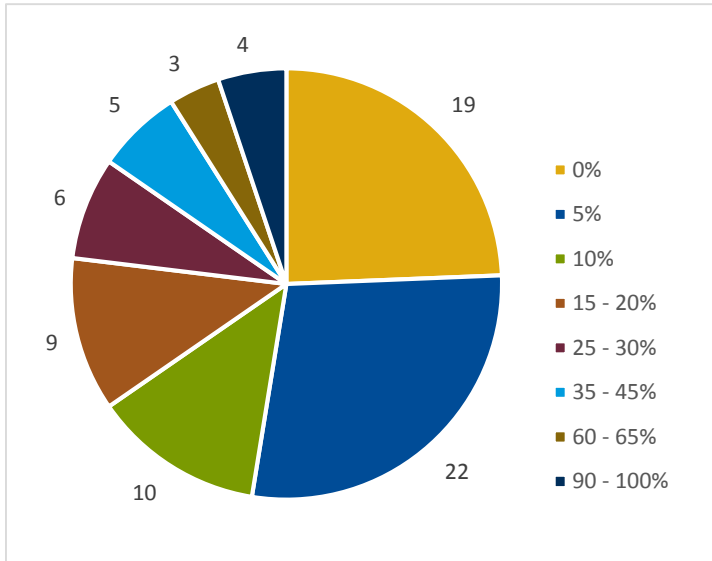


Figure 8. Number of organizations by percent of total funding received from foundations and trusts in last fiscal year.

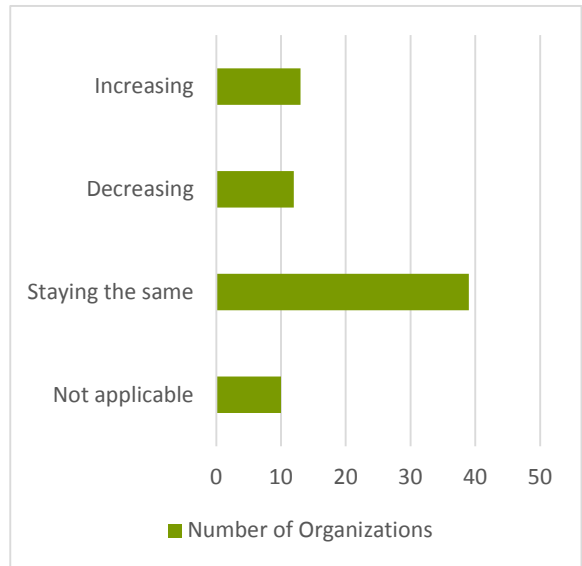


Figure 9. Number of organizations indicating trend in funding from foundations and trusts over last three years.

Donations

About half of the organizations surveyed received 10% or less of their funding through donations in their last fiscal year. 12.5% (n=11) of respondents indicated that 75% or more of their funding was from donations, with 4.5% (n=4) of organizations relying completely on donations. Figure 10 shows the number of organizations by percent of funding from donations received in their last fiscal year. Figure 11 shows the responses regarding the trend in funding from donations over the last three years. About the same number of organizations said funding from donations was either staying the same (n=26) or increasing (n=28).

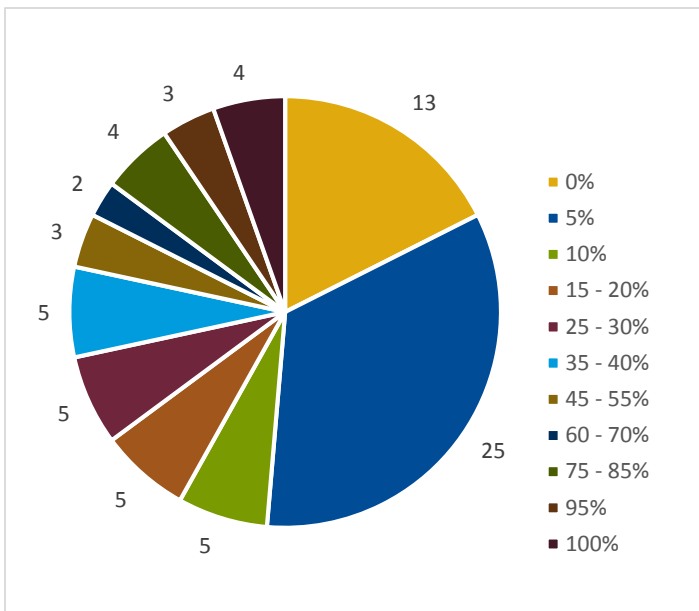


Figure 10. Number of organizations by percent of total funding received from donations in last fiscal year.

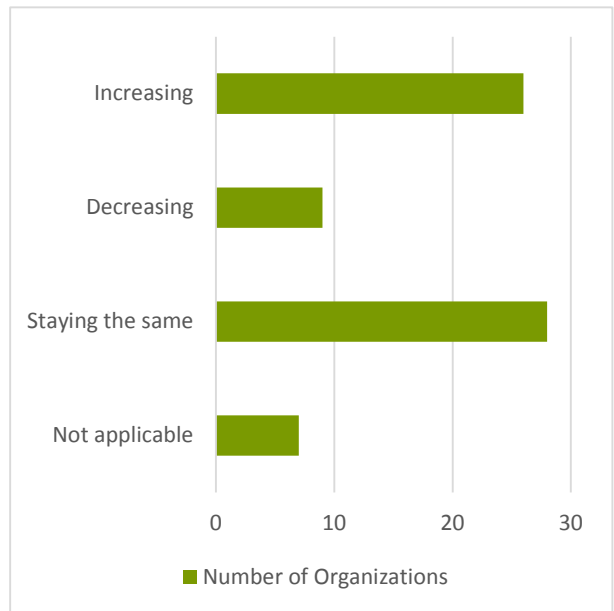


Figure 11. Number of organizations indicating trend in funding from donations over last three years.

Other Sources

Almost half of respondents noted receiving funding from other sources, varying from 5% to 95% of revenue for their last fiscal year. 12.5% (n=11) said they did not receive funding from other sources.

Other sources of funding include earned revenue such as through social enterprise, the sale of products, as well as fee-for-service, such as daycare and tuition fees, and sub-contracts with other non-profits. Some groups also noted revenues from rent, property, and interest, as well as subsidies such as wage subsidies. Others indicated they received funding from major industry, while raffles, bingo, bottle collection and food drives were also mentioned. As shown in Figure 12, most organizations said that funding from other sources is staying the same, while 12 said it is increasing.

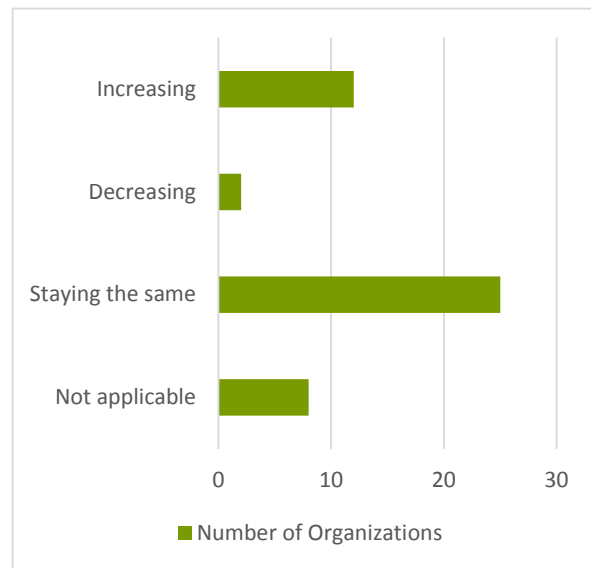


Figure 12. Number of organizations indicating trend in funding from other sources over last three years.

FINANCIAL RESOURCE CHALLENGES

Survey respondents were asked to indicate if and the degree to which their organization is experiencing any financial resource challenges. Ten different specific challenges were outlined as well as an 'other' category. The percent of organizations that indicated each challenge is shown in Table 7 below.

