



**COLUMBIA BASIN**  
**RDI**  
RURAL DEVELOPMENT INSTITUTE

## **SOCIAL SECTOR SURPRISES?**

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

*Survey results presented February 11, 2016 by*

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# Survey Design

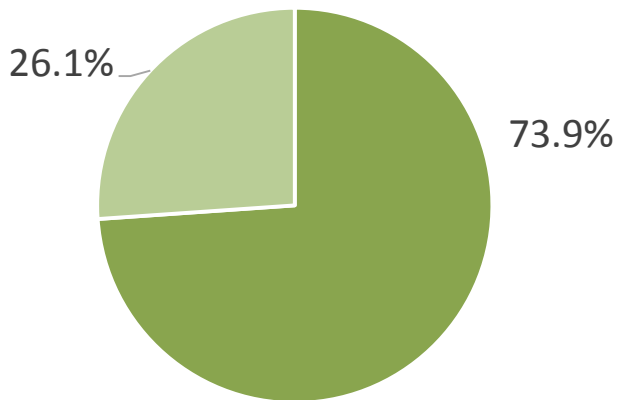
- Designed to create baseline of social non-profit sector
  - Assisted by Social Research Advisory Committee
  - Inventory of social non-profits - mapped on RDI's [Digital Basin](#)
  - 150 Executive Directors / Coordinators invited to participate
  - Online survey opened May 20, 2015 (closed September 8)
- \* 88 groups fully completed survey – **59% response rate**



# Respondents

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

## Charitable Status



■ Yes ■ No

## Geographic Area

57% serve their community and surrounding area  
 37% serve corridor, sub-regional and regional

## Years in Operation

9% for 4 years or less  
 84% for 10 years or more  
 52% for more than 20 years



# Services Provided

## Service provision:

1. counselling (n=106)
2. food security (n=104)
3. education and awareness (n=100)
4. housing / shelter (n=86)
5. mental health (n=72)
6. parenting programs (n=66)
7. Other (n=63)
8. employment (n=53)
9. disabilities (n=50)
10. addictions (n=43)
11. transportation (n=39)
12. protective services (n=38)
13. child care (n=35)
14. literacy (n=34)
15. settlement (9)

## Populations served:

1. everyone (n=164)
2. women (n=140)
3. men (n=113)
4. youth (n=109)
5. children (n=102)
6. Aboriginal (n=98)
7. seniors (n=90)
8. immigrants (n=82)

Advocacy, social sector support, legal assistance, therapy, youth programming, referrals, sexual health, peer support, home support, end of life support...



# Financial Resources



## Total Revenue

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%

15% have revenue of less than \$30,000

Majority have revenue of less than \$300,000 (60%)

16% have revenue of \$1.5M or more

# Financial Resources

## Revenue by Funding Source



**\* 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 3 years.**

	% revenue (last fiscal)	trend over last 3 years
federal government	<input type="text"/>	<input type="text"/>
provincial government (such as Ministry contracts, IH, SDs)	<input type="text"/>	<input type="text"/>
municipal government	<input type="text"/>	<input type="text"/>
foundations and trusts (such as CBT)	<input type="text"/>	<input type="text"/>
donations (gifts, major donors, memberships)	<input type="text"/>	<input type="text"/>
other	<input type="text"/>	<input type="text"/>

Other (please specify)

