

# **The Status of Manitoba's Voluntary Sector: An Omnibus Survey**

## **Final Report**



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## *Executive Summary*

*This survey contains information which describes the strength, challenges and variety of the voluntary sector in Manitoba. It is based on responses from 1,286 organizations which replied to a mail survey.*

*For example, with regard to strengths:*

- almost half of organizations predict growth over the next five years, while just over 10% predict decline or ceasing to exist;*
- a majority (60%) of organizations indicate that they completely or almost completely meet need or demand related to the most central service or activity they provide.*

*With regard to challenges:*

- many (almost 30%) organizations report that too much of their board and staff time is devoted to securing government funding;*
- most organizations report that there is too much competition for funds from government (more than 72%), from individual donors (more than 79%), from foundations (more than 70%), and from corporations (more than 75%);*
- many (more than 46%) organizations report that they are increasingly called upon by government to accept tasks shifted by government. However, government funding is seen as more often short-term than five years ago by many (more than 40%), organizations. Most (more than 53%) organizations report that government funding is more project than case oriented compared to five years ago;*
- many (more than 41%) organizations report that there is a lack of new blood with new ideas on their boards, and most (more than 52%) organizations report that too many organizations are competing for too small a pool or board members;*
- most (more than 61%) organizations report that an insufficient supply of volunteers will limit their growth;*
- almost half (more than 47%) of organizations report difficulty in recruiting salaried staff.*
- almost half (more than 49%) of organizations report insufficient time and more than half (almost 65%) report insufficient funds to implement plans.*

*These data contain indications of both strength and challenge. They should offer much food for further thought and discussion.*



## **BACKGROUND**

The Manitoba Voluntary Sector Initiative (MVSI) was launched in February 2000, as the result of a 1998 strategic positioning exercise commissioned by the Volunteer Centre of Winnipeg Inc. That exercise identified that the challenges facing the Manitoba voluntary and non-profit sector went well beyond just recruiting and accessing a dwindling or different supply of volunteers, and that there were a number of issues facing the sector. The primary focus of the Initiative became identifying ways to sustain the sector's infrastructure in order to continue to build its long-term capacity to meet community need. It also became clear that there was no cohesive voice to represent the interests of the sector to government, business, labour and the public at large.

The Winnipeg Foundation provided initial funding; other funding support came later through the Thomas Sill Foundation, the Federal and Provincial Governments and the City of Winnipeg. MVSI operates as an arm of the Volunteer Centre of Winnipeg. It is overseen by an Advisory Council representing its core partners – the Winnipeg Foundation, the Social Planning Council of Winnipeg, the Thomas Sill Foundation, the United Way of Winnipeg and Arts Stabilization Manitoba Inc. Its work is guided by several working committees that report to the Council.

The Secretariat on Voluntary Sector Sustainability was formed in 2000 to establish and implement a three-year work plan that directs all the activities of the MVSI. Since its formation, it has incorporated not only the action required by the work plan but also additional activity which focused on: facilitating quantitative and qualitative research within the sector; carrying on research and authoring original work in conjunction with other partners and establishing itself as a centre of information and strategic thinking about the future of the sector in Manitoba; and broadly in other geographies.

The Secretariat's primary activities are:

- to guide the overall development of the Manitoba Voluntary Sector Initiative, its planning, its operations, and author its policy and planning documents;
- to develop the working group and committee structure for the overall Initiative;
- to engage the sector on a province-wide basis;
- to implement the qualitative research;
- to serve as the primary liaison with the university research community regarding quantitative research;

- to liaise with other like-coalitions, Canada-wide;
- to liaise with all levels of government, business and labour communities to facilitate dialogue on strategic issues facing the voluntary sector;
- to arrange special events to meet the work plan objectives;
- to position the Secretariat to commission the research contract with the University of Manitoba and to establish the context and framework for the quantitative research; and,
- through the Research Advisory Committee of the MVSI to provide ongoing advice and guidance for the quantitative research.

The MVSII is now in its third and last year of funding. During its almost three years of operation, MVSII has assessed and confirmed the fundamental premise that the sector is indeed facing multiple challenges and that it may not be able to meet community needs to an optimal degree because of these challenges. It has done so through participative qualitative and quantitative research, which brought the sector together in discussion on several occasions. For example, 21 forums were held in regions across the Province to discuss issues facing the sector and strategies to address these issues. In March, 2002, a two-day meeting held at the University of Winnipeg brought together a number of voluntary sector informants from across the province to: (1) receive and discuss the findings of the qualitative research report, and (2) to identify other issues seen as priorities for the sector.

In May of this year also, a day-long forum brought more individuals to address the future sustainability of the voluntary sector based on the results of the qualitative research. Video-conferencing was used to enable partners in Dauphin, Thompson and The Pas to participate in critical segments of the day.

The process used in the fact-finding phase has brought some of the voluntary and non-profit sector leadership together provincially to facilitate inter-sectoral planning and discussions. This phase has also increased collective understanding about the sector across the Province, has confirmed the need to strengthen the sector's capacity if it is to be sustained in the long-term, and has confirmed the need for cohesive voices to build on this work in order to raise the profile and visibility of the sector. The many volunteers and staff from the sector who are engaged in various other ways in planning and discussions that are occurring are beginning the development of a base for cohesive voices. The many volunteers and leaders from the other sectors who are also engaged in the planning and development are beginning to form key inter-sectoral partnerships.

Declarations by government, business and labour to continue the dialogue and to assist in strengthening the sector will provide a concrete basis for inter-sectoral partnerships and collaboration in improving the quality of life in Manitoba. The qualitative and quantitative research reports are precedent-setting studies in

Manitoba and, together, provide a rich and useful base of information to facilitate an informed dialogue about the future of the voluntary sector in Manitoba.

## **INTRODUCTION**

This document reports the findings of a survey of the chief executives officers of 1,286 Manitoba voluntary sector organizations. The purpose of the survey is to assess the status and health of the voluntary sector in Manitoba. It focuses on both objective data and the perceptions of chief executive officers.

The survey includes information about resources flowing into organizations including cash and on-hand income, employees, volunteers and technology. In addition, it includes information about organizations' internal planning policies and governance; as well as information about organizations' environments. Finally, it reports on outputs and sustainability, and the perceived need for a voluntary sector wide umbrella organization.

This is the first in a series of reports being prepared in relation to the list of research questions. A subsequent report will examine the results of a survey on the perceptions of a representative sample of board presidents in the Voluntary Sector in Manitoba. Additional reports will present the analysis of variation in responses from chief executive officers according to key factors that include organizational size, population service mandate, sub-sector affiliation and geographical location. There will also be one report specifically devoted to the exploration of factors related to chief executive officer perceptions about the future sustainability of the sector.

## **SURVEY DEVELOPMENT AND PRE-TESTING**

The research work plan proposed that two self-administered questionnaires be used to collect the data. One questionnaire would be sent to a representative sample of Chief Executive Officers and one sent to a representative sample of Board Presidents of voluntary sector organizations. Two questionnaires were needed to collect sufficient data to answer the full range of research questions.

A draft of the two questionnaires was completed in January 2002. The drafts incorporated standardized instruments (or portions from standardized measures) from previous studies, questions related to the key findings from the qualitative component as well as new questions developed specifically for voluntary organizations in Manitoba.

Representatives from the Manitoba Voluntary Sector Initiative, the Winnipeg Foundation and Canadian Heritage reviewed the draft questionnaires. Members of the Initiative's advisory groups were also consulted as part of this process. The questionnaires were revised numerous times. Each new version was submitted to the funding partners for review. Throughout this process, the principal investigators were in regular contact with researchers conducting national studies of the voluntary sector. This sharing of information was important to ensure that the national and provincial studies did not duplicate data collection efforts in Manitoba.

Once approved by the funding partners, the questionnaires were subjected to a pre-test phase. The pre-test was an essential component of the research process. This process was designed to answer the following questions.

- Are all the words understood?
- Are the questions interpreted similarly by all respondents?
- Do all of the questions have an answer that can be marked by every respondent?
- Is each respondent likely to read and answer each question?
- Are "skip" questions understood and followed appropriately?
- Are certain questions too difficult and likely to be unanswered?

A sample of nine organizations was identified for the pre-test. This included organizations located within and outside of Winnipeg. To ensure representation from the various sub-sectors, the pre-test sample included two religious organizations, two educational organizations, two social service organizations, an environmental organization, a community foundation, and a research organization. These organizations also varied in size and scope including local community groups, a province-wide

organization and organizations with an international focus. Due to the wide range of organizations interviewed, the pre-test results greatly improved the overall design of the survey instruments.

A cognitive interview format was used with each of the nine potential respondents in the pre-test. During the cognitive interview, the respondent was asked to complete the survey in the presence of the interviewer. As the respondent began the survey he/she was asked to verbalize of his/her thoughts, impressions, confusions and concerns about the instrument. The interviewer used a variety of probes to ensure that the respondent was able to communicate his/her concerns. The interviewer recorded each comment.

Based on the information obtained in the pre-test, following is a summary of the changes made to the survey instruments.

- Rather than providing a definition only for the first time a term was used, definitions were included every time the term was used throughout the survey.
- Whenever several respondents reported a difficulty understanding a question, the wording in that question was changed to increase clarity and reduce the likelihood of the question being misinterpreted.
- Based on suggestions from the respondents, some questions were placed in a different order to improve the logical flow of the information.
- The format of one question was revised as respondents found the existing structure to be burdensome and reported that this could negatively affect response rates.

There was consistency of perception and concerns raised regardless of the organization's geographic location, sector, or size. For these reasons, it appears that there are no location specific, sector specific, or size specific limitations in the relevance of the instrument.

At the conclusion of each cognitive interview, several prepared questions were asked of each pre-test respondent. Approximately 77% of the respondents felt that the survey was clear and well thought out. Thirty-three per cent felt that the survey was too long, while 66% felt that the length was quite appropriate. Finally, 55% of the pre-test respondents stated that they would be very likely to complete the survey while 44% felt they would be fairly likely to complete the survey. None of the respondents indicated that it was fairly unlikely or very unlikely that they would complete the survey.

## **SAMPLE DEVELOPMENT**

Concurrently with development of the survey, the research team was also working in collaboration with the MVSI to prepare a comprehensive sampling frame of voluntary organizations in Manitoba. This required that existing databases be combined and then categorized according to the sampling strategy. Considerable time was also needed to ensure the various databases did not contain duplicate records.

The database for the sampling frame was constructed from the following sources:

(1) Contact Community Data Base

This is a data base designed to assist members of the public to obtain services. It includes public as well as voluntary sector services and programs in addition to entire organizations. These had to be removed.

(2) Volunteer Centre of Winnipeg Training and Development Data Base

This is a database used to offer training and development services to voluntary sector organizations.

(3) Canadian Customs and Revenue Agency Charities Data Base

A database including all currently registered charities under the Income Tax Act.

(4) Non-share Corporation Data Base from the companies Office, Government of Manitoba.

This included Manitoba non-share corporations, cooperatives, societies, community development corporations, special non-share corporations, extra provincial non-share cooperatives and federal non-share cooperatives.

(5) Manitoba Multicultural Resource Centre data base.

