SOCIAL SECTOR SURPRISES?
Exploring Characteristics and Capacity of the Social Sector in the Columbia Basin Boundary Region

Survey results presented February 11, 2016 by
Nadine Raynolds
Researcher, RDI, Selkirk College Applied Research and Innovation Centre
nraynolds@selkirk.ca 250-365-1282 www.cbrdi.ca

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**

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

Respondents

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%**

Charitable Status

26.1%

73.9%
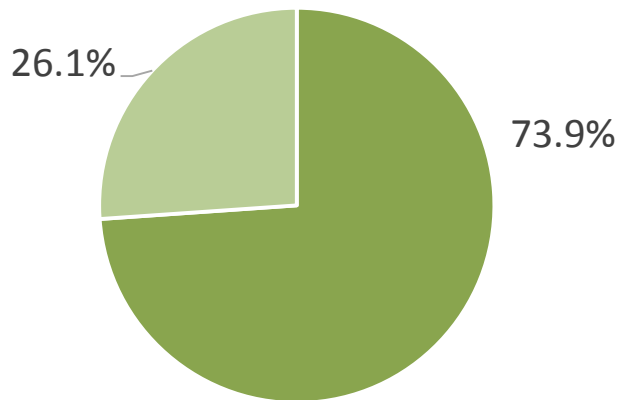
- Yes - No

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

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

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…

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

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	▲▼	▲▼
provincial government (such as Ministry contracts, IH, SDs)	▲▼	▲▼
municipal government	▲▼	▲▼
foundations and trusts (such as CBT)	▲▼	▲▼
donations (gifts, major donors, memberships)	▲▼	▲▼
other	▲▼	▲▼

Select:
0 to 100%
in 5%
increments

Select:
increasing
decreasing
staying same
not applicable

Other (please specify)

[   ]

Financial Resources
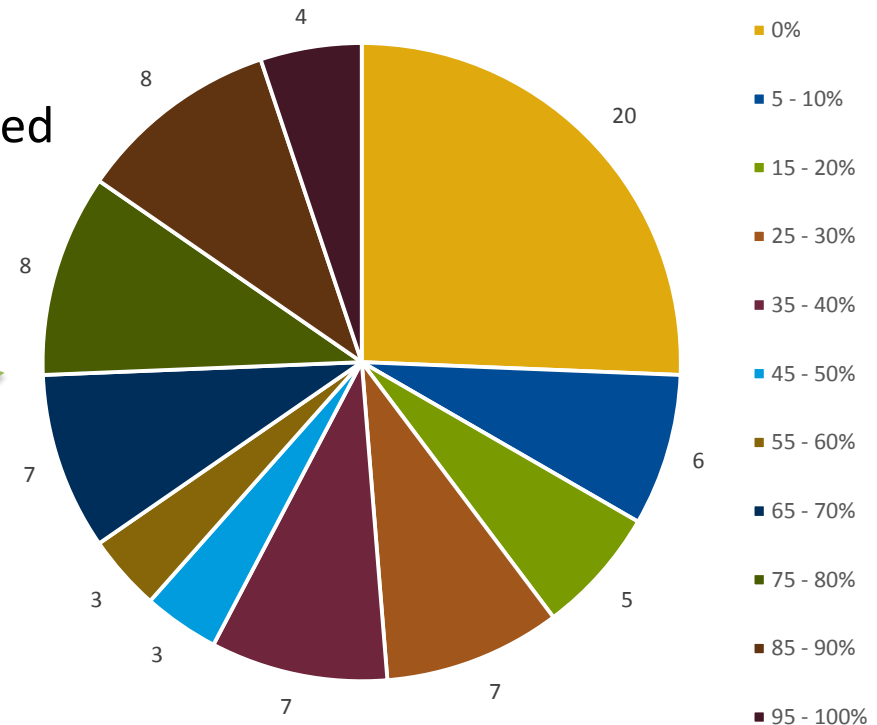
Revenue by Funding Source

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

Legend:
- 0%
- 5 - 10%
- 15 - 20%
- 25 - 30%
- 35 - 40%
- 45 - 50%
- 55 - 60%
- 65 - 70%
- 75 - 80%
- 85 - 90%
- 95 - 100%