Select:  
0 to 100%  
in 5%  
increments

Select:  
increasing  
decreasing  
staying same  
not applicable

# Financial Resources

## Revenue by Funding Source

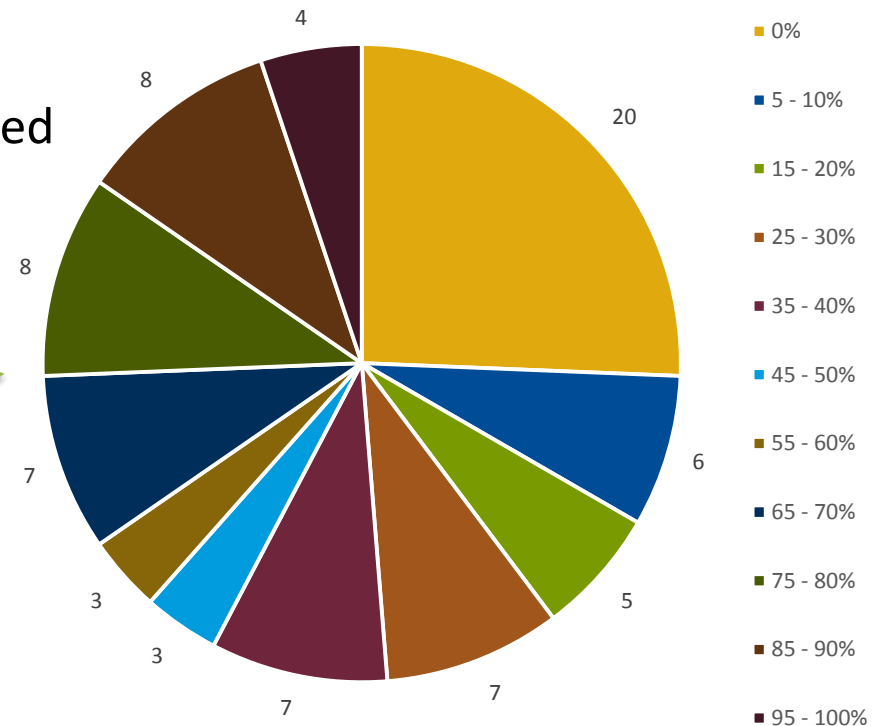


### Federal Sources

- ½ received no federal funding
- ¼ received some (most of which received less than 5% of their total funding)
- Trend is generally staying the same

### Provincial Sources

- ¼ received no provincial funding
- Rest received a wide range
- Trend is generally staying the same



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

# Financial Resources



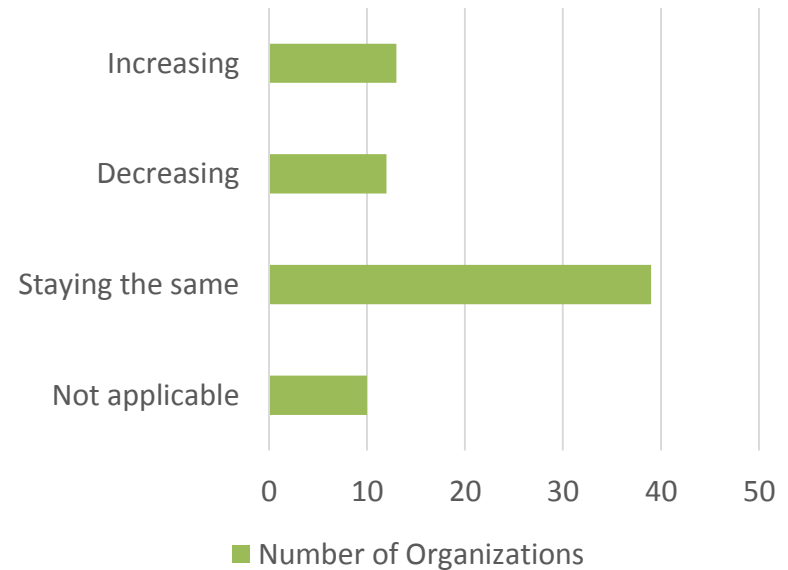
## Revenue by Funding Source

### Municipal Sources

- ½ received no municipal funding
- Most received 10% or less (none more than 30%)
- Trend is generally staying the same

### Foundations and Trusts

- 20% received no funding from foundations and trusts
- ½ received between 5% to 20%
- 5% almost completely depend on these sources
- Trend is generally staying the same





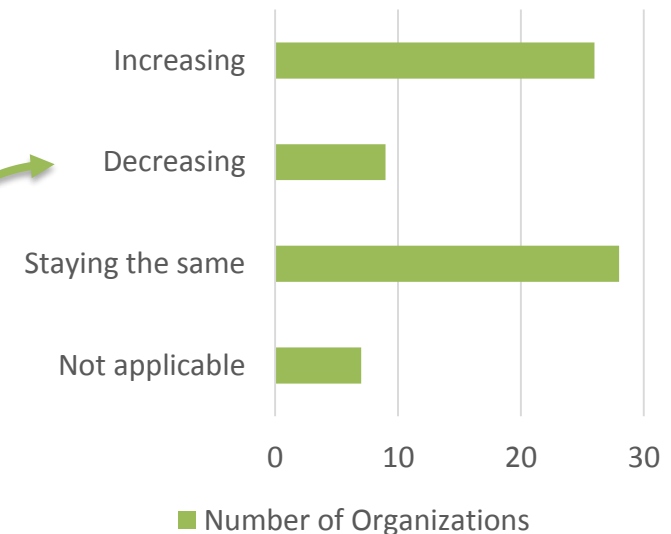
# Financial Resources

## Revenue by Funding Source



### Donations

- 15% received no donations
- ½ received 10% or less
- Otherwise wide range with 5% completely depending on donations
- Trend is staying the same or increasing