As was done with the qualitative report, this study adopted the international classification of voluntary sector organizations developed by Salamon and Anheier. This classification system divides organizations into sub-sectors based on their main service or activity. Excluded from the international classification are organizations that are operated by government; organizations that are not institutionally separate from government (e.g. – managed by a government-appointed board) and organizations that provide service on a “for profit” basis. After removing organizations that did not fit into the classification, the data base contained almost 10,200 records.

The data base contained a list categorized by those organizations without contact (i.e. - no person was identified in the mailing address), organizations with contacts (i.e. - a name was included with the mailing address) and organizations with only a third party

mailing address (typically a law or accounting firm). As all of the organizations with contact names were also on the list of organizations without contacts, the “without contact” database was added to the “third party contact” database to form the final sampling frame. This large database was then divided into categories to allow for a stratified random sampling technique to be used.

The sample for the Chief Executive Officers survey was stratified two ways. There is a geographical distinction, as separate samples were drawn for Winnipeg based organizations, organizations located in the North (Parklands, Thompson and Norman) and organizations located in the Southern regions of the Province (Central, Eastman, Interlake and Westman). Identifiers in the data based allowed for the Winnipeg sample to be further stratified by the following twelve sub-sector groupings.

- culture and recreation;
- education and research;
- health;
- social services;
- environmental;
- development and housing;
- business and professional;
- international;
- law/advocacy;
- philanthropic;
- religious; and
- miscellaneous (those organizations without a known sector affiliation).

The sample size for the Chief Executive Officer’s survey is designed to achieve a +or – confidence interval at the 95% confidence level for each region and for each sub-sector in Winnipeg. In anticipation of a 50% response rate, the size of the sample was determined by doubling the number of responses needed to achieve this confidence interval and confidence level. While this was possible for the Northern and Southern regions, a doubling of the desired number of responses was not possible in some of the sub-sectors within Winnipeg. Where the population size was insufficient to support a doubling of the desired response rate, every organization within the sub-sector was included in the sample (100% sampling strategy). The religious and culture and recreation sub-sectors are sufficiently large for a sample to be drawn. Based on this strategy, the Table 1 shows the population and number of organizations in each sample.



**Table 1**  
**Population and Sample Size by Stratum**  
**Chief Executive Officers Survey**

Stratum	Population Size	Sample Size
Winnipeg - Nine Sub-Sectors With 100% Included in the Sample	2705	2705
Winnipeg Culture and Recreation	942	540
Winnipeg Religious Sub-Sector	822	520
Northern Regions	1276	586
Southern Regions	4453	702
<b>TOTALS</b>	<b>10,198</b>	<b>5,053</b>

Once the sampling frames were enumerated and stratified, a systematic random sampling technique was used to draw the sample for the North, the South and the two large sub-sectors in Winnipeg. Based on the over-sampling strategy, approximately 49.5% of the 10,198 organizations in the large data base were selected as potential study participants.

Funding for the quantitative research was not sufficient to allow for a similar type of stratification for the Presidents' survey. The sample size for this survey was based on the provincial population of organizations. As with the Chief Executive Officers survey, the initial sample size was set at twice the number needed to achieve the desired confidence level. A systematic random sampling technique was used to draw a sample of 750 organizations.

## **RESPONSE RATES FOR CHIEF EXECUTIVE OFFICERS**

The survey for Chief Executive Officers was the first to be sent. To increase response rates, an advance letter was sent to each organization in the sample. This letter provided a brief introduction to the study and advised respondents that the questionnaire would arrive in a few days.

Where a contact name was available in the database, this was included in the address for the advance letter and the survey. Included with the survey was a covering letter with more detailed information on the study and a consent form for respondents to return with the completed questionnaire. Respondents were provided with a self-addressed envelope to return the questionnaire.

The advance letter and survey package were mailed at different times depending on where the organization was located. Surveys to organizations in Northern Manitoba were mailed first, followed by a mail out to organizations in the Southern Regions and then to the sub-sectors in Winnipeg.

The return rate was analyzed on a daily basis. A code on the survey allowed for the questionnaires to be tracked. This code identified the organization, the region where it was located and the sub-sector with which it was affiliated. Within fourteen days of the initial mail out, a pattern began to emerge where the rate of return was reducing on a daily basis. When this occurred, a reminder postcard was sent to those organizations that, according to the tracking system, had not yet returned the survey. When responses from the post card mail out had slowed considerably, a replacement survey and reminder letter was sent to those organizations that had not yet responded.

To calculate the response rates, it is necessary to adjust the population size based on five factors. Initially, using the stratified sampling approach described earlier, 5,053 organizations had been identified as potential survey participants. This assumed a provincial population of 10,198 as derived from the data base. When preparing the survey package for mail out, it became evident that the addresses in the sampling frame were incomplete for some organizations. Upon further investigation, it was determined that most of these organizations were no longer in existence. Some questionnaires were returned due to an incorrect address or the organization no longer being in existence. Where it could be confirmed that the organization did not exist either before mailing or upon receiving a “return to sender” reply, it was removed from the sample. This resulted in 279 organizations being removed.

Second, prior to sending the surveys, the Research Team reviewed the list of organizations included in the sample to identify those that did not fit the international classification of voluntary organizations. Examples include organizations operated wholly or mainly by government, for profit organizations and programs that were listed on the data base but were not distinct organizational entities. These organizations were removed from the data base and replaced where possible (again, this further reduced the sample size in Winnipeg). This further reduced the sample by an additional 263 organizations.

Third, some organizations received more than one survey as individual programs were, on occasion, included in the data base in addition to the sponsoring organization. As these programs are not distinct organizational entities with their own board of directors, they did not fill out a survey. There were 39 such organizations that were removed.

Fifth, for 321 respondents, the survey was received but sent back blank in the return envelope. This suggests that someone had read the package and made a decision that it did not apply to their organization. The Team also received 127 questionnaires returned blank where the potential respondent had provided a written explanation as to why he or she felt the survey did not apply to their organization. For both of these groups of blank surveys, two members of the Research Team drew a random sample of organizations to determine if the organization did not meet the criteria for the survey sample. Team members used descriptive information about each organization (available in the Community Contact Guide and in other sources) to make a judgement about whether the organization should be removed from the sample. Only when both Team members concluded there was sufficient rationale would the organization be removed from the

sub-sample. Where there was insufficient information to make a judgement, the organization would not be removed. Using this approach, the Research Team concluded that 70 or 21.7% of the 321 blank surveys returned without an explanation should not have been in the sample and 25 or 20% of the 127 blank surveys returned with an explanation should also be excluded. Together this results in another 95 organizations being removed.

With all of these five factors considered, the 5053 original sample was adjusted downward by 13.7% to arrive at a more accurate estimate of the number of organizations that met the study criteria for inclusion. The new sample size estimate is 4,362. Extrapolating this to the population of 10,198 allowed the Team to estimate the new population size of 8,801. It is these numbers that were then used to calculate response rates and the number of returns required to achieve the desired confidence interval.

The next page shows the new population and sample sizes as well as the return rate required to achieve a + or - 5% confidence interval at the 95% confidence level.

<b><u>Provincial</u></b>	<b><u>Sample Size</u></b>	<b><u>No. of Responses And Return Rate Needed to Achieve Desired Confidence Interval</u></b>
8,801	4362	369 (8.9%)
<b><u>Winnipeg Only</u></b>	<b><u>Sample Size</u></b>	<b><u>No. of Responses And Return Rate Needed to Achieve Desired Confidence Interval</u></b>
3855	3292	351 (10.6%)
<b><u>Northern Regions</u></b>	<b><u>Sample Size</u></b>	<b><u>No. of Responses And Return Rate Needed to Achieve Desired Confidence Interval</u></b>
1100	486	278 (57.2%)
<b><u>Southern Regions</u></b>	<b><u>Sample Size</u></b>	<b><u>No. of Responses And Return Rate Needed to Achieve Desired Confidence Interval</u></b>
3846	584	351 (60.1%)

Tables 2 and 3 on the next two pages show the actual return rate achieved after the advance letter, first survey package and reminder postcard.

**Table 2**  
**Response Rates By Region**  
**Chief Executive Officers Survey**

<b>Region</b>	<b>No. of Responses and Return Rate Needed to Achieve Desired Confidence Interval</b>	<b>Actual No. of Responses And Return Rate</b>
Province	369 (8.9%)	1286 (31.2%)
Winnipeg	351 (10.6%)	950 (31.1%)
Northern Regions	278 (57.2%)	126 (26.0%)
Southern Regions	351 (60.1%)	205 (35.1%)

For this section of the report, 1286 completed questionnaires had been returned from the sample of Chief Executive Officers. This is an overall response rate of 29.5%. Regionally, the response rates vary from a high of 35.1% in the Southern Regions to 26.0% from the North and 31.2% from organizations in Winnipeg.

As shown in Table 2, the number of responses is sufficient to achieve a + or - 5% confidence interval at the 95% confidence level for the provincial population of voluntary organizations and for the population of voluntary organizations in Winnipeg. Return rates from organizations in the North and South are well below what is required to generalize within those regions with the same degree of confidence. It was recognized at the outset of the study that, based on previous studies using a self administered questionnaire mailed to respondents, it was unlikely that the high return rate required to achieve the desired confidence level would be achieved for all regions.

Of the returns received, 78.5% have come from organizations in Winnipeg, 8.5% from organizations in the North and 13.0% from organizations in the Southern regions. Table 3 compares these response rates with the percentage of the total sample from each region.

**Table 3**  
**Response Rates Compared with Percentage of**  
**Total Sample**  
**Chief Executive Officer Survey**

<b>Region</b>	<b>Percentage of Total Sample</b>	<b>Percentage Of Responses</b>	<b>Difference</b>
Winnipeg	75.5%	73.9%	-0.2%
Northern Regions	11.1%	10.1%	-1.0%
Southern Regions	13.4%	16.0%	+2.6%

Table 4 shows the number and percentage of total returns received from each sub-sector.

**Table 4**  
**Returns From Each Sub-Sector**  
**Chief Executive Officer Survey**

<b>Sub-Sector</b>	<b>No. and % of Total Returns</b>
Culture and Recreation	224 (17.4%)
Education and Research	104 (8.1%)
Health	96 (7.5%)
Social Services	234 (18.2%)
Environment	39 (3.0%)
Development and Housing	105 (8.2%)
Civil Rights and Advocacy	51 (4.0%)
Philanthropy/Voluntarism	98 (7.6%)
International	12 (0.9%)
Business/Professional	100 (7.8%)
Religion	197 (15.3%)
Miscellaneous	26 (2.1%)
<b>TOTAL</b>	<b>1286 (100%)</b>

In total, information from 1286 Chief Executive Officer surveys was coded and entered into the computer for analysis. Prior to conducting the analysis, a quality control check was done to ensure the coding and data entry had been done accurately. To do this, the Research Team verified that the data entered were consistent with the information as reported in the original questionnaire. A sample of 100 records was chosen randomly for this quality control check. This determined that, for all variables in the survey, the information had been coded and entered with 99.8% accuracy.