All organizations indicated some kind of financial resource challenge. 42.1% said that securing adequate federal and provincial government contracts was a moderate to serious challenge. One organization noted in particular that "government contracts are not increasing to offset [an] increase in costs of benefits, MERCs, WCB premiums etc", and another commented "there seems to be a trend where overhead expenses (e.g. rent, heat, phones) are not allowable expenses in government contracts".

38.6% of organizations indicated that securing adequate funding from municipal governments was also a moderate to serious challenge. One comment relating to municipal funding was that "our municipal government provides limited cash however provides our space and utilities for free". These in-kind contributions can be significant for some groups.

The challenge in securing adequate funding from foundations and trusts was higher at 50% of the organizations surveyed noting this as a moderate to serious challenge, with another 26.1% indicating this as a small challenge. Half of the respondents also said that securing adequate funding from individual donors is a moderate to serious challenge. One respondent felt that "donations from businesses & individuals tend to be given to the high profile causes such as the food bank".

Challenge	No problem	Small challenge	Moderate challenge	Serious challenge	Not applicable
securing adequate federal and provincial government contracts	8.0%	15.9%	21.6%	20.5%	34.1%
securing adequate funding from municipal government	10.2%	18.2%	13.6%	25.0%	31.8%
securing adequate funding from foundations and trusts	9.1%	26.1%	25.0%	25.0%	14.8%
securing adequate funding from individual donors	9.1%	15.9%	27.3%	22.7%	25.0%
securing funding for administration and organizational overhead	4.5%	12.5%	23.9%	42.0%	17.0%
securing funding for organizational planning and development	4.5%	20.5%	25.0%	31.8%	18.2%
securing funding to collaborate with others	5.7%	21.6%	20.5%	25.0%	25.0%
providing adequate pay and/or benefits for staff	2.3%	12.5%	23.9%	43.2%	17.0%
diversifying our funding sources	2.3%	25.0%	27.3%	30.7%	14.8%
competition with other organizations for funding	12.5%	22.7%	23.9%	29.5%	11.4%
other	0.0%	0.0%	0.0%	4.5%	17.0%

Table 6. Financial resource challenges.

The majority (78.4%) of respondents said that securing funding for administration and organizational overhead is a challenge, with 42% expressing this is a serious challenge. As noted above regarding government contracts, another group commented that “government contracts don’t allow for overhead expenses”. Another respondent noted that “overhead costs (building maintenance, insurance etc) keeps increasing & has never been adequately funded”. Two others commented on the difficulty in “getting ongoing funding that is not project based”.

The majority (77.3%) of respondents also said that securing funding for organizational planning and development is a challenge. “Maintaining funding is a serious problem but increasing funding to grow programs is so far impossible”. Another said that “the use of our Food Bank has doubled in the last Hunger

Count and looks like it may increase another 50% this year. Funds to purchase food has not increased in the last three years”.

Securing funding to collaborate with others is evidently a challenge with 67.1% of organizations indicating this as a small, moderate, or serious challenge (split about 1/3 each). One respondent did note however, they have “found that project specific partnerships create solutions”.

Providing adequate pay and/or benefits for staff is another critical challenge with 43.2% selecting this as a serious challenge and 23.9% indicating this as a moderate challenge. One group noted that “many of our staff could make significantly more in public (any level of govt) sector”.

Diversifying funding sources and competition with other organizations for funding are other trials faced, with organizations splitting the degree of challenge for both of these by about 1/3 each for small, moderate, and serious challenge. One organization felt quite strongly that “revenue diversification is one of greatest challenges”.

HUMAN RESOURCES

Organizations were asked about their existing human resources, including number of full-time (35 hours per week or more), part-time (less than 35 hours per week), and casual (any casual, temporary, or contract work) staff, as well as their total payroll. Survey participants were also asked to indicate the number of volunteers and volunteer hours contributed to their organization, including program volunteers and board directors.

STAFFING

As shown in Figure 13, almost half the organizations (47.7%) surveyed do not have full-time staff, while the other half (52.3%) has at least one full-time staff person. There are 17 organizations (19.3%) with 10 or more full-time staff, with the highest number at 80 full-time staff. 10.2% (n=9) of groups have only one full-time staff.

The average number of full-time staff is 6. Of the 17 organizations with 10 or more full-time staff, the majority (76%) have been in operation for more than 20 years, and all have been in operation for more than 10 years. These higher staffed organizations tend to be community service groups who offer a wide variety of services and/or serve at a wide geographic scale with multiple offices and/or programs.

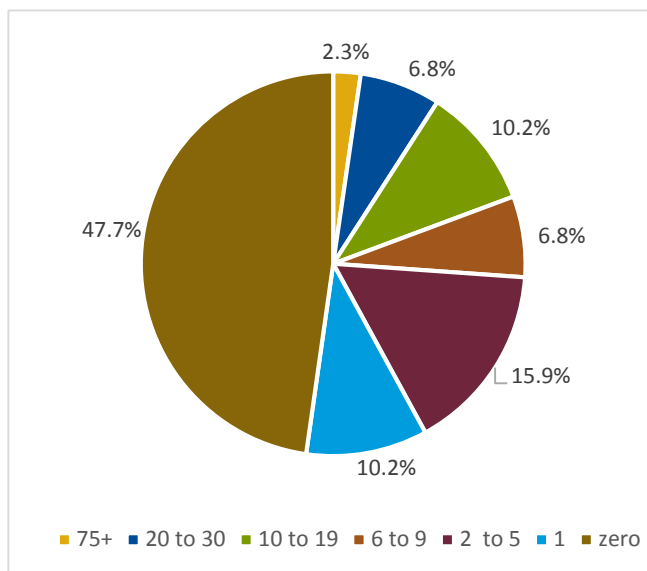


Figure 13. Percent of organizations by number of full-time staff.

Most organizations (73.9%) have at least one part-time staff person. As shown in Figure 14, 26.1% of groups have no part-time staff, and 25% have 2 to 5 part-time staff. The average number of part-time staff is 8.9.

Most organizations (64.7%) also have at least one casual staff person. As Figure 15 highlights, 21.6% have one casual staff while 23.9% have 2 to 5. 13.6% have 10 or more casual staff. The average number of casual staff is 5.3.

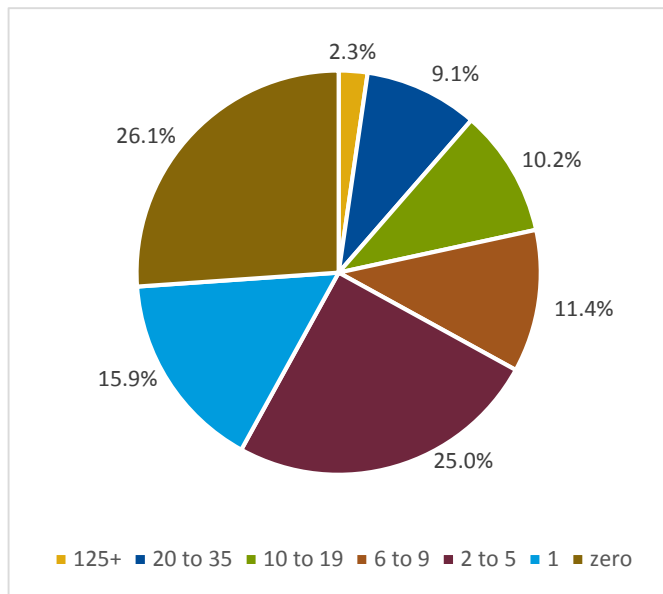


Figure 14. Percent of organizations by number of part-time staff.