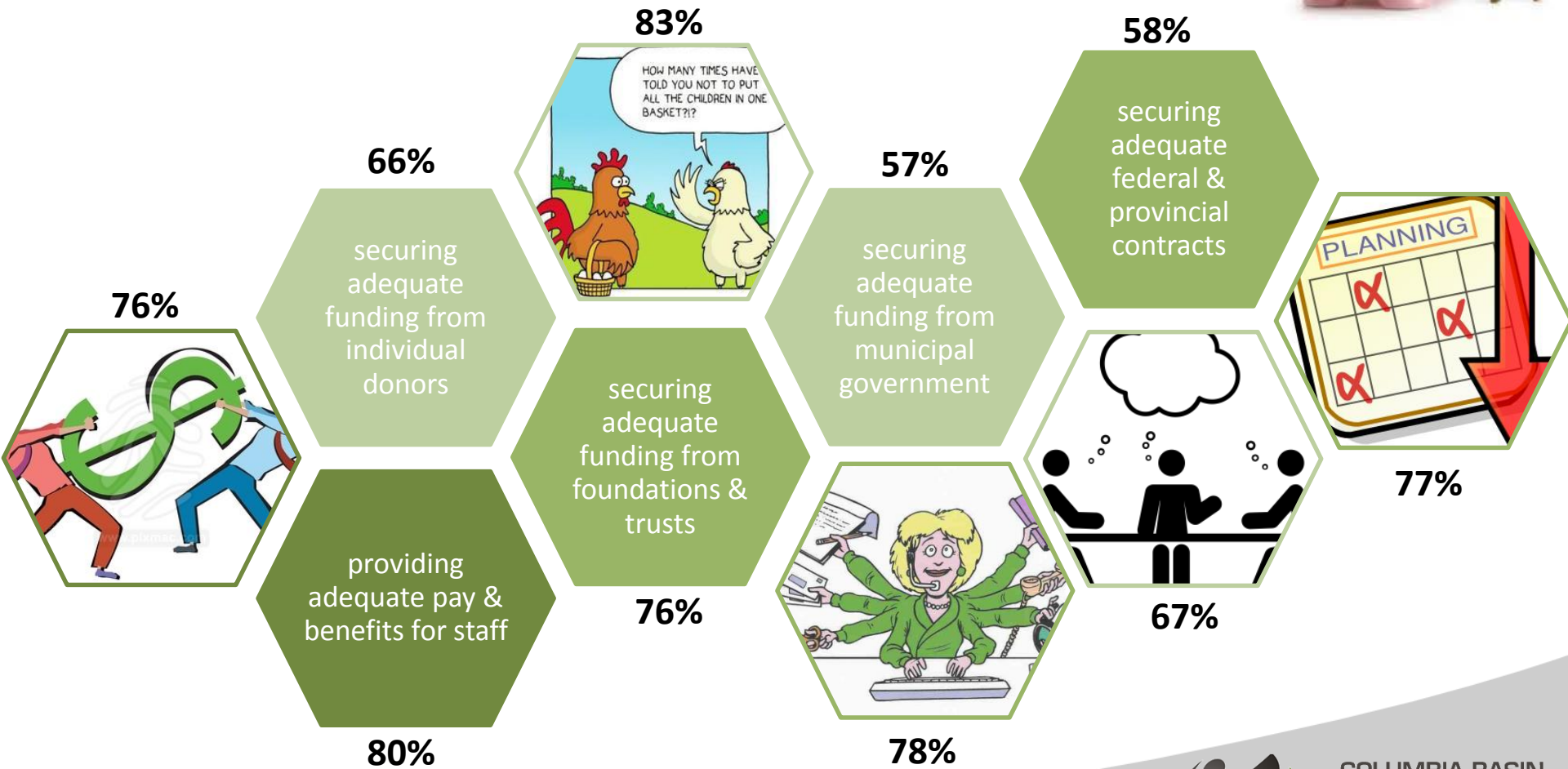
### Other Sources

- ½ noted other sources of funding
- Accounts for 5% to 95% of revenue
- Trend is staying the same or increasing

social enterprise, product sales, fees charged, sub-contracts, rent, interest, industry, raffles, bingos, food drives...