Pie chart values: 20, 6, 5, 7, 7, 3, 3, 7, 8, 8, 4

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

Financial Resources
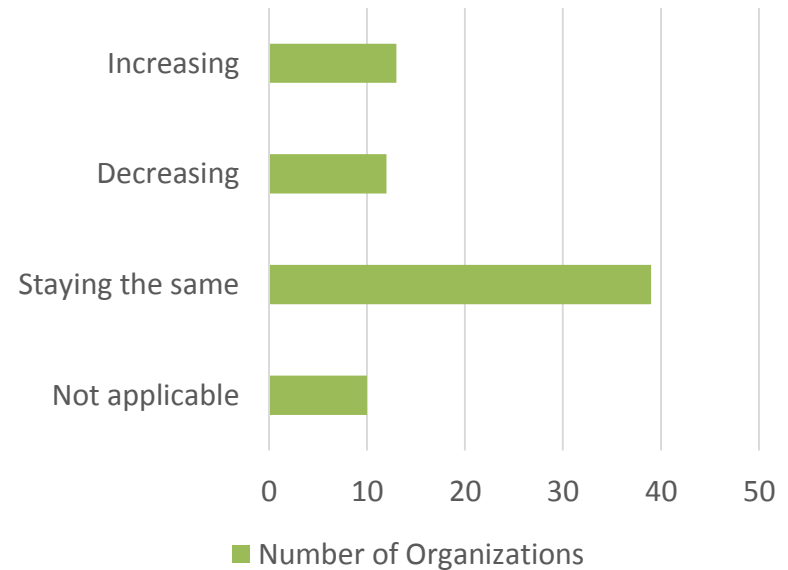
Revenue by Funding Source

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

Chart (Number of Organizations):

Category	Number of Organizations
Increasing	~13
Decreasing	~12
Staying the same	~39
Not applicable	~10