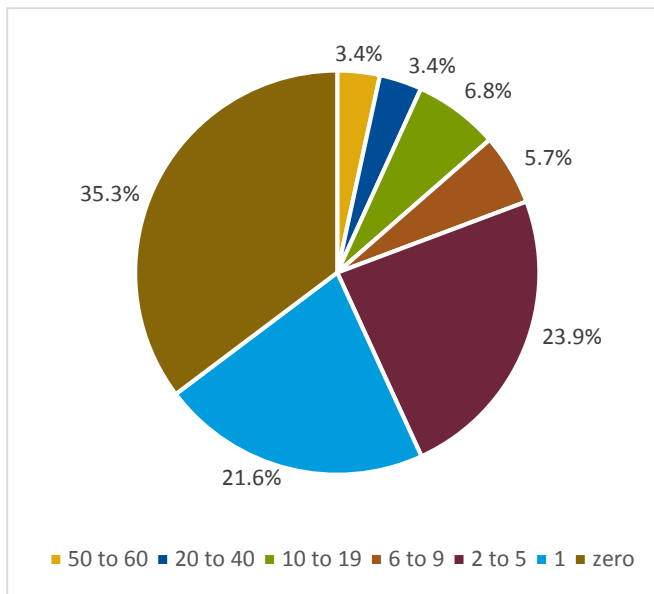


Figure 15. Percent of organizations by number of casual staff.

Ten (11.4%) organizations have no staff at all, meaning they rely completely on volunteers. The total number of people employed by the 78 organizations who have staff is 1,776 people, including 528 full-time, 783 part-time and 465 casual staff. The average number of total staff (including full-time, part-time, and casual staff) is 20.2.

PAYROLL

There is a wide range in payroll expense. 14.8% of organizations surveyed indicated zero for their payroll, while 12.5% of organizations have a payroll of over \$1 million. A significant number (42%) have a payroll of less than \$100,000. The average payroll is \$423,232. Figure 16 shows the percent of organizations by category of total payroll expense (which includes all wages and MERCs (Mandatory Employment Related Costs) for all full-time, part-time and/or casual employees). Similar to total revenue, payroll expense is an indicator of organizational capacity.

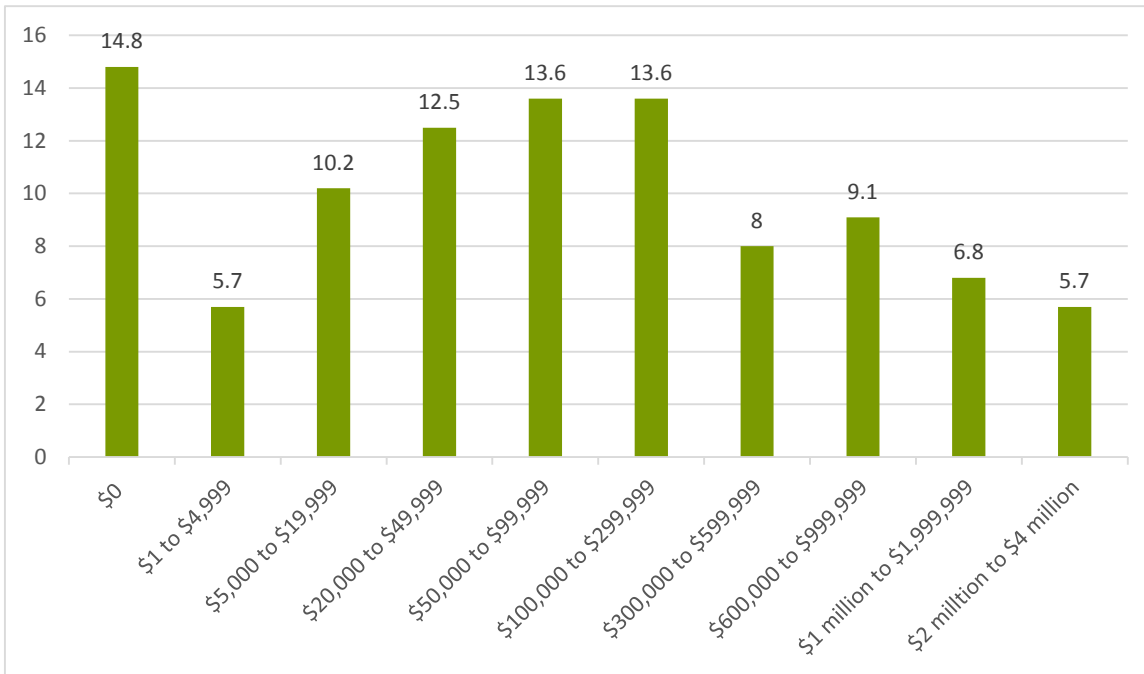


Figure 16. Percent of organizations by total payroll amount.

VOLUNTEER NUMBERS AND HOURS

As shown in Table 7, the average number of volunteer directors is 7.4, with one organization that has 20 directors. There are 651 people serving as directors for 84 organizations. Four organizations indicated they do not have directors, including one who indicated they have a committee instead of a board where participants come as representatives on paid time.

Most organizations have program volunteers, although 18.2% said they did not as shown in Figure 17. Another 18.2% have 50 or more volunteers, and 9% have 100 or more. These organizations with high numbers of volunteers tend to offer a variety of services and most (63%) have been in operation for more than 20 years. The average number of program volunteers is 29.7 and the highest number is 242 volunteers. There are 2,612 program volunteers serving 72 organizations.

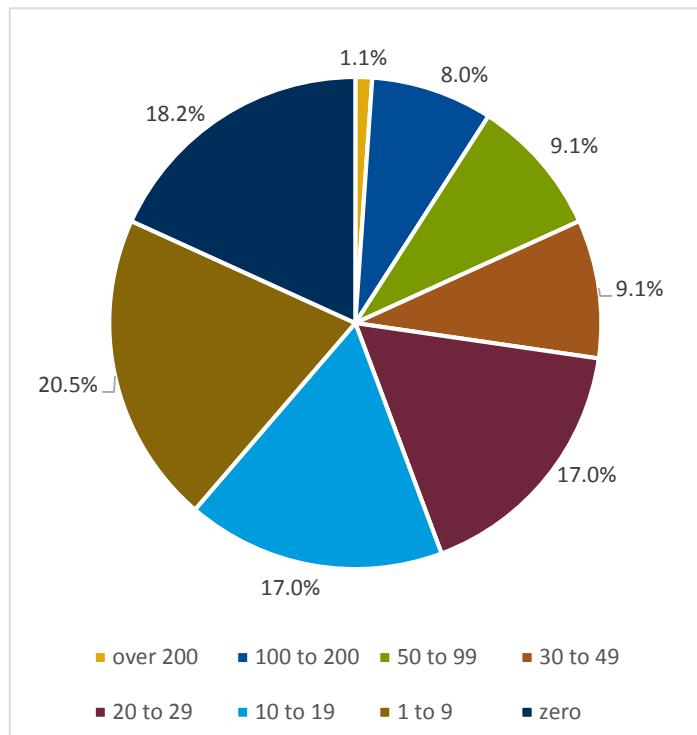


Figure 17. Percent of organizations by number of program volunteers.

	Highest number of volunteers	Average number of volunteers	Total volunteers (all orgs)
Directors	20	7.4	651
Program Volunteers	242	29.7	2,612

Table 7. Number of directors and program volunteers.

Volunteer Hours Contributed by Directors

For most organizations (57.9%), the estimated annual contribution of directors is over 100 hours, with many organizations (38.6%) showing director volunteer hours of over 200 hours per year. Figure 18 shows the percent of organizations for each estimated number of hours contributed by directors annually. As shown in Figure 19, most organizations said the hours contributed by directors is either staying the same (51.1%) or increasing (40.9%).