# Financial Challenges

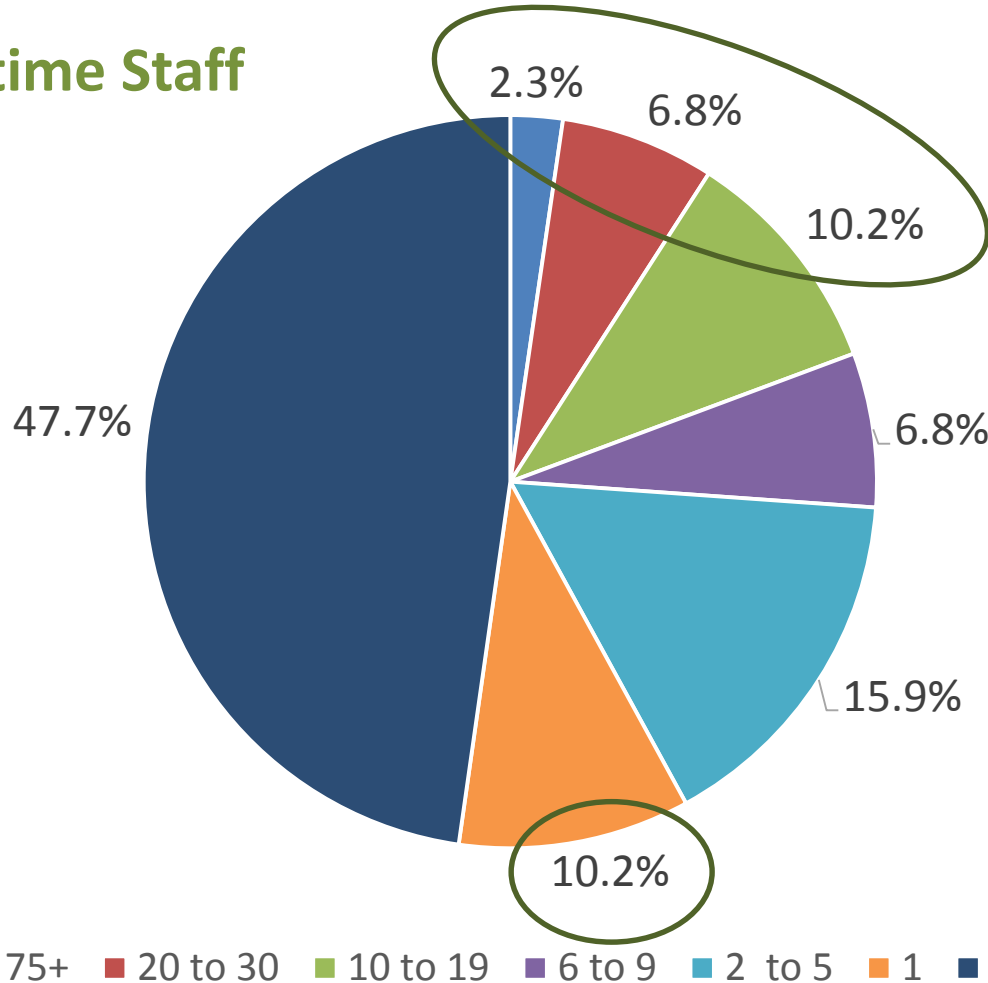
All organizations have some financial challenge!



# Human Resources



## Full-time Staff



Average number of full-time staff is 6

*\* full-time is 35 hours per week or more*

Percent of organizations by number of full-time staff.