■ Number of Organizations

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
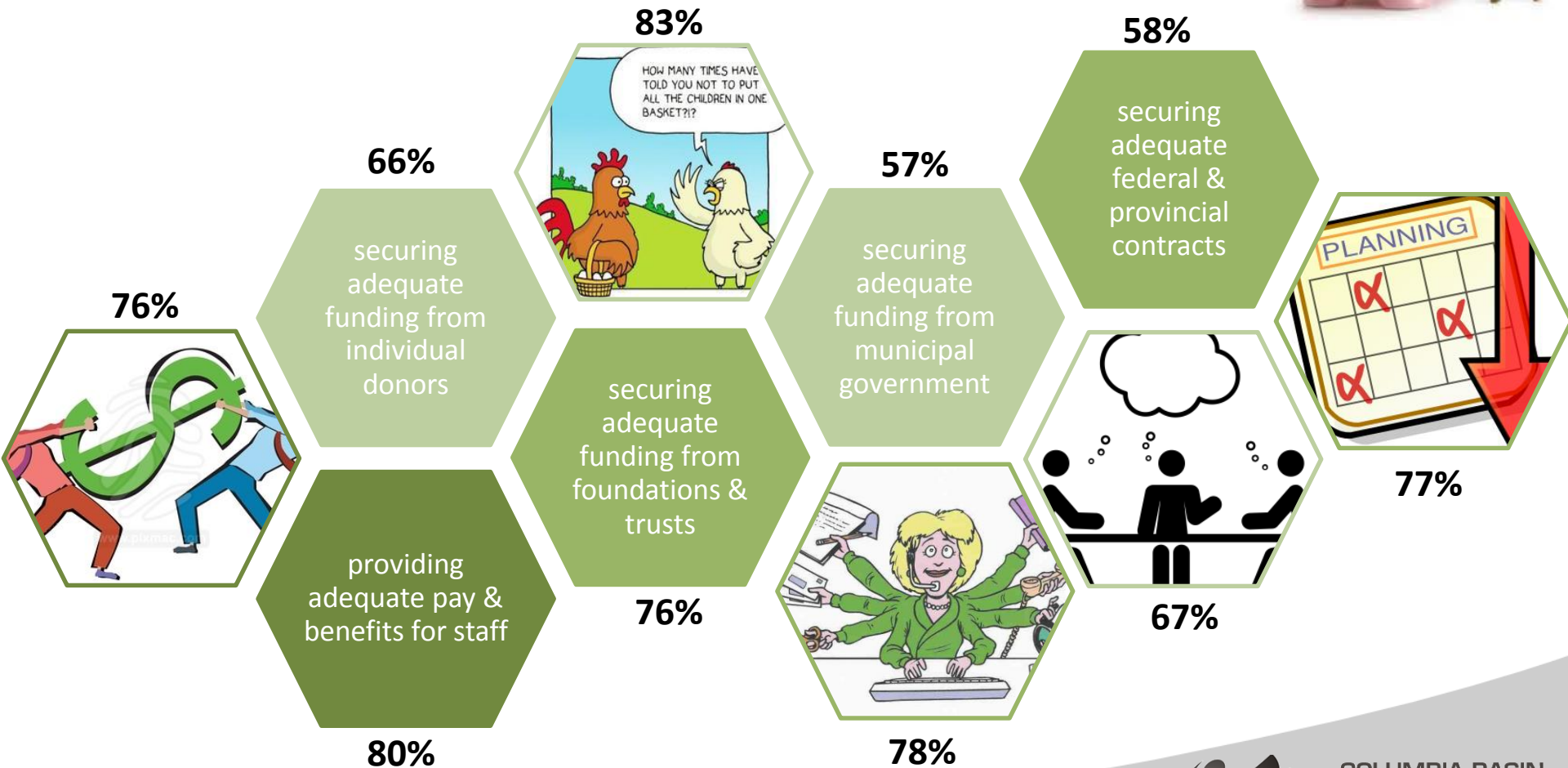- Trend is staying the same or increasing
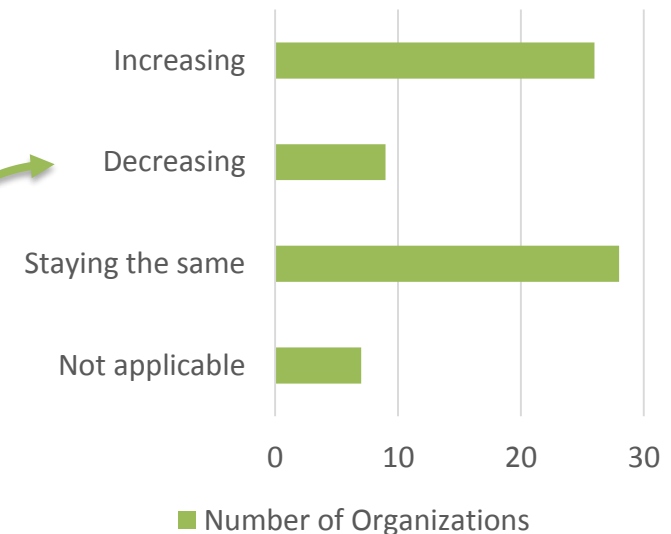
Other Sources

- 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…
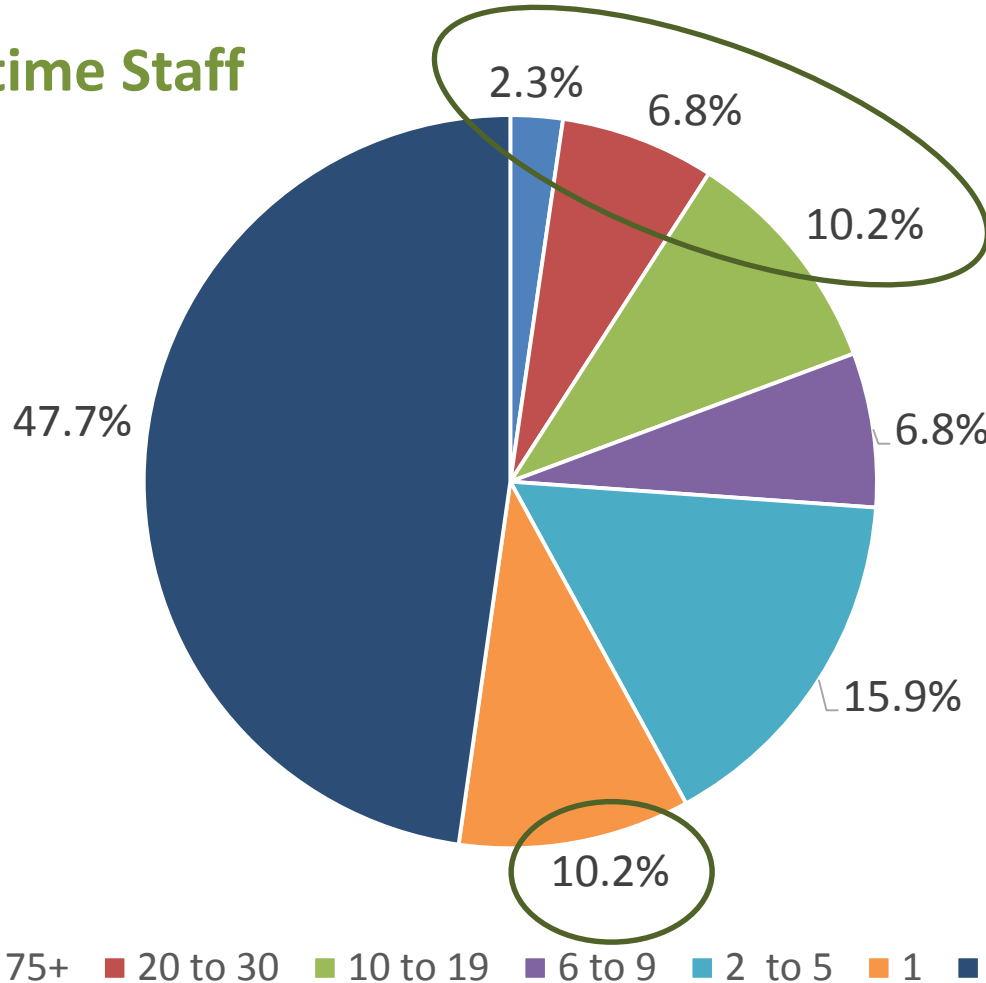