## **FINDINGS – SURVEY OF CHIEF EXECUTIVE OFFICERS IN THE VOLUNTARY SECTOR**

This chapter presents descriptive findings related to a number of areas. The first section contains data, which describe the organizations. The second section describes the resources available to the organizations, including revenues, staff, volunteers and technology. The third section describes the planning capacity of the organizations. The fourth section describes issues in the organizations' environments and the fifth section describes their boards of directors. The sixth section focuses on the adequacy of organizations' outputs and the seventh on the sustainability of the organizations. The eighth section focuses on the issue of an umbrella organization to represent and support the voluntary sector.

### **I: DESCRIPTION**

Table 5 describes the legal basis and mandate of responding organizations. The great majority of organizations are provincially incorporated, and more than six in ten are registered as charities with the Canadian Customs and Revenue Agency. Slightly more than five in ten are affiliated with provincial or national bodies.

Most organizations stated a single geographic area which they served but some stated two (90) and some stated three (33). The most common (almost 3 in 10) were the entire province and an entire city, town or rural municipality. Fewer than two in ten identified smaller entities such as the neighborhood or several neighborhoods. Only one in ten identified a region of the province. Even fewer identified national, international or other areas.

More than 3 in ten organizations reported a particular mandate to serve youth, defined as those under age 39, and more than two in ten claimed a mandate to serve ethno-cultural or ethno-religious communities. Fewer than one in ten organizations claimed a mandate to serve Aboriginal (First Nations, Non-Status, Metis or Inuit) communities. Some organizations claimed a mandate to serve more than one of these groups (youth and ethno-cultural or ethno-religious communities – 140, youth and Aboriginal – 82, Aboriginal and ethno-cultural communities – 64, and all three groups – 52).

**Table 5**  
**Legal Basis and Mandate of Organization**

<b>Characteristic of Organization</b>	<b>Number of Organizations with each Characteristic</b>	<b>Valid Percentage</b>	<b>Total Number Responding</b>
<u>Legal Basis</u>			
Non-profit provincial incorporation	1059	84.5	1253
Registered charity	774	60.7	1276
<u>Affiliation</u>			
Affiliation with provincial or national organization	399	55.3	721
<u>Geographic Mandate</u>			
Neighbourhood	202	16.1	1253
More than one neighbourhood, but not entire municipality	200	16.0	1253
Entire Municipality	337	26.9	1253
Region of the Province	133	10.6	1253
Entire Province	342	27.13	1253
National	77	6.1	1253
International	83	6.6	1253
Particular Ethnic/Religious Group – Geography not Specified (other)	9	1.0	1253
Predominantly in a Province Other Than Manitoba (other)	3	.2	1253
Within A Particular Organizational Environment (other)	8	.6	1253
Several Provinces But Not National	1	.1	1253
More Than One Town But Not Entire Region (other)	7	.6	1253
Other <sup>1</sup>	9		1253
<u>Particular Groups</u>			
10. Service of ethno-cultural and/or ethno- religious communities	268	21.1	1269
11. Service of Aboriginal people	108	8.5	1276
12. Service of Youth	430	33.8	1271

Table 6 describes the tenure of organizations in the sample. The mean is 30.65 years, with a great deal of variation (standard deviation = 28.87 years). The median is 22 years, and most of the organizations are of relatively short tenure.



**Table 6**  
**Tenure of Organizations**  
**(N=1181)**

Tenure	Number of Organizations	Valid Percentage	Cumulative Percentage
0 to 9 years	270	22.9	22.9
10 to 20 years	291	24.6	47.5
21 to 30 years	224	19.0	66.5
31 to 40 years	110	9.3	75.8
41 to 50 years	73	6.2	82.0
51 to 60 years	48	4.1	86.0
61 to 70 years	22	1.9	87.9
71 to 80 years	43	3.6	91.5
81 to 90 years	27	2.3	93.8
91 to 100years	24	2.0	95.9
101 to 125 years	42	3.6	99.4
126 to 150 years	6	.5	99.9
151 to 175 years	0	0	99.9
176 to 200 years	1	.1	100.0

Table 7 describes the various sub-sectors of the voluntary sector represented by the sample. Organizations were asked to describe the output most central to their purpose and the sub-sector to which that output is allocated. The International Classification of Non-Profit Organizations was used to identify the sub-sector to which the organization belongs. Culture and recreation organizations (more than two in ten) and social service organizations (almost two in ten) were most common. Organizations focused on international activities (less than one in 100) were the least common.

**Table 7**  
**Sub-sectors Identified as Primary Purpose**  
**(N=1187)**

Sub-Sector	Number of Organizations	Percentage
Culture and recreation	263	22.2
Education and research	130	11.0
Health	86	7.2
Social services	208	17.5
Environment	25	2.1
Development and housing	68	5.7
Civil rights and advocacy	43	3.6
Philanthropy and voluntarism	34	2.9
International	8	0.7
Business/professional associations	51	4.3
Religion	160	13.5
Other	111	9.4
<b>Total</b>	<b>1187</b>	<b>100.0</b>

## **II - RESOURCES – REVENUES, STAFFING, VOLUNTEERS AND TECHNOLOGY**

Chief executive officers were asked to report their operating income for the last fiscal year. They reported cash and non-cash (in-kind) income separately. The reports of non-cash income include the item and estimated amount. Cash and non-cash income are analyzed separately. The amounts for non-cash income are analyzed separately. The amounts for non-cash income are likely to be less precise because they are based on estimates.

Respondents reported income in 13 source categories as well as a grand total. The table on the next page shows the number and percentage of all organizations that received cash revenue during the last fiscal year of each of the 13 source categories.

**Table 8**  
**Sources of Cash Revenue**  
**(N=1286)**

<b>Source of Cash Revenue</b>	<b>Number Receiving Cash From This Source</b>	<b>Percentage of All Organizations Receiving Revenue From This Source</b>
Federal Government	207	16.10%
Provincial Government	407	31.65%
Municipal Government	130	10.11%
Cash From Individuals	455	35.38%
Cash From Corporations	178	13.84%
Cash From United Way	74	5.75%
Foundations	209	16.25%
Transfers From Parent Body	65	5.05%
User Fees and Charges	284	22.08%
Revenues From Sales, Products or Events	407	31.65%
Membership Dues	363	28.23%
Investment Income	402	31.26%
Other	233	18.12%

As the above table shows, there is only one source that provides cash revenue to more than one third of organizations. This is cash from individuals which was received by over 35% of organizations. In terms of prevalence in the sector, other major sources included the Provincial Government, investment income and revenue from sales, products or events, all of which provide funding to over 30% of organizations. Membership dues are present in just under 3 in 10 organizations. Within the context of the entire Province, just over 1 in 20 organizations receives funding from the United Way, about the same number receive transfers from a parent body and fewer than 1 in 5 from foundations. Just over 1 in 10 receive funds from corporations or the municipal government. The Federal Government provides funds to approximately 15% of voluntary organizations in Manitoba.

### **Cash Revenues**

When analyzing the data, it became apparent that, on occasion, the sum of income from all sources was higher than the total income reported. Data were only utilized when the amount of disagreement between the sum of the source categories and the stated grand total was ten percent or less.

The mean cash revenue for the 875 cases, which could be analyzed according to the above criterion, was \$750,623.20. This mean is influenced a great deal by a relatively small number of organizations with very high incomes. The median is the mid-point of ordered revenues and reflects only position rather than absolute amount. It is therefore less influenced by the few very high revenue organizations. Its value is only \$94,350.00. Nevertheless, there is a great deal of variation in cash income (standard deviation = \$5,973,289.00). The lowest cash revenue is \$50.00 and the highest is \$170,000,000.00.

Table 9 describes the range of total cash revenues. Almost two in ten organizations report annual cash revenues of less than \$10,000 and slightly more than two in ten reported revenues between \$10,000 and \$50,000. Almost five in ten reported revenues of \$150,000 to \$100,000. Only one in ten reported higher revenues with most being between \$1,000,000 and \$10,000,000.

**Table 9**  
**Cash Operating Revenue for Last Fiscal Year**  
**(N=875)**

<b>Income Range</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
\$50 to \$1,000	30	3.4	3.4
\$1,001 to \$10,000	139	15.9	19.3
\$10,001 to \$50,000	180	20.6	39.9
\$50,001 to \$100,000	437	49.9	89.8
\$100,001 to \$250,000	0	0	89.8
\$250,001 to \$1,000,000	0	0	89.8
\$1,000,001 to \$10,000,000	79	9.0	98.9
\$10,000,001 to \$50,000,000	9	1.0	99.9
\$50,000,001 to \$100,000,000	0	0	99.9
\$100,000,001 to \$170,000,000	1	.1	100.0

Table 10 describes the level of income of funding from various sources across all 875 organizations with revenue. The highest average income is from government sources (federal, provincial, municipal) but the variation is very large. This average is greatly influenced by relatively few large allocations, as evidenced by the fact that half of organizations receive government revenues of less than \$1,000. The second highest average is from membership dues and the third is from investment income. Lower average amounts flow from non-donated sources (user fees, sales), philanthropic sources (individuals, corporations, United Way, foundations, transfers from parent bodies) and miscellaneous other sources.

**Table 10**  
**Level of Funding from Various Sources**  
**For all Organizations Reporting Cash Revenue**  
**(N=875)**

<b>Source</b>	<b>Mean</b>	<b>S.D.<sup>1</sup></b>	<b>Median</b>	<b>Min<sup>2</sup></b>	<b>Max<sup>3</sup></b>
All Government Sources	\$332,039.30	\$1,924,985.00	\$1,000.00	0	\$37,000,000.00
All Philanthropic Sources	71,797.80	245,074.50	2,000.00	0	3,115,000.00
Non-Donated Revenue	78,047.47	278,392.70	1,800.00	0	3,616,085.00
Membership Dues	226,472.80	5,520,455.00	0	0	163,000,000.00
Investment Income	20,887.13	164,746.54	0	0	2,700,000.00
Other Income	21,378.71	161,288.30	0	0	2,872,075.00

<sup>1</sup>S.D. = Standard deviation

<sup>2</sup>Min = Minimum

<sup>3</sup>Max = Maximum

Table 11 reports on the results of a Friedman test, which ranks the magnitude of each source of income per organization from highest to lowest. Therefore, higher numbers suggest that across all organizations the source of income is relatively higher. The pattern of differences in ranks is very unlikely to have occurred by chance alone. From this perspective philanthropic sources are highest ranked, with non-donated and government sources slightly lower.

**Table 11**  
**Average Ranks of Various Sources of Revenue**  
**By Organization**  
**(N=875)**

<b>Source</b>	<b>Mean Rank</b>
Government	3.97
Philanthropic	4.06
Non-Donation	3.99
Membership	3.17
Investment	3.02
Other	2.79

Friedman  $\chi^2 = 512.143$ , d.f. = 5,  $p = .000$

Wilcoxon signed rank tests were used to test the significance of each possible pair of sources. The alpha level was reduced to .003 (.05 ÷ 15 comparisons) to correct for multiple comparisons. Table 12 reports significant results. When each pair of sources is compared, government sources dominate all others and philanthropic sources dominate membership income, investment and other income. Non-donated income dominates membership dues and investment income and other income. Other dominates only membership dues.