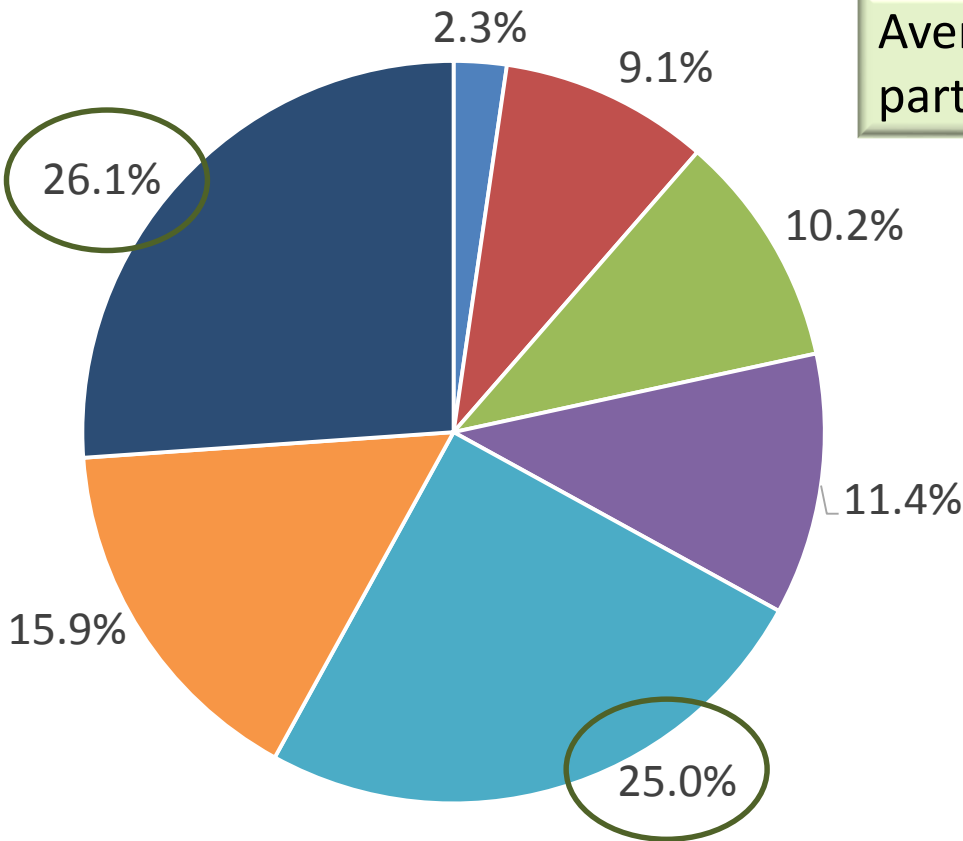


# Human Resources



## Part-time Staff

Average number of part-time staff is 8.9



### Casual Staff

- 35% have none
- 22% have one
- 24% have 2 to 5
- 14% have 10 or more

\* casual is "any casual, temporary, or contract work"

\* part-time is less than 35 hours per week

■ 125+ ■ 20 to 35 ■ 10 to 19 ■ 6 to 9 ■ 2 to 5 ■ 1 ■ zero

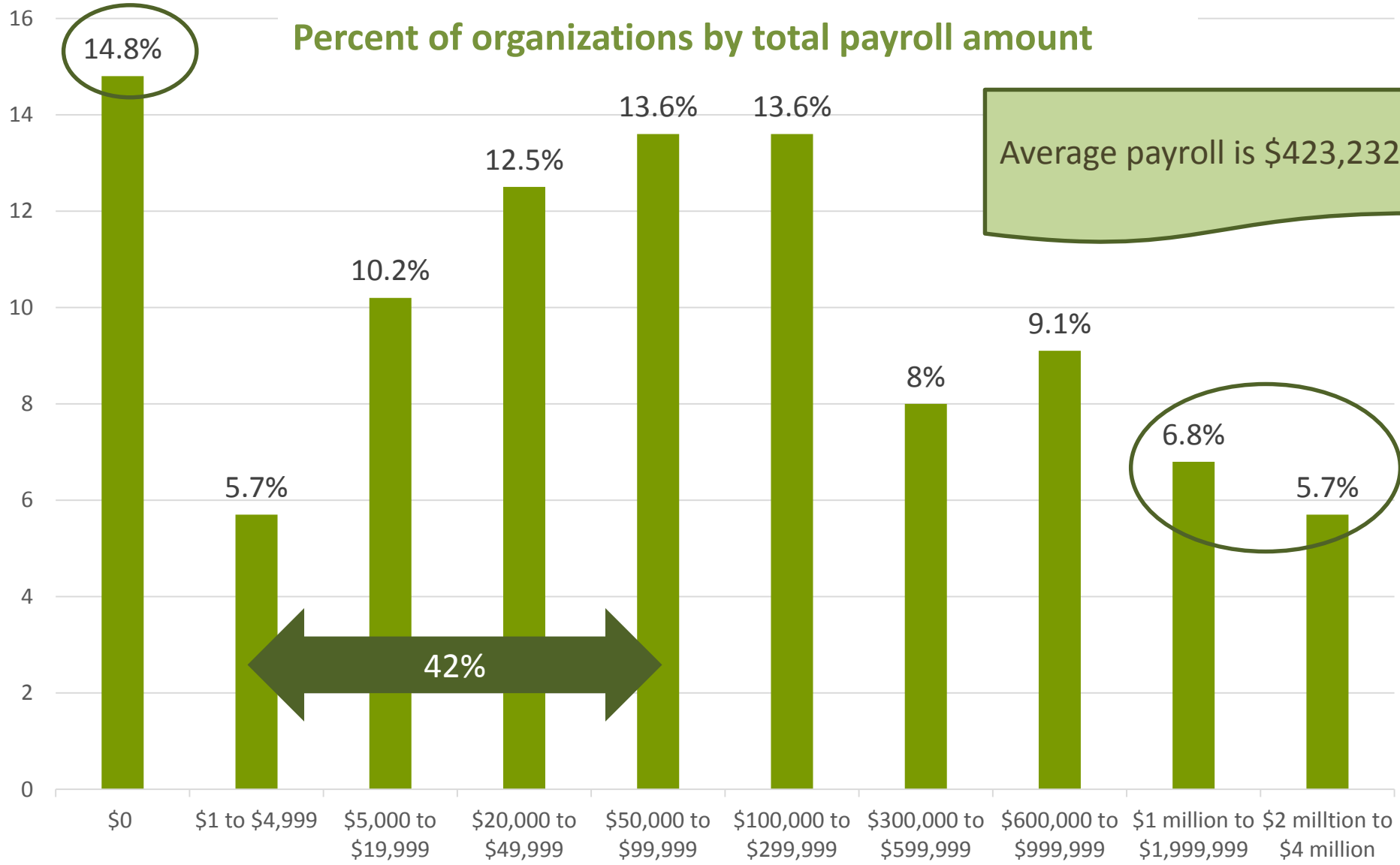
Percent of organizations by number of part-time staff.