Increasing
Decreasing
Staying the same
Not applicable

0   10   20   30

■ Number of Organizations

Financial Challenges

All organizations have some financial challenge!

83%

66% securing adequate funding from individual donors

57%

58% securing adequate federal & provincial contracts

76%

securing adequate funding from municipal government

77%

providing adequate pay & benefits for staff

securing adequate funding from foundations & trusts

76%

80%

78%

67%

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

Human Resources

Full-time Staff

Average number of full-time staff is 6

* full-time is 35 hours per week or more

Pie chart legend: 75+ | 20 to 30 | 10 to 19 | 6 to 9 | 2 to 5 | 1 | zero

Chart values: 2.3%, 6.8%, 10.2%, 6.8%, 15.9%, 10.2%, 47.7%

Percent of organizations by number of full-time staff.

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

Human Resources

Part-time Staff

Percent of organizations by number of part-time staff.

Legend: 125+ | 20 to 35 | 10 to 19 | 6 to 9 | 2 to 5 | 1 | zero

Pie chart values: 2.3%, 9.1%, 10.2%, 11.4%, 25.0%, 15.9%, 26.1%
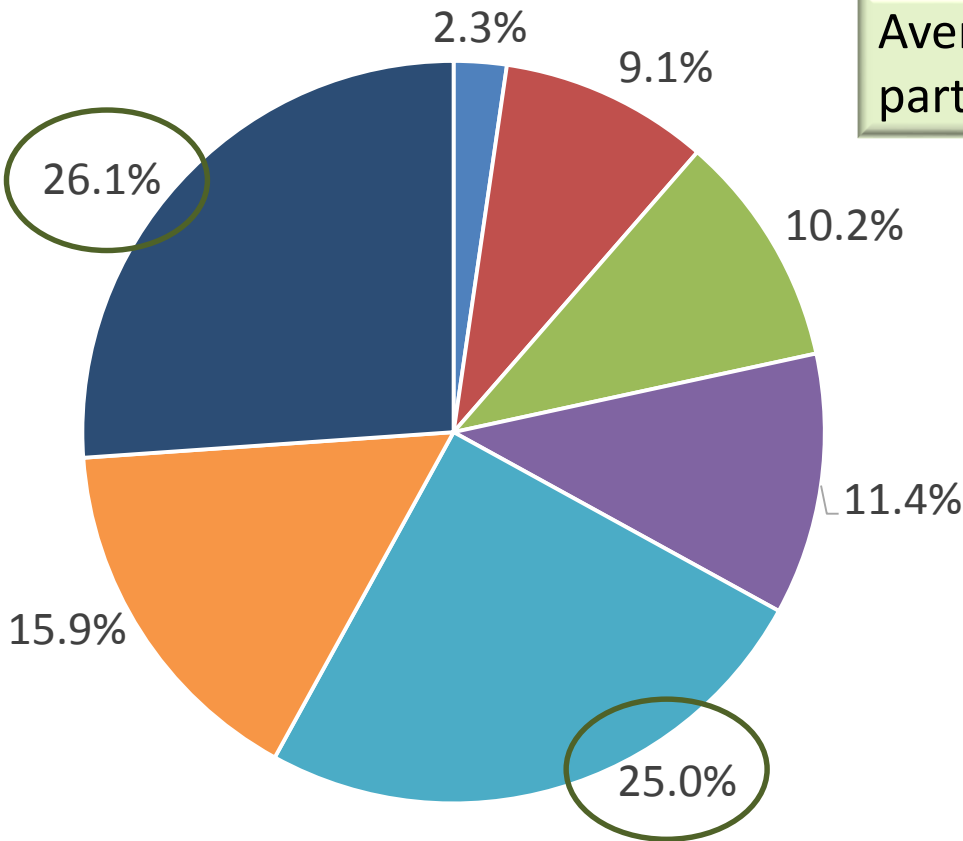
Average number of part-time staff is 8.9