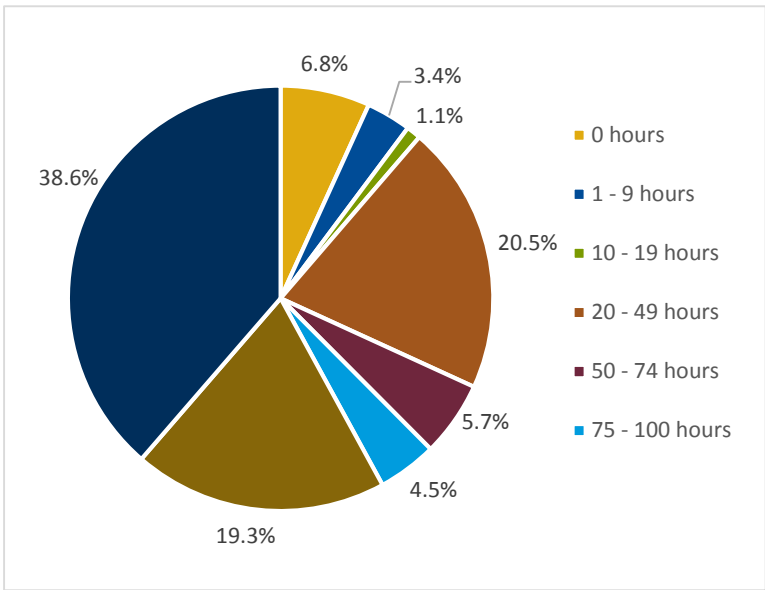


Figure 18. Percent of organizations by estimated number of hours contributed annually by directors.

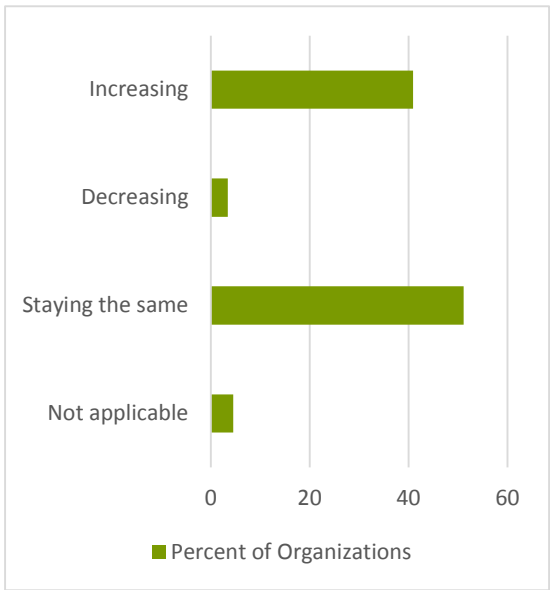


Figure 19. Percent of organizations by reported trend in director hours over last three years.

Volunteer Hours Contributed by Program Volunteers

As shown in Figure 20, 52.3% of organizations indicated that their program volunteers contribute over 200 hours per year. For the rest of the organizations, the number of hours contributed varies, with 14.8% indicating zero hours. Most organizations said the trend in volunteer hours is either staying the same (37.5%) or increasing (38.6%); 13.6% said hours contributed by volunteers are decreasing (see Figure 21).

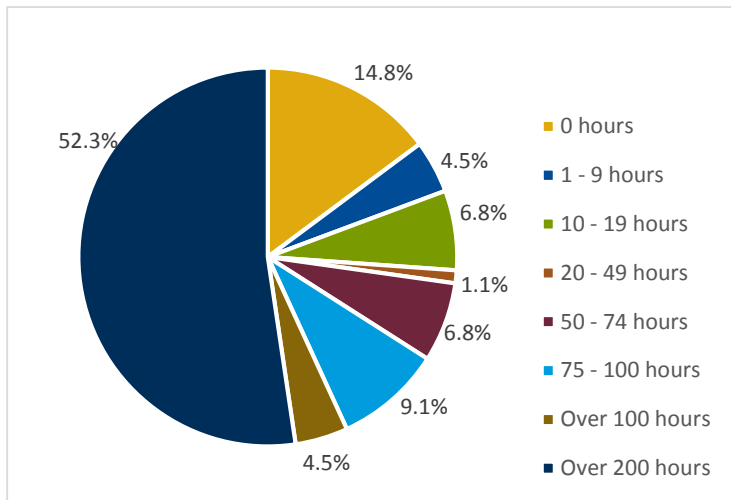


Figure 20. Percent of organizations by estimated number of hours contributed annually by program volunteers.

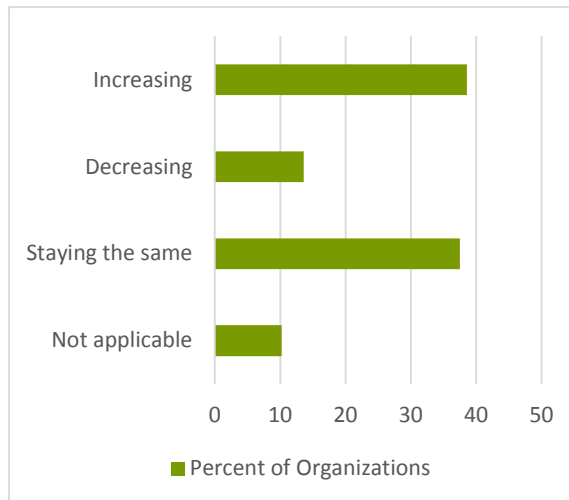


Figure 21. Percent of organizations by reported trend in program volunteer hours over last three years.

HUMAN RESOURCE CHALLENGES

Survey respondents were asked to indicate if they are currently experiencing any human resource challenges related to (1) attracting / recruiting, (2) retaining, and (3) providing training / professional development for their volunteers and staff. As shown in Table 8 over half of respondents indicated that attracting / recruiting directors and program volunteers is a challenge. “Our biggest challenge is finding youth and aboriginal representation on our Board of Directors” commented one group. Another noted that the “age median of our membership is increasing and we have difficulty attracting younger members”. A further comment noted a “trend to fewer volunteers and board members - people report being too busy to volunteer”. About one third expressed that retaining directors and program volunteers is a challenge, as well as providing training / professional development. One group is “fortunate to be able to easily attract volunteers, but we would like to provide more training opportunities”.

	Attracting / recruiting	Retaining	Providing training / professional development
Directors	59.0%	34.0%	37.5%
Program volunteers	51.1%	33.0%	22%
Program staff	23.9%	1.1%	1.1%
Management staff	15.9%	1.1%	29.5%

Table 8. Percent of organizations reporting various human resource challenges.

Only about one quarter of respondents said that attracting/ recruiting program staff is a challenge, with a few comments regarding attracting child care workers in particular. “Child care workers are especially difficult to attract and retain due to difficult work and poor remuneration”. Another organization said it is “very difficult finding qualified early childhood educators for infant/toddler care and qualified early childhood educator subs”. The challenge of adequate pay surfaced again with a comment that “we can't pay enough to keep the number of casuals we need on call” and “we are basically severely limited in our ability to pay for adequate human resources to support the organization”. Another group, however, said that “it has not been difficult to find program staff on a contract by contract basis”.

Some organizations (15.9%) are also challenged in attracting / recruiting management staff. One mentioned that it was particularly “difficult to recruit for an Executive Director... [yet it] was not difficult to recruit an Executive Admin Assistant”. Another noted that they “are currently in a very stable situation but have had staffing challenges in the past.”

There appears to be little challenge in retaining staff, with only one organization indicating retaining program and management staff as a challenge. It was noted that “because our government contracts do not increase with the cost of living, we are unable to provide competitive wages which can result in high turnover”. Another comment was that their organization is “unable to offer any one stable position and therefore retaining human resources is a challenge”. One group shared a comment regarding their success in relation to long term staff retention where they “currently have 4 staff who have worked for [the] agency for over 60 years combined and 4 staff who combined have worked for 14 years. The long term staff are committed to [the] agency”.

While the data does not indicate a challenge in providing training / professional development for program staff, almost 30% of organizations indicated that providing training / professional development for management staff is a challenge. “Training is costly and our sector has a limited pro d budget.”