# Human Resources



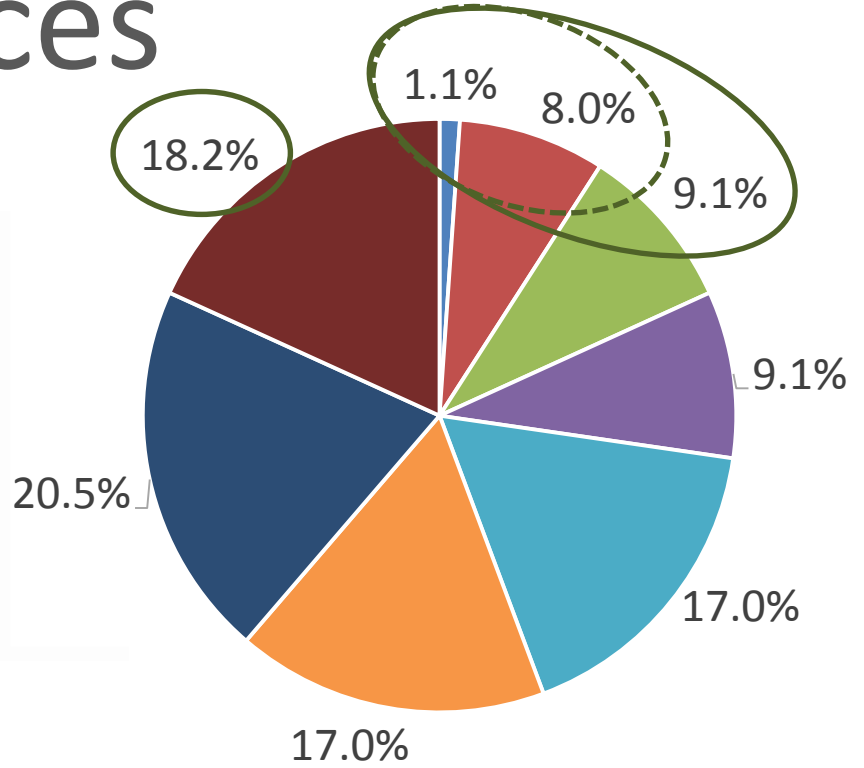
Percent of organizations by total payroll amount



Average payroll is \$423,232

42%

# Human Resources



- over 200
- 100 to 200
- 50 to 99
- 30 to 49
- 20 to 29
- 10 to 19
- 1 to 9
- zero

Percent of organizations by number of program volunteers.

Total # volunteers = 2,612  
Average # volunteers = 29.7

Total # directors = 651  
Average # directors = 7.4



# Human Resources



Hours are either staying the same or increasing

52% estimate annual contribution of over 200 hours



58% of groups estimate annual contribution of over 100 hours

Hours are either staying the same or increasing



# Human Resources

78 organizations employ 1,776 people with a payroll of over \$37 million in one year.