**Table 12**  
**Significant Wilcoxon Signed Rank Tests**  
**Of Paired Differences**  
**(N=875)**

<b>Comparison</b>	<b>Dominant Source</b>	<b>Z</b>	<b>P<sub>two-tailed</sub></b>
Government versus Philanthropic	Government	4.068	.000
Government versus Non-donated	Government	4.081	.000
Government versus Membership dues	Government	11.723	.000
Government versus Investment	Government	13.930	.000
Government versus Other	Government	14.788	.000
Philanthropic versus Membership	Philanthropic	11.400	.000
Philanthropic versus Investment	Philanthropic	14.638	.000
Philanthropic versus Other	Philanthropic	13.986	.000
Non-donated income versus Membership dues	Non-donated income	11.503	.000
Non-donated income versus Investment income	Non-donated income	14.454	.000
Non-donated income versus Other	Non-donated income	13.394	.000
Membership dues versus Other	Other	3.525	.000

Thus far, the analysis has focused on ranks rather than absolute amounts. Table 13 reports on significant mean differences between sources of income. Government income dominates all other sources except for membership dues. Philanthropic sources dominate only investment income and other income. The same is true of non-donated income. Collectively, this analysis demonstrates the centrality of government funding and secondarity of philanthropic sources.

**Table 13**  
**Paired Comparisons of Mean Sources of Income**  
**(N=875)**

<b>Comparison</b>	<b>Dominant Source</b>	<b>t</b>	<b>P<sub>two-tailed</sub></b>
Government versus Philanthropic	Government	3.995	.000
Government versus Non-donated	Government	3.961	.000
Government versus Investment	Government	4.763	.000
Government versus Other	Government	4.846	.000
Philanthropic versus Investment	Philanthropic	5.670	.000
Philanthropic versus Other	Philanthropic	5.654	.000
Non-donated versus Investment	Non-donated	5.429	.000
Non-donated versus Other	Non-donated	5.419	.000

Table 14 reports the level of funding only for those organizations which receive funding from that source. Philanthropic funding is the most common source received by more than six of ten organizations, with government funding being received by slightly more than five of ten. The average and median of government funding is highest and the

second highest average is for membership dues. The lowest average is for investment income.

**Table 14**  
**Level of Funding from Each Source**  
**Across Organizations Receiving Funding from Source**

<b>Source</b>	<b>Number Funded</b>	<b>Percentage of all Reporting Funding</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Median</b>	<b>Minimum</b>
Government	460	52.6	\$631,596.50	\$2,620,363.00	\$63,176.50	\$ 145.00
Philanthropic	546	62.4	115,060.00	302,211.60	20,000.00	29.00
Non-Donated	508	58.1	134,432.20	354,977.50	23,225.00	15.00
Membership Dues	344	39.0	576,057.30	8,800,716.50	3,000.00	10.00
Investment	379	43.3	48,222.27	247,758.70	2,000.00	1.00
Other Income	225	25.7	83,139.43	310,391.70	6,825.00	1.36

Table 15 describes the average rank of sources of income from highest to lowest for the 21 organizations that obtain income from all six sources. Government, non-donated and philanthropic income are clearly the highest ranked sources. These differences are unlikely to have occurred by chance alone. When the ranks of each piece were compared for these 21 organizations using an alpha level of .003, government income dominated investment income ( $Z = 4.015$ ,  $p = .000$ ) and philanthropic income dominated investment income ( $Z = 3.841$ ,  $p = .006$ ).

**Table 15**  
**Average Rank of Various Sources of Revenue**  
**For Organizations Receiving All Sources**  
**(N=21)**

<b>Sources</b>	<b>Mean Rank</b>
Government	5.00
Philanthropic	4.00
Non-Donated	4.52
Membership Dues	2.48
Investment	1.48
Other	3.52

Friedman  $\chi^2 = 51.156$  d.f.,  $p = 5.000$

Table 16 describes each source of income as a percentage of total cash revenue for organizations receiving the source. Government revenues comprise more than half of all revenues for organizations receiving this source, while philanthropic revenues provide more than four dollars of each ten for organizations receiving them. Non-donated and membership revenues constitute approximately one-third of revenues for recipient organizations. Investment revenues constitute just over one of each ten dollars received for organizations deriving investment income. Individual sources of government and philanthropic revenue will now be analyzed because of the dominance of these two sources.

**Table 16**  
**Source of Income as a Percentage**  
**Of all Income for Organizations Receiving the Source**

<b>Source</b>	<b>Number Funded</b>	<b>Mean Percentage</b>	<b>Standard Deviation</b>	<b>Median</b>	<b>Minimum</b>	<b>Maximum</b>
Government	460	53.10	34.32	54.87	.43	100.00
Philanthropic	546	44.42	38.19	33.80	.01	100.00
Non-Donated	508	36.49	31.69	27.00	.00	100.00
Membership Dues	344	31.85	35.71	13.27	.01	100.00
Investment	379	11.09	22.82	1.99	.00	100.00
Other Income	225	22.78	30.60	8.91	.05	100.00



## **Government Revenues**

Table 17 describes the average amount of funding for each government source across all 875 organizations receiving cash revenues as well as the average percentage of funding constituted by each government source. Provincial government funding clearly dominates in terms of both amount and percentage of organizations' total funding. Civic funding clearly makes the least contribution.

**Table 17**  
**Sources of Government Funding Over**  
**All Funded Organizations**  
**(N=875)**

<b>Source</b>	<b>Mean Amount</b>	<b>Standard Deviation</b>	<b>Mean Percentage</b>	<b>Standard Deviation</b>
Federal	\$ 36,780.82	\$ 242,276.03	4.93	16.96
Provincial	273,594.60	1,702,938.64	19.41	30.74
Civic	21,663.89	313,530.60	3.58	14.61

Table 18 confirms this in terms of mean ranks, as do Wilcoxon Signed Rank Tests. Provincial funding dominates federal funding ( $z = 11.266$ ,  $p = .000$ ) and civic funding ( $z = 14.889$ ,  $p = .000$ ). Federal funding also dominates civic funding ( $z = 5.043$ ,  $p = .000$ ).

**Table 18**  
**Mean Ranks of Each Source of Government Income**  
**(N=875)**

<b>Source</b>	<b>Rank</b>
Federal	1.90
Provincial	2.31
Civic	1.79

Friedman  $\chi^2 = 290.188$ , d.f. 2,  $p = .000$

In addition, paired t-tests were administered to determine if the average amounts as opposed to the rank of each source of government funding differed. These indicated that provincial funding dominates federal ( $t = 4.117$ ,  $p_{2\text{-tailed}} = .000$ ) and civic ( $t = 4.664$ ,  $p_{2\text{-tailed}} = .000$ ), but that federal and civic averages do not differ beyond what can be expected from random sampling error ( $t = 1.238$ ,  $p = .000$ ).

Table 19 describes the mean amount of each source of government funding considering only organizations receiving funding from that source as well as the mean percentage that that source of funding constitutes of the recipient organizations' cash revenues.

Provincial government funding dominates in terms of the number of organizations receiving it, the average amount received and the average percentage of revenues constituted. Federal and civic sources seem similar to each other, and less than provincial sources. Differences in the pattern of ranks of the three government sources (federal – mean rank = 1.81, provincial – mean rank = 2.47, civic – mean rank = 1.73) were found for the 39 organizations which receive all three. Each pair of rank differences was examined with a reduced alpha level of .017 account for multiple comparisons. Provincial funding was found to dominate federal funding ( $z = 2.527$ ,  $p = .012$ ) and civic funding ( $z = 3.343$ ,  $p = .001$ ); but the ranks for civic and federal funding were not different ( $z = .377$ ,  $p = .700$ ). No differences in mean funding levels were found using paired t-tests.

**Table 19**  
**Size of Sources of Government Funding**  
**Over Organizations Funded by Each Source**  
**(N=875)**

<b>Source</b>	<b>Mean Amount</b>	<b>Standard Deviation</b>	<b>Mean Percentage</b>	<b>Standard Deviation</b>
Federal (n=192)	\$167,620.92	\$ 496,537.29	22.46	30.34
Provincial (n=374)	640,094.30	2,577,003.00	45.42	32.10
Civic (n=124)	152,870.20	823,577.00	25.24	31.07

In conclusion, it seems clear that provincial funding dominates federal and civic funding in terms of its coverage of organizations, its size and its percentage of overall organizational revenues.

### **Philanthropic Revenues**

Table 20 provides the mean level of funding per organization from each source of philanthropic funding across all organizations receiving revenues. It also describes the mean percentage that this funding constitutes of the organizations' total revenues. Philanthropic funding from individuals is clearly dominant both in absolute terms and as a percentage of organization funding. Transfers from organizations are of the lowest magnitude.

**Table 20**  
**Size of Sources of Philanthropic Income**  
**Over all Funded Organizations**  
**(N=875)**

<b>Source</b>	<b>Mean Amount</b>	<b>Standard Deviation</b>	<b>Mean Percentage</b>	<b>Standard Deviation</b>
Individual	\$ 41,835.85	\$ 189,204.69	18.31	33.21
Corporations	9,080.47	56,119.19	2.99	11.93
United Way	7,181.18	55,731.13	1.12	6.45
Foundations	9,804.83	70,686.85	3.54	12.13
Transfers	3,895.47	31,179.96	1.75	9.69

Table 21 describes the average rank of each source of funding across all 875 organizations. Philanthropic revenue from individuals is clearly dominant. Findings are extremely unlikely to have occurred due to random sampling error.

**Table 21**  
**Mean Ranks of Sources of Philanthropic**  
**Funding Across All Funded Organizations**  
**(N=875)**

<b>Sources</b>	<b>Mean Rank</b>
Individuals	3.71
Corporations	2.92
United Way	2.68
Foundations	3.04
Transfers from Parent Bodies	2.66

Friedman  $\chi^2 = 618.904$ , d.f. = 4,  $p = .000$

Table 22 compares the ranks of each pair of sources of philanthropic funding across all 875 organizations. The alpha level is reduced to .005 for multiple comparisons. Individual philanthropic sources dominate all other philanthropic sources. Revenue from the United Way Income and transfers from parent bodies do not dominate any other source of income.

**Table 22**  
**Significant Wilcoxon Signed Rank Tests**  
**Of Paired Differences**

(N=875)

<b>Comparison</b>	<b>Dominant Source</b>	<b>Z</b>	<b>P<sub>two-tailed</sub></b>
Individual versus Corporate	Individual	11.261	.000
Individual versus United Way	Individual	13.926	.000
Individual versus Foundations	Individual	8.552	.000
Individual versus Transfer from Parent Bodies	Individual	14.530	.000
Corporations versus Foundations	Corporations	3.070	.002
Corporations versus Transfer from Parent Bodies	Corporations	5.921	.000
Corporations versus United Way	Corporations	5.192	.000
Foundations versus United Way	Foundations	5.800	.000
Foundations versus Transfer from Parent Bodies	Foundations	7.280	.000

Table 23 describes the influence of each source of philanthropic funding on the organizations which do receive funding from that source. Individual funding demonstrates the largest scope being applied to almost half of the organizations. The mean amount of funding is higher for the United Way, but it affects only a small number of organizations and constitutes a much lower percentage of organizational revenues than does individual sources. So few organizations received all sources of philanthropic funding that they could not be statistically compared.