ORGANIZATIONAL CHALLENGES AND NEEDS

Survey participants were asked “At this point in time, what are your top three organizational challenges or needs?” All respondents included a primary challenge or need, while all but five included a secondary, and all but 10 groups indicated a tertiary challenge or need. Organizational challenges and needs were analyzed for each of the three categories of primary, secondary, and tertiary challenges. Major themes are identified with specific quotes from survey respondents.

PRIMARY ORGANIZATIONAL CHALLENGES AND NEEDS

Funding was the top organizational challenge identified. “Lack of funding”, “limited funding”, and “funding” were noted numerous times. Particular emphasis was placed on the need for “core funding” or “permanent secure funding”. Funding for administration is evidently a significant challenge with several comments related to having “adequate overhead funding” and “adequate funding to pay staff”. The need for multi-year funding to allow for sustainability of programs and staff was also noted, along with a need in “diversifying funding”. This echoes some of the results found under questions related to financial resource challenges. A few respondents also indicated specific funding needs such as for programs, housing, and food, as well as funding for professional development.

Another number one challenge for organizations is *recruiting volunteers*. These comments included recruiting both board members and volunteers, and “attracting younger directors and volunteers” in particular.

Connected to the challenges of funding and recruitment, *staffing* was another main theme. “Finding qualified staff” and “attracting and retaining personnel” were specific comments made. “Staff development” and “adequate organizational capacity” were others. These comments affirm some results of questions asked related to human resource challenges, where many groups find it challenging to provide training and professional development for staff. Qualitative results from the question about organizational challenges however somewhat contradict the quantitative results from the human resources question where only one organization noted retaining staff as a challenge. This may warrant further exploration. Staff retention, retaining personnel, and “stability in human resources” is mentioned a few times as a primary organizational challenge, and is also present within the secondary and tertiary organizational challenges as described below.

An *increased demand for services* was another major theme in these organizations’ primary challenges. One respondent said “meeting community needs/all programs at capacity/demand for services skyrocketing”. Being able to “adequately serve the needs of people” is important to groups, while “core operating grant[s]...[are] not keeping pace with increased demand for clinical services”. Demand for services is increasing, while funding for core services is ever more challenging.

A physical *space* to provide services is another top challenge for a few groups. Two groups also noted issues of *communication*, such as “informing the community of what we can offer them”.

SECONDARY ORGANIZATIONAL CHALLENGES AND NEEDS

Funding was also the main theme for the #2 top organizational challenges and needs. Emphasis in these comments included the need for core funding and new sources of funding, as well as funding for staff wages. There were a few particular comments regarding “competition with other organizations for funding”, as well as the need for “securing funding to maintain current programs”. Securing on-going funding is clearly a challenge. There is “limited funding in comparison to demand and need for services”. A few groups also noted challenges around funder requirements, such as “obtaining matching funds required by most funders” and “trying to make programs fit into funding requirements” as central challenges.

Volunteer recruitment and retention came up again as a significant organizational challenge. One group said that it is “getting much harder to maintain appropriate level[s] of directors and volunteers”. Some comments related to “replacing aging volunteers as they are unable to continue” and “getting young people to help and take on organizational challenges”. Recruiting and retaining board and volunteer members is a clear challenge, and results from this survey question reiterate results from earlier questions related to human resource challenges.

Staffing was a theme that reappeared with the #2 organizational challenges. There were particular comments related to “workload” and “finding enough time in a day”, as well as issues regarding “providing professional development” and the “cost of training”. Again, many of these issues circle back to the need for adequate funding.

Another repeated theme related to the need for *space* such as “adequate space to house programs” and the need to “replace and repair aging structures”. Some groups are searching for adequate space while others need “renovations to... expand services”. Two groups also commented on the need for adequate technology such as “organizational funds to upgrade ancient and poorly functioning phone/IT systems”.

As illustrated in the survey question related to collaboration (see below), *meeting the needs of clients* arose as top importance, and connectedly, as a challenge for several groups. There are “increasing community social challenges without additional funds to address them”. One group said a major challenge is “supporting people with complex and challenging needs”. Similarly, another noted the “changing needs of clients/tenants that we serve” is their top challenge. The demand for services is increasing while also becoming more socially complex, while at the same time funding to provide these critical services is becoming more challenging to access.

A few groups indicated *community engagement* issues are a challenge. Specifically, these groups identified the “need to raise our profile” and “general community support and understanding” as their top needs.

TERTIARY ORGANIZATIONAL CHALLENGES AND NEEDS

Most organizations listed a third organizational challenge or need, and once again *funding* was foremost. Comments this time were specific to expanding groups’ work such as for “new programs” or “to work regionally” and to “collaborate with others”. Funding related to staffing was emphasized including the need for “funding for another staff person” and “securing funding for long term staffing”. It is obvious that many groups face significant challenges around being able to secure funding for wages and administration. Several groups also noted challenges particular to government funding. One respondent said their main challenge is “stagnant provincial and federal budgets and cutbacks and increasing operating and capital costs”. Another said that there are “excessive reporting requirements for government contracts [which] can go well beyond the effort of delivering the actual service”.

Volunteer recruitment and retention was again listed as a significant organizational challenge. “Getting members to be more active and involved” was one comment, while another said that their need is “attracting new capable directors to share the load”. With many groups dependent on volunteers, it is not surprising that this is a substantial organizational need.

Organizational development was another theme for the #3 organizational challenges. Training and professional development were listed by several groups, as well as issues of capacity such as “development capacity” and “building our own capacity”. Two groups noted partnerships in particular by stating a challenge is “the amount of time it takes to engage in effective partnerships” and “partnering with local businesses” as challenges.

Another main theme in organizational challenges was *administrative* needs. There is “inadequate administration time” and a need for “adequate administrative capacity”. This theme reaffirms previously mentioned challenges around funding for overhead and administration, speaking once again to the need for core operational dollars. While administration is an essential aspect of running an organization there are “restrictions put on by funders for allowable administration fees”, and a general lack of funding to cover the costs of administrative duties.

Infrastructure and equipment was a final theme which mentioned the need for “adequate space at reasonable cost” as well as “housing”. Other specific needs included “protein for the food bank”, “air conditioning”, and “technical tools”.

COLLABORATION

With considerable interest and discussion about collaboration and its importance to the non-profit sector, organizations were asked whether their organization had collaborated in the past or are currently collaborating with other groups. As shown in Figure 22, 89.8% of organizations said yes, while 10.2% said no. Collaboration, put simply, is where two or more organizations work together to realize shared goals. This definition was shared as part of the survey question.

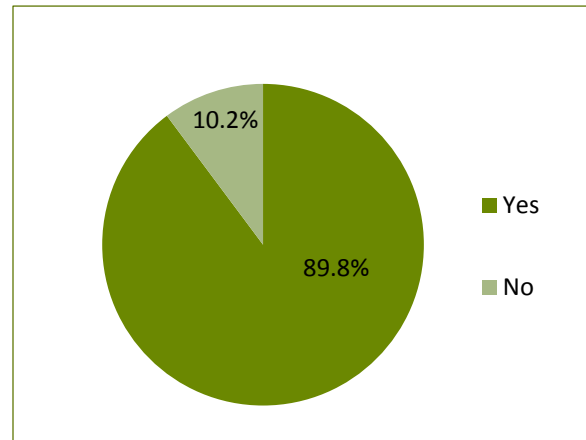


Figure 22. Percent of organizations who are currently collaborating or have in the past.

MOTIVATIONS FOR COLLABORATION

For those who responded “yes”, a further question on what motivated them to collaborate was asked. The main themes emerging from the responses to what motivated organizations to collaborate include: *better services, efficiency and effectiveness, greater capacity, ability to fundraise, sharing knowledge and resources, shared goals, and organizational ethos.*

The most comments were made around the theme of providing *better services* as a motivation to collaborate. Comments such as “to prevent duplication of service” and to “improve service delivery to our community” were common. One respondent said “each organization has different services and skills that complement each other” and another noted that “working together is what’s best for client service”. There was an obvious sentiment that these groups exist to serve their clients and community, and that collaborating is a way to “ensure our clients are receiving the best possible care”.