*This includes:*

528 F/T staff

783 P/T staff

465 casual staff



**IMPACT?**

Over 20,700 hours are contributed annually by all volunteers... 57 hours per day.

Hours are generally staying the same or increasing.





“our biggest challenge is finding youth and aboriginal representation on our Board of Directors”

“we have difficulty attracting younger members”

	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%

“training is costly and our sector has a limited pro-D budget.”

“we are unable to offer any one stable position and therefore retaining human resources is a challenge”

“we are unable to provide competitive wages which can result in high turnover”



# Organizational Challenges & Needs



“lack of funding”

“limited funding”

“core funding”



**1) FUNDING**

*“attracting younger  
directors and volunteers”*



**2) VOLUNTEER RECRUITMENT**

“finding qualified staff”

“attracting and retaining personnel”

“stability in human resources”



**3) STAFFING**

*“all programs at capacity, demand  
for services skyrocketing”*

*“adequately serve the needs of people”*



**4) INCREASED DEMAND  
FOR SERVICES**

# Organizational Challenges & Needs



“competition with other organizations for funding”

“on-going funding”

“obtaining matching funds”



**1) FUNDING**

“replacing aging volunteers”

“getting young people to take on organizational challenges”



**2) VOLUNTEER RECRUITMENT & RETENTION**

“workload”

“providing professional development”

“retaining qualified staff”



**3) STAFFING**

“adequate space to house programs”

“replace and repair aging structures”



**4) ADEQUATE SPACE & TECHNOLOGY**

“supporting people with complex and challenging needs”



**5) MEETING CLIENT NEEDS**

# Organizational Challenges & Needs



“new programs”

“collaborate with others”

“funding for long term staffing”

*“attracting new capable directors to share the load”*

*“getting members to be more active”*

“partnerships”

“professional development”

“building our own capacity”

*“inadequate administrative time”*

*“restrictions put on by funders for allowable administration fees”*

“adequate space at a reasonable cost”

“air conditioning”

“protein for food bank”



**1) FUNDING**



**2) VOLUNTEER  
RECRUITMENT & RETENTION**



**3) ORGANIZATIONAL  
DEVELOPMENT**

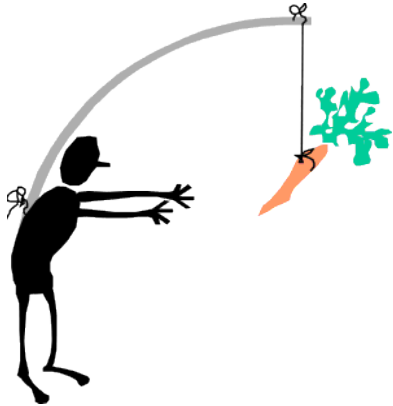


**4) ADMINISTRATIVE**



**5) INFRASTRUCTURE &  
EQUIPMENT**

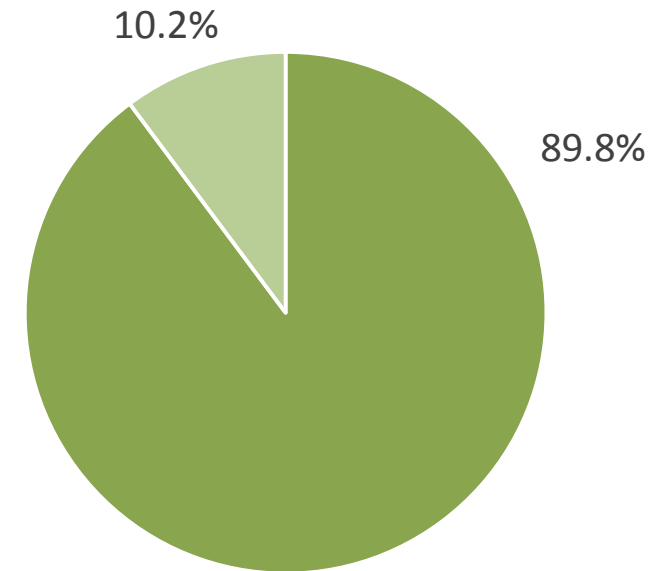
# Collaboration



- ✓ better services
- ✓ efficiency & effectiveness
- ✓ greater capacity
- ✓ ability to fundraise
- ✓ sharing knowledge & resources
- ✓ shared goals
- ✓ organizational ethos



- ≠ lack of time
- ≠ lack of resources
- ≠ competition
- ≠ lack of trust and relationships
- ≠ lack of opportunity