In conclusion, it is clear that individual philanthropic funding is most extensive and of the largest magnitude, and that transfers from parent bodies are the least significant

**Table 23**  
**Size of Source of Philanthropic Income**  
**Over Organizations Funded by that Source**

<b>Source</b>	<b>Percentage Funded</b>	<b>Mean Amount</b>	<b>Standard Deviation</b>	<b>Mean Percentage</b>	<b>Standard Deviation</b>
Individual (N=427)	48.8	\$ 85,729.21	\$ 263,957.90	37.53	39.24
Corporations (N=164)	18.7	48,447.63	122,343.10	15.94	23.56
United Way (N=71)	8.1	88,500.43	177,427.50	13.86	18.44
Foundations (N=195)	22.3	43,996.03	144,908.80	15.89	21.58
Transfers from Parent Body (N=62)	7.1	54,976.37	105,238.40	24.70	27.72

## **Non-Cash Revenue**

Chief executive officers were asked to report on all forms of non-cash revenue from the same sources as for cash revenue and also to provide a total. Data were utilized when the sum from categories was within 10% of the stated total. This resulted in 186 cases available for analysis. The mean non-cash revenue was \$72,558.04, and there was a great deal of variation (standard deviation = \$357,141.60). The minimum was \$38.00 and the maximum was \$4,483,000.00. Table 24 describes this distribution. The median is the point that divides the distribution exactly in half, and it is \$6,830.00. Most non-cash revenues fall at the lowest point of the distribution, although almost two in ten fall above \$50,000.

**Table 24**  
**Total Amount of Non-Cash Revenue**  
**(N=186)**

<b>Range</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
0 to \$1,000	35	18.8	18.8
\$1,001 to \$2,500	25	13.4	32.3
\$2,501 to \$5,000	25	13.4	45.7
\$5,001 to \$7,500	12	6.5	52.2
\$7,501 to \$10,000	20	10.8	62.9
\$10,001 to \$15,000	14	7.5	70.4
\$15,001 to \$20,000	10	5.4	75.8
\$20,001 to \$30,000	9	4.8	80.6
\$30,001 to \$50,000	3	1.6	82.3
\$50,000 to \$4,483,000	33	17.7	100.0

The in-kind revenue involved provision of services (such as printing, accounting, auditing or consulting), provision of space, office and other equipment, provision of personnel, excusing of taxes or provision of communication technology and transportation vehicles or services.

Table 25 contains the percentage covered by each source, the mean revenue per source and the standard deviation. Philanthropic sources provide non-cash revenue to the most organizations, but non-donated income involves the highest mean allocation per agency. There is a great deal of variation in size of revenue per agency for all sources.

**Table 25**  
**Sources of Non-Cash Income**  
**(N=186)**

<b>Source</b>	<b>Percentage of Organizations</b>	<b>Mean</b>	<b>Standard Deviation</b>
Government (N=71)	38.17	\$ 54,311.94	\$ 90,423.86
Philanthropic (N=126)	67.74	33,161.05	104,963.80
Non-donated (N=22)	11.83	239,921.60	869,401.20
Other (N=16)	8.60	11,866.25	21,079.43

**Trends in Funding**

Chief executive officers were asked to report on changes in revenue over a five year time frame. This is described in Table 26. More than two in ten organizations reported significantly more funding than five years ago and more than three in ten reported somewhat more. More than a quarter of organizations experienced no change. However, almost two in ten experienced decreases. The largest proportion of organizations (almost four in ten) seemed to experience decreases from the federal government, followed by the municipal government (more than three in ten).

**Table 26**  
**Comparison of Revenue From Last Fiscal Year With Five Years Ago**  
**By Different Funding Source**

	<b>Sig. Less</b>	<b>Somewhat less</b>	<b>About the same</b>	<b>Somewhat more</b>	<b>Sig. More</b>	<b>N %</b>	<b>Median</b>
Compared to 5 years ago, how would describe your TOTAL REVENUE?	91 8.8%	112 10.8%	273 26.4%	340 32.9%	219 21.2%	1035 100%	Somewhat more
Compared to 5 years ago, how would describe your organization's revenue from the FEDERAL GOVERNMENT last year?	54 20.5%	44 16.7%	87 33.0%	45 17.0%	34 12.9%	264 100%	About The Same
Compared to 5 years ago, how would describe your organization's revenue from the PROVINCIAL GOVERNMENT last year?	43 8.8%	45 9.2%	170 34.6%	140 28.5%	93 18.9%	491 100%	About The Same
Compared to 5 years ago, how would describe your organization's revenue from the MUNICIPAL GOVERNMENT last year?	19 10.7%	17 9.6%	87 49.2%	35 19.8%	19 10.7%	177 100%	About The Same
Compared to 5 years ago, how would you describe changes in your organization's revenue from PHILANTHROPIC SOURCES in the last fiscal year?	35 6.6%	59 11.0%	173 32.4%	164 30.7%	103 19.3%	534 100%	About The Same

Table 27 contains paired comparisons of each source of income, with a reduced alpha level of .008 to account for multiple comparisons. It confirms that the federal tendency toward less revenue is larger than the provincial or philanthropic. The municipal tendency toward less revenue is larger than the philanthropic, but the difference between municipal and provincial funding may be due to chance.

**Table 27**  
**Significant Differences in Changes in Income**  
**From Governments and all Philanthropic Sources**  
**Wilcoxon Tests**

<b>Comparison</b>	<b>Nature of Difference</b>	<b>N</b>	<b>Z</b>	<b>p</b>
Federal versus Provincial	Federal tendency toward less revenue	225	5.996	.000
Federal versus Philanthropic	Federal tendency toward less revenue	163	5.125	.000
Provincial versus Municipal	Municipal tendency toward less revenue	134	2.738	.001 (not significant)
Municipal versus Philanthropic	Municipal tendency toward less revenue	101	3.101	.002

### **Challenges Related to Government Funding**

Table 28 contains chief executive officers' ratings of various issues related to government funding. The great majority agreed that the advantages of government funding outweigh the disadvantages. Organizations were quite split when it came to assessing if too much time is spent on securing government revenue. There was more disagreement than agreement that government revenue has led to mission distortion, and more agreement with all other statements.

**Table 28**  
**Issues Related to Government Revenues**

	<b>Strongly Disagree</b>	<b>Mildly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Mildly Agree</b>	<b>Strongly Agree</b>	<b>Number</b>	<b>Median</b>
On balance, the advantages of government support outweigh the disadvantages.	28 4.9%	24 4.2%	57 9.9%	113 19.6%	354 61.5%	576 100%	Strongly agree
Too much of our staff and board time is devoted to securing revenues from government sources	84 15.3%	122 22.3%	109 19.9%	148 27.0%	85 15.5%	548 100%	Neither agree or disagree
Too many organizations are competing for funds from government	17 3.0%	27 4.7%	120 21.0%	184 32.2%	224 39.2%	572 100%	Mildly agree
Too many organizational resources are devoted to complying with government financial/reporting requirements	48 8.6%	101 18.0%	118 21.1%	181 32.3%	112 20.0%	560 100%	Mildly agree
We do not have enough influence in government funding decisions with respect to our organization	24 4.2%	59 10.4%	97 17.1%	178 31.4%	208 36.7%	566 100%	Mildly agree
Securing revenue from government has distorted our organization's purpose	173 31.5%	139 25.3%	132 24.0%	70 12.7%	36 6.5%	550 100%	Mildly disagree
Compared to 5 years ago, government money is more short term	48 9.2%	82 15.6%	186 35.5%	101 19.3%	107 20.4%	524 100%	Neither agree or disagree
Compared to 5 years ago, government provides more funding for projects and less for core operations	29 5.7%	49 9.6%	172 35.5%	117 22.8%	146 28.5%	513 100%	Mildly agree
Compared to 5 years ago, government is increasingly putting conditions on the use of its funds	25 4.6%	50 9.3%	147 27.3%	157 29.2%	159 29.6%	538 100%	Mildly agree

**Issues Related to Corporate Revenue**

Table 29 reports on chief executive officers' views on four issues related to corporate revenues. There is substantially more agreement than disagreement with all statements except with regard to mission distortion. In that case there is substantially more disagreement than agreement.



**Table 29**  
**Issues Related to Corporation Revenues**

	<b>Strongly Disagree</b>	<b>Mildly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Mildly Agree</b>	<b>Strongly Agree</b>	<b>Total</b>	<b>Median</b>
On balance, the advantages of seeking revenue from corporations outweigh the disadvantages	28 6.0%	52 11.1%	97 20.7%	147 31.3%	145 30.9%	469 100%	Mildly agree
Too many organizations are competing for funds from corporations	5 1.0%	18 3.6%	103 20.4%	137 27.1%	243 48.0%	506 100%	Mildly agree
We do not have enough influence on the funding decisions of corporations	13 2.8%	37 7.9%	126 26.9%	123 26.3%	169 36.1%	468 100%	Mildly agree
Securing revenues from corporations has distorted our organization's purpose	162 39.1%	98 23.7%	113 27.3%	31 7.5%	10 2.4%	414 100%	Mildly disagree

**Issues Related to Foundation Revenues**

Table 30 contains chief executive officers' views about issues related to foundation revenues. There is again more agreement than disagreement with most statements. The exception again relates to mission distortion.

**Table 30**  
**Issues Related to Raising Funds From Foundations**

	<b>Strongly Disagree</b>	<b>Mildly Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Mildly Agree</b>	<b>Strongly Agree</b>	<b>Total</b>	<b>Medium</b>
On balance, the advantages of seeking revenue from foundations outweigh the disadvantages	22 4.7%	41 8.8%	80 17.1%	133 28.5%	191 40.9%	467 100%	Mildly agree
Too many organizations are competing for funds from foundations	7 1.4%	13 2.6%	120 24.4%	147 29.9%	204 41.5%	491 100%	Mildly agree
We do not have enough influence on the funding decisions of foundations	14 3.0%	41 8.8%	139 30.0%	135 29.1%	135 29.1%	464 100%	Mildly agree
Securing revenues from foundations has distorted our organization's purpose	186 43.4%	100 23.3%	108 25.2%	29 6.8%	6 1.4%	429 100%	Mildly disagree
Compared to 5 years ago, funding from foundations is more often short term	17 4.3%	29 7.3%	176 44.1%	106 26.6%	71 17.8%	399 100%	Neither agree nor disagree
Compared to 5 years ago, funding from foundations provide more funding for projects and less for core operations	12 3.0%	14 3.5%	159 40.2%	102 25.8%	109 27.5%	396 100%	Mildly agree

### **Fundraising Targets**

Chief executive officers were asked if their organization set a target for the amount of philanthropic revenue they would raise that year. A slight majority (n=321, 55.3%) answered no. The average targeted amount set by the 229 organizations that responded was \$25,052.44. However, there was substantial variation (standard deviation = \$699,584.68). The difference between the magnitude of philanthropic revenues raised and the target could be calculated for 211 organizations. Positive values indicate that the target exceeds actual philanthropic revenues raised. The mean difference was \$5,854.52, with a great deal of variation (standard deviation = \$265,488.50). For 48.3% of organizations, actual revenues exceeded the target. For 10.0% there was no difference. Organizations were also asked how much effort they would put into philanthropic fundraising next year. For the 572 organizations responding, the median was “about the same as this year”. However, 29.2% said they would expend somewhat more effort and 12.9% said they would expend significantly more effort. Only 5.9% of organizations said they would expend less effort.