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

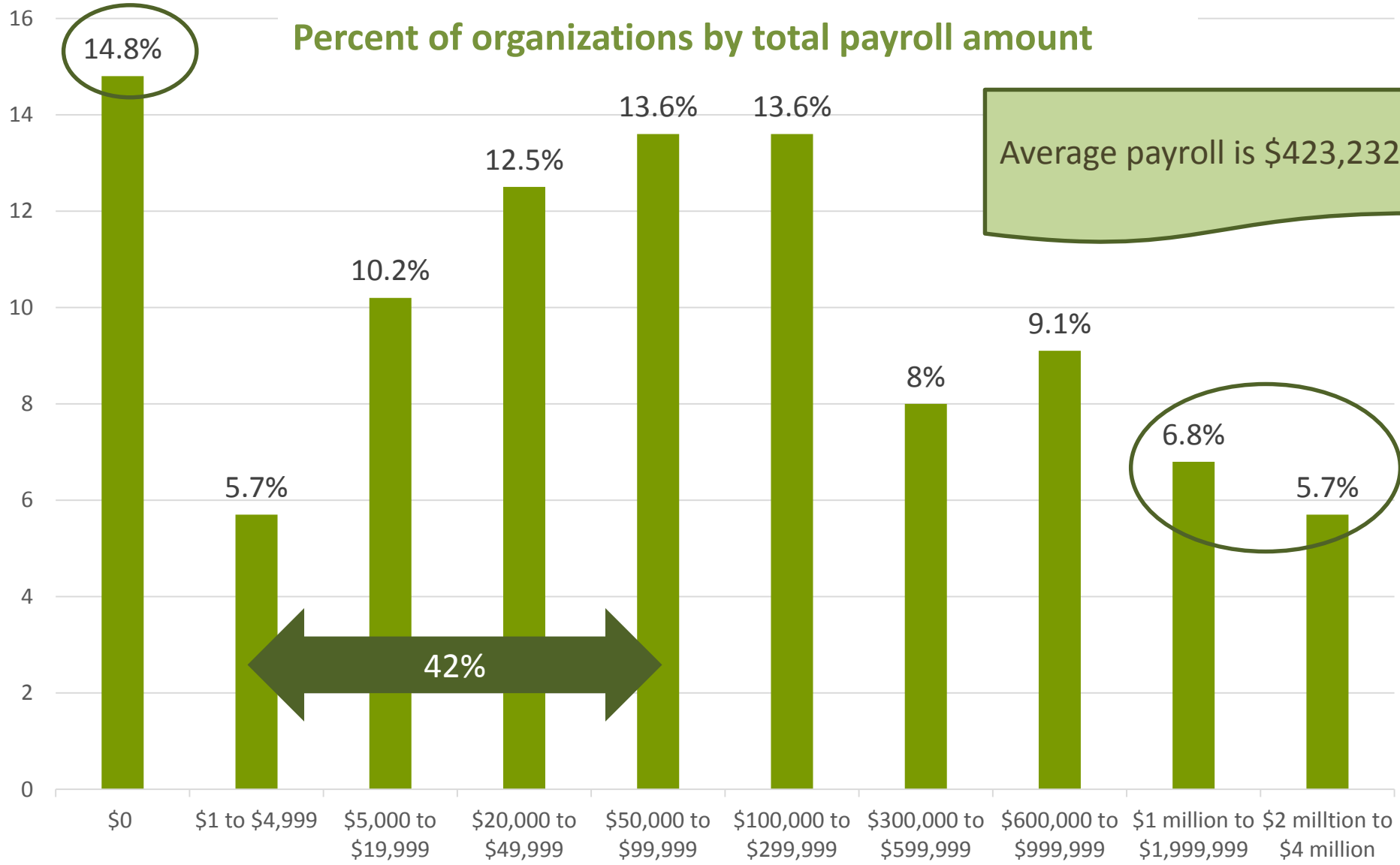** casual is "any casual, temporary, or contract work"*