Increased *efficiency and effectiveness* was another motivation to collaborate. As noted by one respondent, “collaboration with other non-profit (social profit) groups increases the effectiveness of what we bring to the table”. Another remarked that with collaboration groups are “able to deliver training, workshops, [and] community events with each organization contributing part of the cost”. There is a “desire for increased efficiency”, and as one elaborated “when we work with others there are no limits”.

Closely connected to effectiveness is the theme of *greater capacity*. Collaboration can “break isolation” and “builds social capital required for long term planning and future projects”. It allows for “new areas of growth” and a “shared workload”. As one respondent described, collaboration is where “the sum of the parts is greater than the whole”. Collaboration allows groups to do more together than they could alone.

It also evidently provides groups with a greater *ability to fundraise*. By working together groups can “avoid competition” and “bring new programming into the community and valley”. Collaborating on funding applications makes “stronger grant proposals”, and can also be a “requirement of many government contracts”.

Several comments were made around the theme of *sharing knowledge and resources*. “Sharing resources and projects makes more sense than continuing to live in a silo mentality, which cannot realistically be supported in future”. Collaboration allows for an “exchange of skills and expertise” and “greater opportunities to learn together”. It also creates an opportunity to “share information and concerns regarding clients” as several groups may serve the same people. The idea of not “reinvent[ing] the wheel” was also noted. Groups share “document templates”, “relevant contact information”, and “funding opportunities”. Sharing and exchange within a network is a foundation to collaborative efforts.

Shared goals is another feature of collaboration. As noted by one respondent “we cannot hope to reach our mission without collaborating with other organizations”. Collaboration can be a process where outcomes are achieved. “Mutual goals”, “common goals”, “common interests” were some of the motivations to collaborate that survey respondents remarked upon. With a “shared vision for the community” groups are more likely to “achieve [their] goals”.

A final theme related to the motivation to collaborate was that it is an *organizational ethos*. As commented by one respondent “we collaborate because it is the right thing to do to make a better community”. “Working together is a philosophy we follow” said another. Yet another stated “it’s the very nature of our organization to collaborate”. There are clearly people and groups who hold a philosophy that collaboration is integral to their social service work. “The desire to work with others is there”.

BARRIERS TO COLLABORATION

For those who responded “no”, they had not collaborated in the past nor are they currently collaborating, a further question on their barriers to collaboration was asked. Some organizations that responded yes to whether they are or had collaborated also included comments about barriers. These comments were included in the analysis of barriers to reveal several key themes. The main themes emerging as barriers to collaboration include: *lack of time, lack of resources, competition, lack of trust and relationships, and lack of opportunity*.

Time was mentioned as a significant barrier as many “staff work part-time and are challenged to get their regular work done”. Collaboration takes time, a resource that many non-profits already struggle with having enough of. This ‘extra’ time spent can take away from “other organizational priorities and pressures” noted one group.

Lack of resources, including human and financial resources, is a common barrier to collaboration. As one group noted, “the main barrier to collaboration is securing adequate funding to support efforts to establish joint relationships”. There was also a concern expressed regarding expending precious resources on collaboration when it could instead be spent directly on serving clients. Lack of appropriate technology was also mentioned, along with geographic distance which separates people and organizations. In order to overcome these barriers, resources are required.

Connected to the subject of resources is *competition*. Competing for the same, often limited resources is a barrier to collaboration. Competition also relates to the barrier of *trust and relationships*. One organization commented that “our needs get lost in the group discussion”. Another said that there are cultural differences and animosity between communities across the region. Collaboration can be seen as competition between organizations’ goals and objectives, programs or projects. This can lead to “organizations drift[ing] from their mission”. Stated quite clearly, one comment was, “before effective

collaboration can take place, we need to start building relationships and establishing trust between the organizations". Another organization indicated that "collaboration can be rewarding, but it is time-consuming to develop and maintain relationships and build trust". Many of the themes emerging around barriers are connected.

The final theme that arose from survey respondents regarding barriers to collaboration was a perception of a *lack of opportunity*. The "opportunity has not presented itself in this small community" said one respondent. Another said they had "not found the correct fit", and one more felt their organization was so unique that others may not see a fit; although these organizations did also express an interest in collaborating with others.

DATA COLLECTION

With the potential for the RDI to play a role in consolidating regional data relevant to the social sector, organizations were asked if they collect data related to program delivery, services, and/or impacts. 83% of organizations listed data sets they are collecting, 4.5% indicated they do not collect data, and 12.5% did not answer the question.

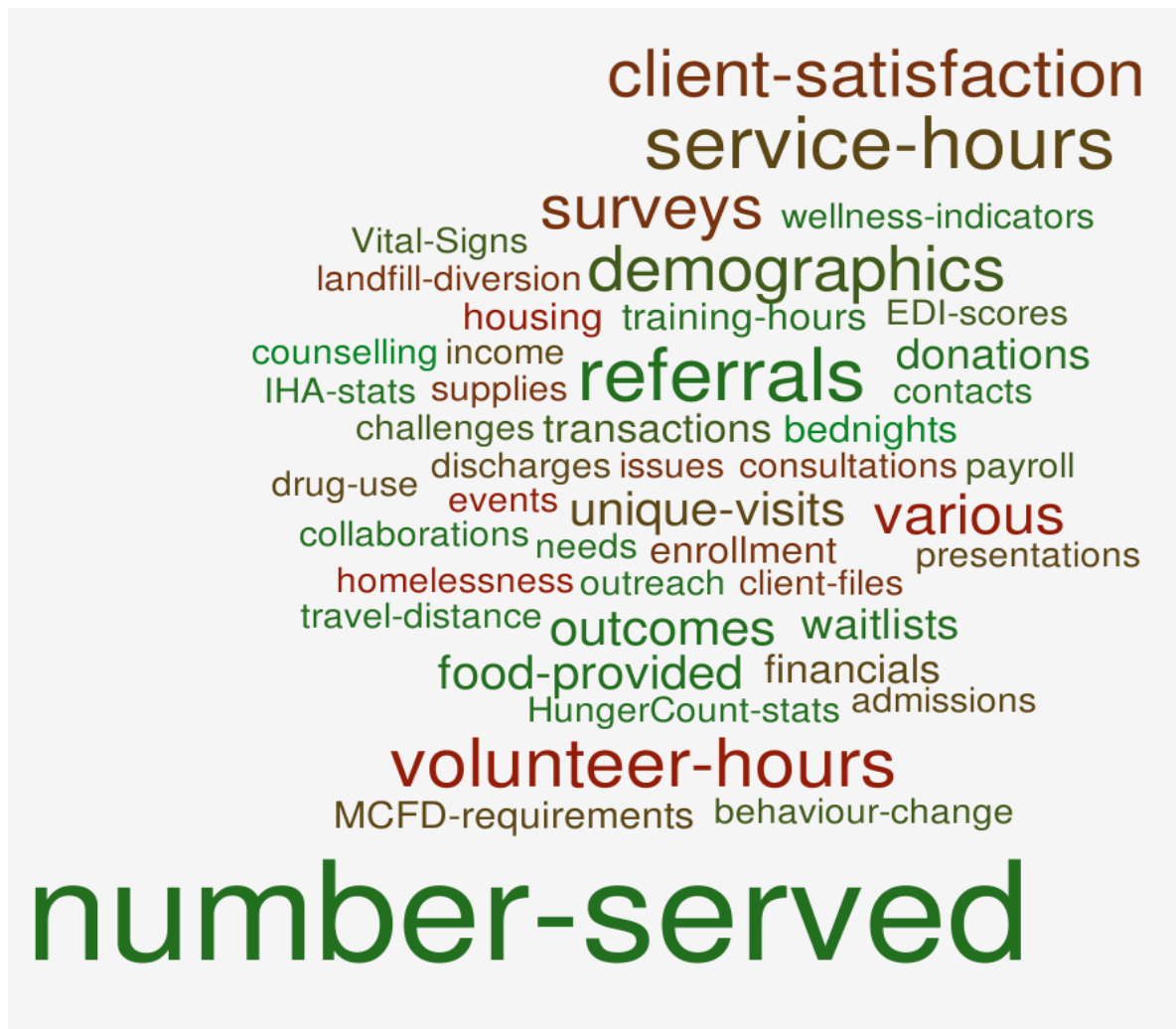


Figure 23. Word cloud of data sets collected by social service organizations.