## **Fundraising Sources**

Of 587 organizations responding, 482 (82.1%) indicated that they receive philanthropic donations from individuals.

Table 31 describes the ranks of various methods used to raise funds from individuals. First, it should be noted that the most widely used method of fundraising are bequests and memorial gifts (59.5%), direct mail by the organization (49.8%), and building relationships with large donors (41.7%). The ranks indicate the importance of the method in terms of the income raised, with the lowest ranks indicating the highest proportion of income raised.

All three of the most widely used methods are highly ranked, between 1.7 and 1.9. Telemarketing and direct mail by a private company are ranked lower.

**Table 31**  
**Ranked Methods of Fundraising**  
**From Individuals**  
**(1 = raises most income)**

<b>Method</b>	<b>Average Ranks for Those Using</b>	<b>Standard Deviation for Those Using</b>	<b>Number Using</b>
Unsolicited donations	1.33	.64	24
Targeted solicitations	1.62	1.30	26
Bequests and memorial gifts	1.69	.98	287
Direct mail by organization	1.74	.99	240
Fundraising events and sales	1.83	1.09	54
Funds raised from organizational stakeholders	1.86	2.27	7
Building relationships with large donors	1.88	1.02	201
Direct mail by private company	2.96	1.82	54
Telemarketing by organization	3.12	1.53	66
Telemarketing by private company	4.11	2.10	38

**Table 32**  
**Ranked Methods of Fundraising**  
**From Corporations and Companies**  
**(1 = raises most income)**

Method	Average Rank	Standard Deviation	Number
Donations for specific programs	1.70	.88	205
Sponsorship	1.76	1.15	168
Donations for capital projects	2.12	1.27	114
Untied gifts or grants from sales	2.31	1.20	128
Secondments	3.53	1.95	36
Sharing revenues from sales	3.53	1.60	47

Of 578 organizations reporting, 284 (49.1%) reported revenue from corporations or companies.

Table 32 describes the ranks of various methods used to raise funds from corporations and companies. First, the most widely used methods are donations for specific programs (72.2%), sponsorship (59.2%), untied gifts or grants (45.1%), and donations for capital projects (40.1%). The ranks indicate the importance of each method in terms of the amount of income raised with the lowest ranks indicating the highest proportion of income raised. Donations for specific programs and sponsorships are most important for most organizations.

## **Salaried Employees**

### **Size of Staff Complements**

Of the 1265 organizations reporting, 61.0% (n = 772) indicated that they had salaried employees. Of these, 657 (85.1%) indicated that they had full-time employees and 554 (71.8%) that they had part time employees. The number of full time employees ranged from 1 to 430. The median, the number of full-time employees which divided the sample into two equal halves was 3. The mean average of full-time employees was 12.13 (standard deviation=32.91). There is clearly a great deal of variation, with smaller full time employee complements predominating. Table 33 describes this distribution. More than three in five organizations (62.9%) reported fewer than five full time employees and over 90% reported fewer than 26 employees. Only 3.8% reported having more than 50 full time employees.

**Table 33**  
**Number of Full Time Employees**  
**(N=657)**

	<b>No. of Organizations</b>	<b>Percent</b>	<b>Cumulative Percent</b>
1 to 5	413	62.9	62.9
6 to 10	86	13.1	76.0
11 to 25	96	14.6	90.6
26 to 50	34	5.2	95.7
51 to 100	16	2.4	98.2
101 to 200	8	1.2	99.4
201 to 300	2	.3	99.7
301 to 400	1	.2	99.8
401 to 500	1	.2	100.0

The number of part time employees ranged from 1 to 550. The median was 1 and the average was 1.48 (standard deviation=1.04). Most organizations clearly have quite small complements of part-time employees. Table 34 demonstrates this. More than three of four organizations with part-time staff, reported having fewer than six part time employees. Well over 90% had 25 or fewer, and only 2.6% had more than 50 part time employees.

**Table 34**  
**Number of Part Time Employees**  
**(N=554)**

	<b>No. of Organizations</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
1 to 5	421	76.0	76.0
6 to 10	59	10.6	86.6
11 to 25	37	6.7	93.3
26 to 50	18	3.2	96.6
51 to 100	10	1.8	98.4
101 to 200	8	1.4	99.8
More than 200	1	.2	100.0

### **Changes in Staff Complements Over Time**

Chief executive officers were asked to compare the organization's current staff complement with the staff complement in the last fiscal year. Their responses are summarized in table 35. Of the 760 organizations responding, more than three in four (77.8%) reported about the same number of staff as last year. Almost two and a half

times as many organizations reported more (16.0%) than reported fewer (6.3%) salaried employees when compared to last year.

**Table 35**  
**Change in Size of Staff Complement**  
**Over Last Year**  
**(N=760)**

Change	Number of Organizations	Percentage
Significantly fewer this year	11	1.4
Somewhat fewer this year	37	4.9
About the same	591	77.8
Somewhat more this year	103	13.6
Significantly more this year	18	2.4

Seven hundred and forty organizations provided a comparison of this year’s number of salaried employees compared to five years ago. These data are reported in table 36 below. The modal response was about the same (45.3%), but almost two in five (38.9%) reported somewhat more or significantly more staff this year. Slightly fewer than one in six (15.8%) reported somewhat or significantly fewer staff this year.

**Table 36**  
**Change in Size of Staff Complement**  
**Over Five Years Ago**  
**(N=740)**

Change	Number of Organizations	Percentage
Significantly fewer this year	25	3.4
Somewhat fewer this year	92	12.4
About the same	335	45.3
Somewhat more this year	173	23.4
Significantly more this year	115	15.5

Of 1221 organizations reporting, most (51.2%) indicated that they had never used independent contractors. Of the 596 remaining, more than half (53.0%, n =316) indicated that their use of independent contractors was about the same as five years ago. More than one in three (36.2%, n = 216) indicated that their use of independent contractors had increased over five years ago, and just over one in 10 (10.7%, n = 64) indicated that it had decreased over this time frame. An barely insignificant and small correlation (Spearman’s rho=-.057, p<sub>one-tailed</sub>=.062, n=727) indicates that there is likely only a small trend of organizations replacing paid staff with contract employees.

## **Visible Minorities, Aboriginal Persons and Youth as Staff in Voluntary Sector Organizations**

### **Visible Minority Employees**

Of 569 organizations responding, 71% indicated that they currently employed no visible minority staff. Of the 165 organizations which do employ visible minority staff, visible minority employees constituted between .77% and 100% of the entire staff complement. On average, for these organizations, visible minority employees composed 23.50% of the total staff complement, but there was considerable variation (standard deviation = 22.34%). The mid-point in the distribution is 16.67%. Table 37 illustrates this distribution. Of organizations with visible minority employees constitute 10% or less of their staff. For almost three quarters of these organizations (72.7%), their staff complements included 30% or less of visible minority staff. Only 7.9% of organizations reported that more than 50% of their staff were composed of visible minority employees.

**Table 37**  
**Percentage of Staff who are a Visible Minority**  
**In Organizations Reporting Some Visible Minority Staff**  
**(N=165)**

<b>Percentage Reported</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
1 to 10%	60	36.4	36.4
11 to 20%	38	23.0	59.4
21 to 30%	22	13.3	72.7
31 to 40%	19	11.5	84.2
41 to 50%	13	7.9	92.1
51 to 60%	3	1.8	93.9
61 to 70%	1	.6	94.5
71 to 80%	2	1.2	95.8
81 to 90%	1	.6	96.4
91 to 100%	6	3.6	100.0

### **Aboriginal Employees**

Of 576 organizations responding, almost three quarters (73.8%) reported no current Aboriginal employees. For the 151 which did report some Aboriginal employees, the percentage that Aboriginal employees constituted of the entire staff ranged from .45% to 100.0%. The mean average percentage was 25.03%, but with a great deal of variation (standard deviation = 26.40%). The mid-point in the distribution is 16.67%. As Table 38 indicates, of organizations with Aboriginal staff, more than two in five have 10% or

fewer Aboriginal staff and more than three in five have 20% or fewer Aboriginal staff. Slightly more than one in ten (10.6%) organizations include more than 50% of Aboriginal employees.

**Table 38**  
**Percentage of Staff Who Are Aboriginal in**  
**Organizations Reporting Some Aboriginal Staff**  
**(N=151)**

<b>Percentage Reported</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
1 to 10	62	41.1	41.1
11 to 20	29	19.2	60.3
21 to 30	17	11.3	71.5
31 to 40	16	10.6	82.1
41 to 50	8	5.3	87.4
51 to 60	3	2.0	89.4
61 to 70	2	1.3	90.7
71 to 80	3	2.0	92.7
81 to 90	2	1.3	94.0
91 to 100	9	6.0	100.0

### **Youth Employees**

Of the 599 organizations reporting, almost half (46.2%) reported no youth (less than age 29) staff. Of the 322 organizations reporting some youth staff, the percentage that youth constituted of the whole staff ranged from 2.74% to 100.0%. The average percentage of youth on staff was 34.69% but there was a great deal of variation (standard deviation = 24.62%). The mid-point of the distribution was 28.57%.

Table 39 explicates this distribution. For organizations with youth staff, almost two in five (38.5%) reported that fewer than 20% of their staff complement were youth, while approximately half that number (19.9%) reported that more than 50% of their staff were youth.



**Table 39**  
**Percentage of Staff Who Are Youth**  
**In Organizations Reporting Some Youth Staff**  
**(N=322)**

<b>Percentage Reported</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
1 to 10	39	12.1	12.1
11 to 20	85	26.4	38.5
21 to 30	44	13.7	52.2
31 to 40	54	16.8	68.9
41 to 50	36	11.2	80.1
51 to 60	16	5.0	85.1
61 to 70	18	5.6	90.7
71 to 80	10	3.1	93.8
81 to 90	2	.6	94.4
91 to 100	18	5.6	100.0

**Expenditures for Salaries and Benefits**

Six hundred and thirty-seven organizations reported expenditures for salaries and benefits in the last fiscal year. There was tremendous variation. The minimum was \$2.00 and the maximum was \$28,000,000.00. The standard deviation was \$1,966,782.00. The average expenditure was \$488,694.70, but the expenditure which divided the sample in half was considerably lower at \$87,000.00, indicating that lower expenditures predominate. Table 40 explicates this.

**Table 40**  
**Total Expenditures During Last Fiscal Year**  
**On Salaries and Benefits**  
**(N=637)**

<b>Amount of Expenditures on Salaries and Benefits</b>	<b>No. of Organizations</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
\$1 - \$25,000	144	22.6	22.6
\$26,000 - \$50,000	97	15.2	37.8
\$51,000 - \$100,000	104	16.3	54.2
\$100,000 - \$250,000	128	20.1	74.3
\$251,000 - \$500,000	74	11.6	85.9
\$501,000 - \$1,000,000	40	6.3	92.2
More than \$1,000,000	50	7.8	100.0

Almost one in four organizations expend \$25,000 or less on salaries and benefits and more than one in three (37.8% expend \$50,000 or less. Almost half (45.8%) of organizations expend more than \$100,000 on salaries and benefits, but only slightly more than one in seven (14.1%) expend more than \$500,000.00 in this area.

The next table refers to respondents' agreement with various statements related to salaried employees.