* part-time is less than 35 hours per week

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

Human Resources

Percent of organizations by total payroll amount

Average payroll is $423,232

Payroll amount	Percent
$0	14.8%
$1 to $4,999	5.7%
$5,000 to $19,999	10.2%
$20,000 to $49,999	12.5%
$50,000 to $99,999	13.6%
$100,000 to $299,999	13.6%
$300,000 to $599,999	8%
$600,000 to $999,999	9.1%
$1 million to $1,999,999	6.8%
$2 milltion to $4 million	5.7%

42%

Human Resources

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

Total # directors = 651
Average # directors = 7.4

1.1%   8.0%   9.1%
18.2%
9.1%
20.5%
17.0%
17.0%
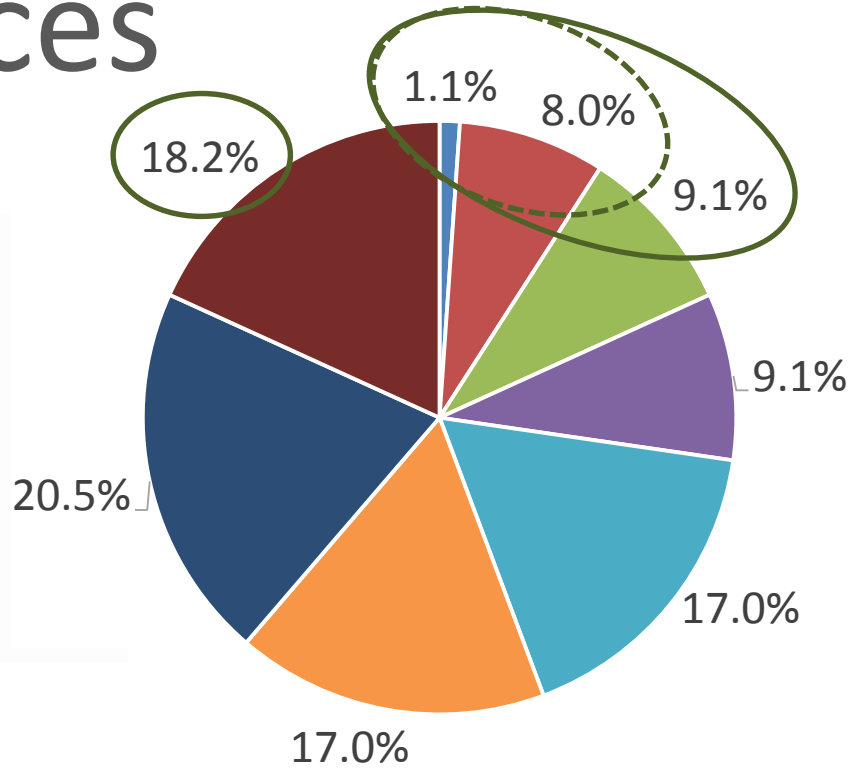
- over 200
- 100 to 200
- 50 to 99
- 30 to 49
- 20 to 29
- 10 to 19
- 1 to 9
- zero

Percent of organizations by number of program volunteers.

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

Human Resources

52% estimate annual contribution of over 200 hours

DIRECTOR

Hours are either staying the same or increasing

VOLUNTEER

58% of groups estimate annual contribution of over 100 hours

Hours are either staying the same or increasing

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

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.