Figure 23 illustrates the data sets that organizations indicated they are collecting. The larger the text, the more this data set was noted in responses. *Number-served* is the data set collected the most. The number of *referrals* was the next most mentioned, followed closely by the number of *service hours* provided. *Volunteer hours* is another commonly collected data set, as well as *client satisfaction*. *Surveys* was mentioned by several groups, which can include client and service provider surveys, “surveys to find out gaps in services”, and surveys related to specific programs.

Respondents noted that some data sets are particular to specific contracts and funder requirements. One group said “various data sets are collected, mainly for reporting to contract providers”. A few groups also mentioned that some data sets are confidential as they are tracking clients and their social needs and services. Some groups said they collect *various* data, often remarking that they collect a lot of data. For example, one respondent said they “are just too numerous to list. Every one of our 26 programs collects data sets specific to the relevant program”. It was also stated by one group who does not collect data that “we have not formally collected such data due to the lack of a program coordinator to complete such tasks”. Another included a note of caution, “data collecting is time consuming – please use existing data tool – no new forms please!” Responses indicate that social non-profits are collecting a large amount of data, often because of funder requirements; however, such data collection requires capacity, which can be a challenge for many organizations.

ADDITIONAL COMMENTS

At the end of the survey, participants were asked “Do you have any additional comments or ideas to share?” There were 36 responses. These additional comments fell into several themes including: *clarification of response*; *gratitude*; *current and future research*; *funding*; *partnerships and collaboration*; *advisory services*; *client needs*; and *volunteers*.

Clarification of response included additional information or explanation regarding responses to previous questions in the survey. Comments of *gratitude* included respondents’ expressing their appreciation for the research project and the opportunity to participate in the survey. “This kind of information may help the communities make a case to government and to community for more collaboration and resources to help. Thank you for doing this.” There were also suggestions and requests of the RDI related to *current and future research*, such as “we would greatly appreciate if you could research and report the socio-economic value / social return on investment of community social services to our community and our region”.

Comments of *gratitude* were made to Columbia Basin Trust regarding the “crucial funding” they provide. One said that “CBT and SIDIT are our most important funders”. There were also specific suggestions related to the theme of *funding*, such as “The Trust should get away from project based funding”, reemphasizing the common thread of organizations’ need for on-going support. Another survey respondent noted that “there has been previous discussions on how to engage the Trust to fund some of the admin portion needed to do the work we do. Needs are increasing [and] agencies need to keep their doors open”. Other comments related to *funding* included “we are ready to seek other sources for funding to maintain and expand our services”. Some funding comments linked closely to the theme of *partnerships and collaboration*, such as “grants allocated to collaborative projects could show the importance of collaboration and help communities work together to help more people”.

Other comments under the theme of *partnerships and collaboration* included, “we truly feel that continued collaboration is needed between different programs / societies in order to move forward and enhance the services that are available in the social sector”. Reiterating the importance of staffing and coordination, others said we “need a consistent staff person to support the collaborative work” and “we would also like to form partnerships with similar providers but need help coordinating our efforts”.

A call for help also arose under the theme of *advisory services*, namely with “we could use help to expand to more rural areas”. Others expressed their ideas or vision for the sector, including particular *client needs*. “We would like to see affordable housing options made available to young adults with special needs so that they can stay within their own communities... services should be made available to young adults so that they can interact with their communities and maintain their physical well-being.” Echoing remarks on the importance of *volunteers* to the sector, one respondent said “we would not exist without our volunteers”.

CONCLUSION AND RECOMMENDATIONS

The survey of social non-profits provides details regarding the characteristics, capacity, and challenges the social sector faces in the Columbia Basin-Boundary region. It also offers insight into actions to strengthen this important sector. Several recommendations emerged through the analysis and review of survey results by RDI and its Social Advisory Committee. These are described below.

1) Networking and Collaboration

With a high number of social non-profits with varying levels of capacity, groups should continue to network and further collaborate to enable sharing of knowledge and resources, minimize duplication, and maximize impact. The literature on social innovation indicates that nurturing a network is a foundation for creating a region that can learn, experiment, and adapt. A strong network is a precursor to effective collaboration and collective impact – recognizing that the complex issues the social sector is trying to address are well beyond the scope of any one organization or sector. With a majority of organizations operating at the community scale, social non-profits may see improved outcomes by working together across sectors, such as with the business community, government, and others. Groups could organize around service streams, such as around education and awareness or food security (most prominent services listed by survey respondents). Social non-profits across the region are already working together in a variety of creative ways. With leadership, strategy, and support, collaborative efforts can greatly increase overall capacity and improve service provision.

2) Funding

In reviewing the financial and organizational challenges of social non-profits surveyed, there is clearly a need to examine current funding models and to consider how to best support the social non-profit sector. Operational and on-going funding is a significant challenge and is vital to the sustainability of the sector and the continued delivery of critical services to communities. Funders could allow groups to allocate funds towards core and administration costs, as well as provide multi-year funding, which can foster organizational stability, planning and development. Social non-profits could explore how to increase and diversify their funding base, possibly investigating donations as a more substantial revenue stream (as currently it appears that few organizations are tapping into this source). There is an opportunity to review and modify funding strategies as a means to more adequately support and strengthen the social non-profit sector.

3) Human Resources

Evidence from this survey suggests that people working in the social sector are often overworked and generally under compensated. Closely related to the issues of funding, there is an opportunity to explore strategies to ensure suitable compensation, training, and conditions for staff and volunteers in this sector. With volunteers as a critical resource for many organizations, innovative ways to attract and retain volunteers, particularly younger volunteers could be explored. Schools and colleges interested in providing students with service learning opportunities may be excellent partners.

4) Research and Data in Action

RDI is working with this project's Social Research Advisory Committee to develop a plan for mobilizing the knowledge gained through this survey. The learning from this research project can be a tool for anyone interested in helping to strengthen the social non-profit sector in our region. In addition, the RDI, under its State of the Basin initiative, will continue to work with organizations to consolidate data sets across the region to assist in monitoring and reporting relating to social, economic, cultural and environmental well-being. Look for follow up activities related to this project on the RDI website at www.cbrdi.ca.

APPENDICES

APPENDIX A: RDI SOCIAL RESEARCH ADVISORY COMMITTEE MEMBERS

Ali Wassing, Columbia Basin Alliance for Literacy

Craig Brown and Diana Gadbois, Community Connections Revelstoke Society

Gwen Noble, Community Connections Society of Southeast BC

Michele Cherot and Jan Morton, Greater Trail Community Skills Centre

Janice Murphy, North Kootenay Lake Community Services Society

Kristein Johnson, Castlegar and District Community Services Society

Lauren Fox, Fernie Women's Resource Centre

Ellen Strelaeff and James Wilson, Boundary Family and Individual Services Society

Liz Gillis, Columbia Basin Trust

Prudence Elise-Breton and Janice Murphy, Kootenay Boundary Community Services Cooperative

Riette Kenkel, Valemount Learning Centre

Rona Park, Nelson Community Services Centre

Ryan Watmough, Golden Community Resource Society

Serena Naeve, Valley Community Services Society

Shannon Girling-Hebert and Melanie Gould, Ktunaxa Nation Council

APPENDIX B: REGIONAL SURVEY OF NON-PROFIT SOCIAL SECTOR ORGANIZATIONS



Exploring Characteristics and Capacity of the Social Sector in the Columbia Basin Boundary

Why are we asking you to take this survey?