**Table 41**  
**Level of Agreement with Factors**  
**Related to Salaried Employees**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N</b>	<b>Median</b>
We have difficulty recruiting suitable salaried staff	164 22.3%	161 21.9%	62 8.4%	218 29.6%	131 17.8%	736	Neither agree nor disagree
Individuals are attracted to our organizations because of a belief in our cause	33 4.5%	19 2.6%	99 13.5%	203 27.7%	378 51.6%	732	Agree
We have difficulty retaining suitable salaried staff	249 33.6%	194 26.2%	88 11.9%	141 19.1%	68 9.2%	740	Disagree
We cannot afford to pay competitive salaries/benefits	95 12.7%	124 16.6%	68 9.1%	234 31.3%	226 30.3%	747	Agree
We cannot afford to provide adequate training for our staff	126 17.1%	199 27.0%	84 11.4%	212 28.8%	115 15.6%	736	Neither agree nor disagree
Salaried staff stay in our organization because of a belief in our cause	23 3.1%	28 3.8%	91 12.4%	208 28.4%	382 52.2%	732	Strongly agree
Staff morale is consistently low	366 49.1%	198 26.6%	94 12.6%	73 9.8%	14 1.9%	745	Mildly Disagree
We do not have unionized staff, but if we did it would reduce our flexibility to meet the organization's goals	59 10.6%	45 8.1%	155 28.0%	87 15.7%	208 37.5%	554	Agree
We do not have unionized staff, but if we did it would generate conflict between staff and management	61 11.2%	63 11.6%	189 34.7%	94 17.2%	138 25.3%	545	Neither agree nor disagree
We now have unionized staff and this reduces our flexibility to meet the organization's goals	44 25.3%	12 6.9%	78 44.8%	24 13.8%	16 9.2%	174	Neither agree nor disagree
We now have unionized staff and this generates conflict between staff and management	43 25.3%	21 12.4%	76 44.7%	19 11.2%	11 6.5%	170	Neither agree nor disagree

There was a great deal of variation in the degree of difficulty experienced in recruiting suitable salaried employees. Almost half (47.4%) respondents agreed or strongly agreed that this difficulty exists. However, an almost equal number (44.2%) disagreed or strongly disagreed that this difficulty exists.

Most organizations disagreed that they have difficulty in retaining salaried employees, but a significant minority agreed with this statement. Specifically, almost three in five (59.9%) respondents disagreed or strongly disagreed that they have difficulty in retaining salaried staff, but almost three in ten (28.3%) agreed or strongly agreed with this.

Most respondents (more than three in five, 61.6%) agreed or strongly agreed that their organizations could not afford to provide competitive salaries or benefits. However, opinion was split as almost three in ten (29.30%) disagreed or strongly disagreed with this statement.

Belief in the organization's cause was seen to be a major factor in both staff recruitment and retention.. More than three in four (79.3%) respondents agreed or strongly agreed that individuals were attracted to the organization for this reason. Only 11.6% disagreed or strongly disagreed with this. Four out of five (80.6%) agreed or strongly agreed that belief in the cause is the reason why employees remain in the organization (only 6.9% disagreed or strongly disagreed).

More than three out of four (75.7%) respondents disagreed or strongly disagreed with the statement that staff morale is consistently low. Just over one in 10 (11.7%) agreed or strongly agreed with this statement.

The sample was also quite evenly split on perceptions regarding resources for staff training. More than two in five (43.4%) respondents agreed or strongly agreed that their organizations could not afford to provide adequate training to staff. However, a similar number (44.1%) disagreed or strongly disagreed with this statement.

Respondents from organizations without unionized staff were concerned that unionization would reduce flexibility necessary to attain goals. Most (53.2%) agreed or strongly agreed with this concern and somewhat more than one in four (28.0%) were unsure. Only 18.7% disagreed or strongly disagreed. Respondents from organizations with unionized staff were more equivocal. Slightly more than one in five (23.0%) agreed or strongly agreed that the presence of unionized staff decreased flexibility, but more than one in three (32.3%) disagreed or strongly disagreed. Many (44.8%) neither agreed nor disagreed.

Many organizations without unionized staff were concerned that unionization would generate conflict between staff and management. More than four in ten (42.5%) agreed or strongly agreed with this concern, and approximately half that number (22.8%) disagreed or strongly disagreed. One in three did not express a definitive opinion. Respondents from organizations with unionized staff expressed less concern. Almost two in five (37.7%) disagreed or strongly disagreed with this concern and more than two

in five (44.7%) neither agreed nor disagreed. Fewer than one in five (17.7%) agreed or strongly agreed that unionization has generated conflict between staff and management in their organizations.

### **Volunteer Resources**

In the questionnaire, chief executive officers were asked if their organizations used volunteers. On the survey, respondents were informed that, for purposes of this question, “volunteers” did not include board members. In this part of the survey, the intent is to collect information on organizations that use volunteers to support the delivery of services rather than volunteers that are involved in governing the organization (there is a different series of questions for governance volunteers). If the organization does use volunteers, respondents were then asked a series of questions about the number and pattern of participation of these volunteers.

### **Number of Volunteers**

Of the total number of organizations reporting, 969 did report that they used volunteers. This represents 76.1% of the organizations that answered this question. The 859 organizations reporting indicated that they used between one and 20,000 volunteers. The average was 125.8 volunteers but there was a great deal of variation (s.d. = 908.20). The sample is evenly divided between those with 20 or less volunteers and more than 20, indicating that lower numbers of volunteers predominate. As Table 42 indicates more than one in four organizations have five or fewer volunteers and three in five have fewer than 25. Only slightly more than one in six organizations (17.5%) report more than 100 volunteers. A small percentage (3.0%) indicated that over 500 volunteers are currently active in their organization.

**Table 42**  
**Total Number of Volunteers Currently Used**  
**(N = 859)**

<b>Number of Volunteers</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
1-5	217	25.3	25.3
6-10	122	14.2	39.5
11-25	176	20.5	60.0
26-50	128	14.9	74.9
51-100	66	7.7	82.5
101-250	99	11.5	94.1
251-500	26	3.0	97.1
More than 500	25	2.9	100.0

Chief executive officers were also asked to report the number of volunteers used in an average month over the most recent 12-month period.

**Table 43**  
**Average Number of Volunteers Used Per Month**  
**During Last Twelve Months**  
**(N=879)**

<b>Number of Volunteers</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
1 to 5	274	31.2	31.2
6 to 10	169	19.2	50.4
11 to 25	197	22.4	72.8
26 to 50	126	14.3	87.1
51 to 100	44	5.0	92.2
100 to 250	53	6.0	98.2
251 to 500	11	1.2	99.4
More than 500	5	.6	100.0

On average, the 879 organizations responding reported higher average monthly utilization of volunteers (Mean = 44.7) than current utilization, but there was a great deal of variation (standard deviation = 346.97). Reported average use of volunteers ranged from .5 to 10,000. However, the median was only 10 indicating that lower average monthly use of volunteers predominated. As Table 43 indicates, almost one in three organizations used five or less volunteers in an average month, more than one in two used ten or less, and slightly more than one in eight organizations used more than 50 volunteers. It is clear that current utilization is higher than average monthly utilization. For the 810 organizations which could be compared the mean difference was 55.69 volunteers (s.d. = 498.67). This difference was unlikely to have occurred by chance alone ( $t = 3.178$ , d.f. = 809,  $p_{\text{two-tailed}} = .002$ ).

Chief executive officers also reported that the median number of hours worked per month by the average volunteer was eight.

### **Change in Number of Volunteers Over Time**

Chief executive officers were asked to compare the current size of their volunteer complements with the size of last year's complements. Table 44 on the next page reports on these findings. Most (more than three in five organizations) report no change. However, more than one in six organizations (17.5%) reported fewer volunteers than last year. Slightly more (20.5% more than one in six) reported more volunteers than last year.

**Table 44**  
**Change in Number of Volunteers**  
**Since Last Year**  
**(N=946)**

<b>Change</b>	<b>Frequency</b>	<b>Percentage</b>
Significantly fewer this year	42	4.4
Somewhat fewer this year	127	13.4
About the same	585	61.8
Somewhat more this year	162	17.1
Significantly more this year	30	3.2

In the survey, chief executive officers were also asked how many of their current volunteers are visible minorities (defined as non-caucasian in race or non-white in color – excluding Aboriginal), of Aboriginal descent (including First Nations, non-status, Metis and Inuit) or youth (defined as being under the age of 29).

## **Visible Minorities, Aboriginal Persons and Youth as Volunteers in Voluntary Sector Organizations**

### **Visible Minority Volunteers**

Of 652 organizations responding, 7 (1.07%) reported more current visible minority volunteers than total current volunteers. They were eliminated from the analysis. Of the 645 cases remaining, 353 (54.7%) reported no visible minority volunteers. The 292 reporting some visible minority volunteers, indicated that, on average, 22.30% of their volunteers were visible minority. However, there was a great deal of variation (s.d. = 26.70), with a range from .18% to 100.0%. The sample was evenly divided between those with 11.27% of visible minority volunteers and those with more than 11.27% of visible minority volunteers. Table 45 on the next page illustrates the distribution of visible minority volunteers. It can be noted that almost half of the organizations (44.9%) report 10% or fewer visible minority volunteers, and more than seven in ten report 20% or less. Slightly fewer than one in eight organizations (12.7%) report 50% or more visible minority volunteers.

**Table 45**  
**Percentage of Visible Minority Volunteers**  
**(N=292)**

Range	Frequency	Percentage	Cumulative Percentage
1% – 10%	143	49.0	49.0
11% - 20%	64	21.9	70.9
21% - 30%	27	9.2	80.1
31% - 40%	8	2.7	82.9
41% - 50%	13	4.5	87.3
51% - 60%	7	2.4	89.7
61% - 70%	5	1.7	91.4
71% - 80%	5	1.7	93.2
81% - 90%	2	.7	93.8
91% - 100%	18	6.2	100.0

### **Aboriginal Volunteers**

Of 620 organizations responding, one (.2%) reported more current Aboriginal volunteers than total volunteers. Therefore, it was eliminated from the analysis. Of the remaining 619 organizations, 394 (63.7%) reported no Aboriginal volunteers. The 225 organizations reporting Aboriginal volunteers indicated that an average of 22.35% of their volunteers were Aboriginal. However, there was a great deal of variation (standard deviation = 27.55%). Reports ranged from a low of .40% of Aboriginal volunteers to a high of 100.0% . Half of the sample reported 10.0% or fewer Aboriginal volunteers and half reported more than 10.0%. Table 46 illustrates this distribution.

**Table 46**  
**Percentage of Aboriginal Volunteers**  
**(N=225)**

Category	Frequency	Percentage	Cumulative Percentage
1% – 10%	120	53.3	53.3
11% - 20%	37	16.4	69.8
21% - 30%	15	6.7	76.4
31% - 40%	11	4.9	81.3
41% - 50%	11	4.9	86.2
51% - 60%	5	2.2	88.4
61% - 70%	5	2.2	90.7
71% - 80%	3	1.3	92.0
81% - 90%	6	2.7	94.7
91% - 100%	12	5.3	100.0

Almost 7 in 10 (69.8%) organizations reported 20% or fewer Aboriginal volunteers. Somewhat more than one in eight (13.8%) reported more than 50% of Aboriginal volunteers.