■ Yes ■ No

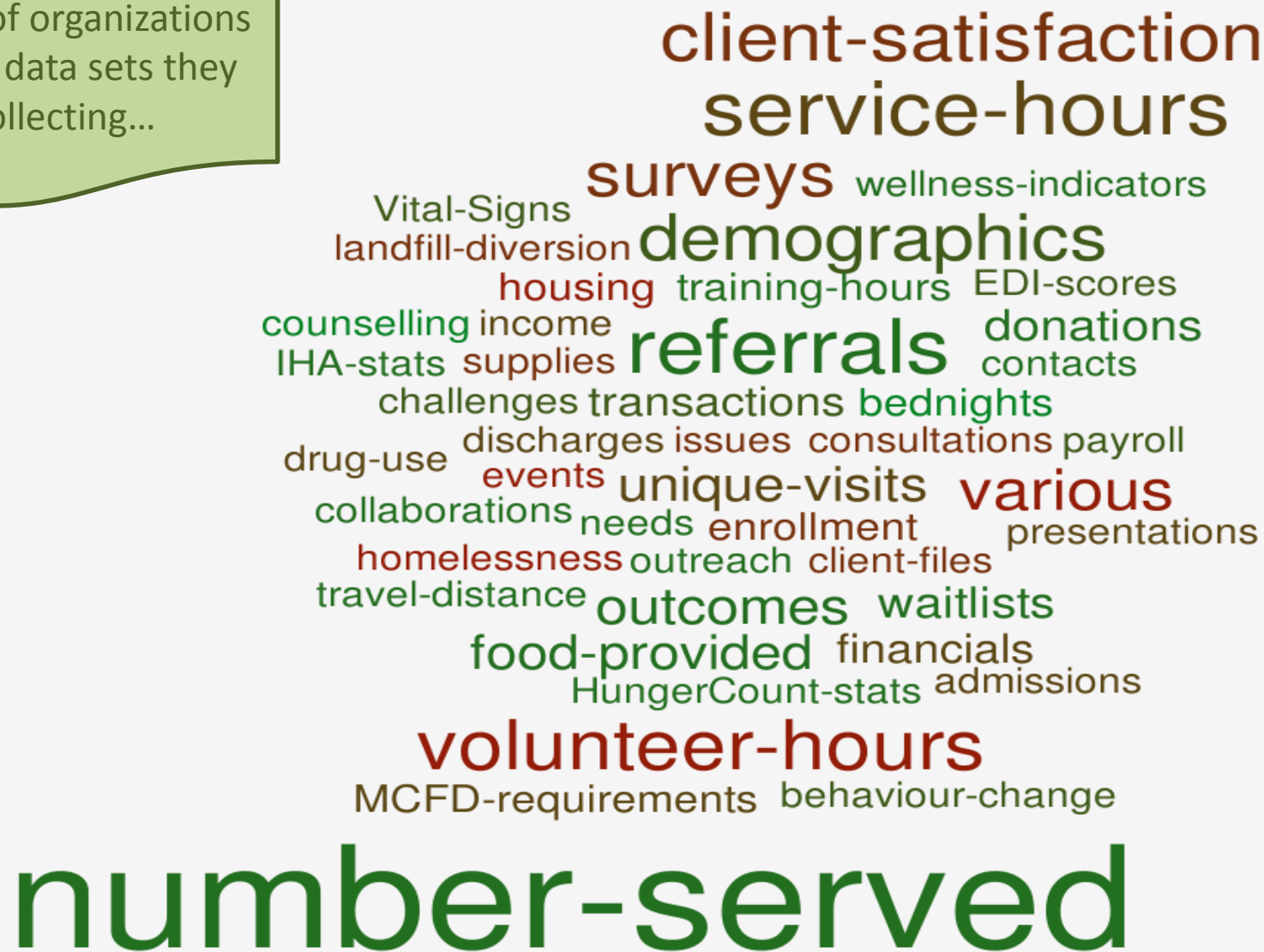
Percent of organizations who are currently collaborating or have in the past.



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# Data Collection

83% of organizations listed data sets they are collecting...



# Recommendations

Networking and collaboration – keep it up!



New approaches to funding



Strategies for healthy human resources



Research is a tool for taking action





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For more info and a full report on these results:

[www.cbrdi.ca/research-areas/applied-research/non-profit-social-sector/](http://www.cbrdi.ca/research-areas/applied-research/non-profit-social-sector/)

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