Research about the region's social non-profits is a critical first step towards enabling evidence-based decision-making by our colleges and the Columbia Basin Trust in efforts related to strengthening this important sector. This survey will help to create a baseline understanding of capacity, needs and challenges, which will inform additional research and support for the social sector.

The Columbia Basin Rural Development (RDI) is a research institute governed by Columbia Basin Trust, Selkirk College and College of the Rockies, focused on supporting informed decision-making in the Columbia Basin Boundary region through the provision of information, applied research and related outreach and extension support. This survey draws on the National Survey of Nonprofit and Voluntary Organizations conducted by Statistics Canada in 2003, the most thorough study of the non-profit sector to date.

As a leader of a social sector non-profit in the region, you have been selected to complete this survey.

In order to complete this survey, you will need some information at your fingertips, including documents such as your annual report and financial statements. You will be asked about your human and financial resources in some detail. The survey will take 15 to 30 minutes to complete.

All organizations who respond will receive the survey results, an invitation to participate in sub-regional forums, and a chance to win a "Basin-Boundary Basket" – we have three picnic baskets to be awarded through a draw at the close of the survey. Please enter your email address at the end of the survey to enter the draw.

For information about research participation, confidentiality, and benefits of participation, please review the [Informed Consent Form](#) (enclosed). By completing this survey, you agree that you have read the Informed Consent Form and agree to participate in this study.

Organization Characteristics

1. Please provide the full name of your organization.

2. Please indicate the location of your main office. [check one]
- Boundary
 - West Kootenay (Trail, Castlegar, Nelson, Slocan Valley, Kaslo, Nakusp)
 - Revelstoke
 - Valemount
 - Columbia Valley (Golden, Invermere, Radium, Canal Flats)
 - Elk Valley (Elkford, Sparwood, Fernie)
 - Southeast Kootenay (Cranbrook, Kimberley, Creston)
3. Please indicate the widest geographic scale your organization serves. [check one or more]
- community only
 - community and surrounding rural area
 - corridor (as per Question 2 above)
 - sub-regional (ex. West Kootenay or East Kootenay)
 - regional
4. How long has your organization been operating? [check one]
- less than a year
 - 1 - 4 years
 - 5 - 9 years
 - 10 – 15 years
 - 15 - 20 years
 - more than 20 years
5. Is your organization a registered charity? [check one]
- yes
 - no

6. Please indicate which service(s) your organization provides and which population(s) you serve with respect to those services by marking an X in the appropriate boxes.
If there is a service missing from the list, please select other, and then describe it below.

	children	youth	men	women	seniors	Aboriginal	immigrant	everyone
counselling								
employment								
protective services								
disabilities								
education and awareness								
child care								
parenting programs								
mental health								
addictions								
literacy								
housing / shelter								
food security								
transportation								
settlement								
other								

Other (please specify): _____

Financial and Human Resources

7. What was your total revenue for your last fiscal year? [check one]

- \$0 - \$29,999
- \$30,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$199,999
- \$200,000 - \$299,999
- \$300,000 - \$399,999
- \$400,000 - \$499,999
- \$500,000 - \$749,999
- \$750,000 - \$999,999
- \$1,000,000 - \$1,499,999
- \$1,500,000 - \$1,999,999
- \$2,000,000+

8. Please estimate the % of revenue your organization received from each funding source in your last fiscal year (make sure your percentages add up to 100%.)

Also indicate the general trend in receiving revenue from that source over the last three years.

	Percent revenue (last fiscal)	Trend over last three years
	Indicate for each source: <i>0%, 5%, 10%, 15%... 100%</i>	Indicate if the funding is: <i>Increasing</i> <i>Decreasing</i> <i>Staying the same</i> <i>Not applicable</i>
federal government		
provincial government (such as Ministry contracts, IH, SDs)		
municipal government		
foundations and trusts (such as CBT)		
donations (gifts, major donors, memberships)		
Other		

Other (please specify): _____

9. How many full time, part time, and casual staff do you have?

Full time (35 hours per week or more)	
Part time (less than 35 hours per week)	
Casual (any casual, temporary , or contract work)	

10. What was your payroll expense for your last fiscal year? (include all wages and MERCs for all full-time, part-time and/or casual employees)

Total payroll expense: _____

11. Please indicate the number of directors on your board and number of program volunteers that support your organization.

Number of directors: _____

Number of program volunteers: _____

12. Please estimate the total volunteer hours contributed annually by your directors and program volunteers. To estimate annual hours contributed: number of volunteers x (average number hours per week x 52 weeks). Please also indicate the general trend in volunteer hours over the last 3 years. [drop down menus]

	Estimated hours contributed annually	Trend over last three years
	Indicate from these choices: <i>0 hours</i> <i>1 - 9 hours</i> <i>10 – 19 hours</i> <i>20 – 49 hours</i> <i>50 – 74 hours</i> <i>75 – 100 hours</i> <i>Over 100 hours</i> <i>Over 200 hours</i>	Indicate: <i>Increasing</i> <i>Decreasing</i> <i>Staying the same</i> <i>Not applicable</i>
Directors (all)		
Program volunteers (all)		

13. Please indicate if your organization is currently experiencing any of the following **human resource** challenges. Mark an X in the boxes that apply to your organization.

	Attracting / recruiting	Retaining	Providing training / professional development
board members			
program volunteers			
program staff			
management staff			

Other / comments:

14. Please indicate if and the degree to which your organization is experiencing any of the following **financial resource** challenges. Mark an X for each topic.

topic	no problem	small challenge	moderate challenge	serious challenge	not applicable
securing adequate federal and provincial government contracts					
securing adequate funding from municipal government					
securing adequate funding from foundations and trusts					
securing adequate funding from individual donors					
securing funding for administration and organizational overhead					
securing funding for organizational planning and development					
securing funding to collaborate with others					
providing adequate pay and/or benefits for staff					
diversifying our funding sources					
competition with other organizations for funding					
other					

Other (please specify): _____

15. At this point in time, what are your top three organizational challenges or needs?

1) _____

2) _____

3) _____

Collaboration

There is considerable research and discussion about collaboration and its importance to the non-profit sector. Collaboration, put simply, is where two or more organizations work together to realize shared goals. RDI intends to further explore collaboration and social innovation in our region's social sector through sub-regional forums. At this stage, we just have one question for you:

16. Has your organization collaborated in the past or are you currently collaborating with other organizations?

yes

no

If yes, what motivated you to collaborate? If no, what are your barriers to collaboration?
Please use the space below to describe.

Data Partnerships

17. The Columbia Basin Rural Development Institute (RDI) could play a role in consolidating regional data as a way to better understand and monitor the impacts of the social sector. Are you currently collecting any data related to your program delivery, services, and/or impacts? (such as number of people served, programs delivered, evaluation of services, etc.) If yes, please list the data you are collecting.

18. RDI would like to add social sector organizations in our region to our online [Digital Basin Assets & Indicators Portal](#). This will help clients find services and may facilitate organizational connections across the region. Can we include your organization in this regional inventory?

yes

no

19. Do you have any additional comments or ideas to share? [comment/essay box]

20. RDI is giving away three Basin-Boundary Baskets through a draw of survey respondents. Please write your email address or phone number below if you would like to be entered in the draw to win a picnic basket of goodies.

Thank you!

Thank you for taking the time to complete this survey.

If you have any questions about this study, please contact Dr. Terri MacDonald at tmacdonald@selkirk.ca or 250-365-1434.

Sincerely,

Dr. Terri MacDonald, Regional Innovation Chair
Nadine Reynolds, Researcher
Columbia Basin Rural Development Institute