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

Organizational Challenges & Needs

1

"lack of funding"

"limited funding" = **1) FUNDING**

"core funding"

"attracting younger directors and volunteers" = **2) VOLUNTEER RECRUITMENT**

"finding qualified staff"

"attracting and retaining personnel" = **3) STAFFING**

"stability in human resources"

"all programs at capacity, demand for services skyrocketing" = **4) INCREASED DEMAND FOR SERVICES**

"adequately serve the needs of people"

Organizational Challenges & Needs

"competition with other organizations for funding"

"on-going funding"   =   **1) FUNDING**

"obtaining matching funds"

"replacing aging volunteers"   =   **2) VOLUNTEER RECRUITMENT & RETENTION**

"getting young people to take on organizational challenges"

"workload"

"providing professional development"   =   **3) STAFFING**

"retaining qualified staff"

"adequate space to house programs"   =   **4) ADEQUATE SPACE & TECHNOLOGY**

"replace and repair aging structures"

"supporting people with complex and challenging needs"   =   **5) MEETING CLIENT NEEDS**

Organizational Challenges & Needs

3rd

"new programs"

"collaborate with others"

"funding for long term staffing"

= **1) FUNDING**

"attracting new capable directors to share the load"

"getting members to be more active"

= **2) VOLUNTEER RECRUITMENT & RETENTION**

"partnerships"

"professional development"

"building our own capacity"

= **3) ORGANIZATIONAL DEVELOPMENT**

"inadequate administrative time"

"restrictions put on by funders for allowable administration fees"

= **4) ADMINISTRATIVE**

"adequate space at a reasonable cost"

"air conditioning" "protein for food bank"
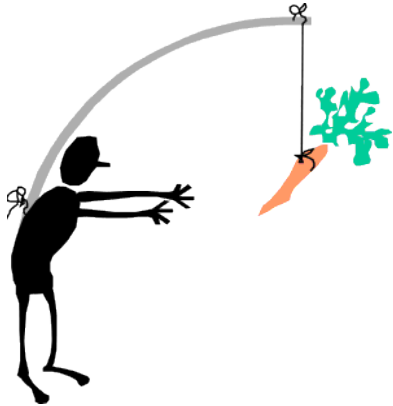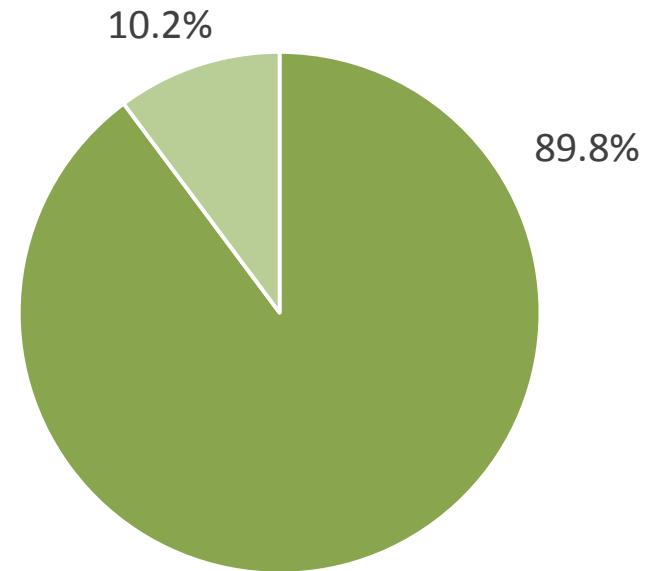
= **5) INFRASTRUCTURE & EQUIPMENT**

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

10.2%

89.8%

■ Yes ■ No

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

COLUMBIA BASIN
RDI
RURAL DEVELOPMENT INSTITUTE

Data Collection

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

client-satisfaction
service-hours
surveys wellness-indicators
Vital-Signs demographics
landfill-diversion
housing training-hours EDI-scores
counselling income referrals donations
IHA-stats supplies contacts
challenges transactions bednights
discharges issues consultations payroll
drug-use
events unique-visits various
collaborations needs enrollment presentations
homelessness outreach client-files
travel-distance outcomes waitlists
food-provided financials
HungerCount-stats admissions
volunteer-hours
MCFD-requirements behaviour-change
number-served

Recommendations

Networking and collaboration – keep it up!

New approaches to funding

Strategies for healthy human resources

Research is a tool for taking action

For more info and a full report on these results:
www.cbrdi.ca/research-areas/applied-research/non-profit-social-sector/

nraynolds@selkirk.ca
250-365-1282