### **Youth Volunteers**

Of 659 organizations responding to question, 11 (1.67%) reported more current youth volunteers. They were eliminated from the analysis. Of the remaining 648 organizations, 226 (34.9%) reported no youth volunteers. For the 422 organizations with youth volunteers, the percentage ranged from .21% to 100.0%. The average was 32.33%, but there was a great deal of variation within this (standard deviation = 25.82%). Half of the organizations reported 25% or fewer youth volunteers and half reported more. Table \_\_\_ describes these findings. It can be noted that slightly more than one in five organizations (20.4%) report 10% or fewer youth volunteers and just over three in five (60.7%) report fewer than 30% of youth volunteers. Slightly more than one in seven organizations (14.9%) report more than 50% of youth volunteers.

**Table 47**  
**Percentage of Youth Volunteers**  
**(N=432)**

Category	Frequency	Percentage	Cumulative Percentage
1% - 10%	86	20.4	20.4
11% - 20%	103	24.4	44.8
21% - 30%	67	15.9	60.7
31% - 40%	54	12.8	73.5
41% - 50%	49	11.6	85.1
51% - 60%	11	2.6	87.7
61% - 70%	9	2.1	89.8
71% - 80%	11	2.6	92.4
81% - 90%	2	.5	92.9
91% - 100%	30	7.1	100.0

### **Type of Volunteer Activity**

The table below shows the number and percentage of organizations that reported volunteer participation in each type of activity. The categories are shown in the table in ranked order ranging from the most to the least often cited activity. In addition to those listed, 132 respondents suggested additional activities. These include: delivery of programs (N=49), teaching clients or participants (N=47), committee work (N=33), assisting with programs (N=3).



**Table 48**  
**Participation of Volunteers in Different Activities – Ranked by Frequency**  
**Of Response Per Category**

	<b>No. of Organizations Reporting Volunteer Participation in Each Activity</b>	<b>Percentage Of Responses</b>	<b>No. Responding</b>
Fundraising	651	70.3	926
Public Relations	573	63.0	910
Providing recreational services	524	57.5	911
Administration support/clerical	489	52.8	926
Assisting with computer technology	465	51.0	912
Providing information about other services	441	49.1	899
Providing support services (custodial, cleaning, food services)	411	45.9	480
Community development work	384	43.1	890
Visiting people	396	44.1	897
Advocacy	362	40.8	888
Financial work	333	36.9	903
Transporting clients	298	33.0	902
Providing counselling	251	27.9	899
Training staff	194	21.7	895
Providing personal care	182	20.5	889
Managing paid staff	92	10.3	889

The activity most often performed by a volunteer is fundraising. Just over 70% of respondents reported that their volunteers assist in raising money. It is interesting to note the prevalence of what might be described as organizational support activities. In addition to fundraising, this would include public relations (63.0%), administrative/clerical support (52.8%), assisting with computer technology (51.0%) and providing information about other services (49.1%), and providing support services (cleaning/food/clerical) (45.9%). It appears that volunteers are less often involved in activities more clearly associated with direct service provision. For example, only 20.5% of organizations report that volunteers are involved in providing personal care; 27.9% report that their volunteers are involved in counselling while 44.1% report that their volunteers visit with clients. The service related activity cited by most organizations is recreation services (57.5%).

More than 40% of the organizations reported that their volunteers are involved in advocacy (40.8%) or community development work (43.1%). Approximately one in five have volunteers that assist in training staff while only one in ten have volunteers that manage staff.

## **Issues Related to Volunteers**

In order to obtain information on some of the challenges related to use of volunteers, participants were asked for their opinion in response to a series of issue statements. Table 49 shows the results.

**Table 49**  
**Issues Related to Use of Volunteers**

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	N %
We lack volunteers of the right kind	179 19.1%	193 20.6%	111* 11.8%	300 32.0%	155 16.5%	938 100%
We lack time to properly use volunteers	195 21.2%	211 23.0%	137* 14.9%	257 28.0%	118 12.9%	918 100%
We lack knowledge and skills about how to properly use volunteers	275 29.7%	259* 27.9%	138 14.9%	203 21.9%	52 5.6%	927 100%
Our organization has insufficient funds to properly use volunteers	193 21.5%	206 23.0%	146* 16.3%	214 23.9%	138 15.4	897 100%
Our volunteers and staff do not get along well together	625* 75.5%	104 12.6%	75 9.1%	18 2.2%	6 .7%	828 100%

From the data in the above table, lacking volunteers of the right kind was cited as an important issue most often. Almost half of the respondents (455 or 47.5%) agreed that this was an issue for their organization. Of those who agreed, 34% strongly agreed with the issue statement. For almost four in ten of those responding (39.7%) recruiting volunteers of the right kind is not currently a challenge for their organization.

In terms of having time to properly use volunteers, 44.2% disagreed with the statement that this time is lacking while 40.9% agreed. Results for the next issue statement (lack knowledge and skills about how to properly use volunteers) are similar with a somewhat stronger response on the disagree side (57.6% disagreed compared with just over one in four (27.5% that agreed). This trend continues but is less pronounced for the statement related to lack of funds to properly use volunteers. Here, 44.5% disagreed while 39.3% agreed.

The one issue where there is a clear and strong prevalence of opinion is for the statement about volunteers and staff not working well together. Almost nine out of ten organizations (88.1%) disagreed with this statement, with three-quarters (75.5%) indicating a strong disagreement. Only 24 or 2.9% agreed that this was an issue for their organization. It is also interesting to note that, of the five issue statements provided, the response rate for the volunteer-staff relations issue was the lowest (N=828) but it also had the lowest number in the neutral response category (only 9.1% of responses).

### **III. - Technology Issues**

Table 50 contains information as to respondents' agreement with various information technology issues.

**Table 50**  
**Level of Agreement with Information Technology Issues**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N %</b>	<b>Median</b>
Our organization is not very interested in acquiring information technology	659 57.1%	213 18.4%	82 7.1%	117 10.1%	84 7.3%	1155	Strongly disagree
Our organization has insufficient funds to purchase information technology	130 11.4%	182 15.9%	117 10.2%	336 29.3%	377 33.0%	1142	Agree
Our staff and volunteers do not have the time to make the best use of information technology	159 13.9%	265 23.2%	136 11.9%	398 34.9%	183 16.0%	1141	Neither agree nor disagree
Our staff and volunteers do not have the skills to make the best use of information technology	234 20.2%	308 26.6%	135 11.6%	340 29.3%	142 12.3%	1159	Neither agree nor disagree
Our organization has insufficient funds to maintain and update information technology	128 11.2%	162 14.2%	104 9.1%	340 29.9%	405 35.6%	1139	Agree

There is a clear indication that most organizations are interested in acquiring information technology, since 75.5.0% strongly disagreed (57.1%) or disagreed (18.4%) with a statement indicating that their organization was not interested. Nevertheless, almost one in six organizations (17.4%) agreed or strongly agreed with this statement. Insufficient funds are certainly a barrier for most organizations as more than three out of five organizations (62.3%) agreed or strongly agreed with a statement indicating that they had insufficient funds to purchase information technology. However, variation clearly exists as almost three in 10 (27.3%) organizations either disagreed or strongly disagreed with this statement. Similarly, almost two-thirds of organizations (65.5%) agreed or strongly agreed that they had insufficient funds to maintain and update information technology. Again variation is suggested where one quarter (25.4%) of organizations disagreed or strongly disagreed with this statement.

Staff and volunteer time to best use information technology is also an issue, as almost half (50.9%) of organizations agreed or strongly agreed that insufficient time was available. However, almost four in ten (37.1%) disagreed or strongly disagreed with this statement. For more than two-fifths (41.6%) of organizations which agreed or strongly

agreed) lack of staff or volunteer skills is also an issue. However, for almost half (46.8% who disagreed or strongly disagreed) this is not an issue.

#### **IV. - PLANNING**

Table 51 describes respondents' level of agreement with planning challenges, which may affect the future of their organizations.

**Table 51  
Level of Agreement with Planning Challenges**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N %</b>	<b>Median</b>
We do not have time to plan for the future	195 16.7%	263 22.5%	159 13.6%	403 34.4%	150 12.8%	1170	Neither agree or disagree
We do not have the necessary skills to plan for the future	390 33.2%	323 27.5%	158 13.5%	245 20.9%	58 4.9%	1174	Disagree
We plan well enough, but do not have enough time to implement our plans	142 12.2%	248 21.3%	202 17.3%	424 36.4%	149 12.8%	1165	Neither agree or disagree
We plan well enough, but do not have the funds to implement our plans	113 9.5%	176 14.8%	138 11.6%	357 30.1%	403 34.0%	1187	Agree

Alarming, almost half (47.2%) of respondents agreed or strongly agreed that their organizations do not have the time to plan for the future. Opinion is split somewhat as almost two in five (39.2%) organizations disagreed or strongly disagreed. It appears many organizations possess the expertise to plan for the future as well over half (60.7%) of respondents disagreed or strongly disagreed that their organizations do not have the necessary skills for future planning. About one in four agreed with this statement. Almost half (49.2%) seem satisfied with their planning activities but feel they do not have enough time to implement these plans (agree and strongly agree). Funding appears to be an issue for a majority of voluntary sector organizations as almost two-thirds (64.1%) agreed or strongly agreed that they do not have the funds to implement their plans.

## **V. – ENVIRONMENTAL ISSUES**

Table 52 describes respondents' level of agreement with various challenges that may be occurring in the environment of the organization.

**Table 52**  
**Level of Agreement with Environmental Challenges**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N %</b>	<b>Median</b>
We are increasingly called on to accept shifted tasks to us by government	190 21.1%	102 11.3%	187 20.7%	244 27.1%	179 19.8%	902 100%	Neither agree nor disagree
The general public tends to view organizations like ours with suspicion and distrust	487 43.4%	189 16.9%	188 16.8%	203 18.1%	54 4.8%	1121 100%	Disagree
We do not spend enough time on advocacy	114 11.1%	141 13.8%	219 21.4%	389 38.0%	161 15.7%	1024 100%	Agree
We fear that advocacy activities may threaten our charitable status	226 27.7	151 18.5%	275 33.7%	111 13.6%	53 6.5%	816 100%	Neither agree nor disagree
We fear that advocacy activities may jeopardize our funding from government	228 29.9%	129 16.9%	220 28.9%	121 15.9%	64 8.4%	762 100%	Neither agree nor disagree
We fear that advocacy activities may jeopardize funds from philanthropic sources	215 28.8%	133 17.8%	247 33.1%	100 13.4%	52 7.0%	747 100%	Neither agree nor disagree

Almost half (46.9%) of respondents felt that their organizations are increasingly called on to accept tasks shifted by government (agree or strongly agree), while almost one-third (32.4%) disagreed or strongly disagreed with this. However, more than three in five (60.3%) organizations disagreed or strongly disagreed that the public is suspicious and mistrustful of similar organizations while slightly more than one in five (22.9%) agreed or strongly agreed with this statement.

Many respondents (53.7%) would like their organization to spend more time on advocacy although one in four (25.6%) disagreed or strongly disagreed. Fear that advocacy activities may threaten charitable status was a factor for more than one-fifth (20.1%) of organizations (agree or strongly agree), but not for almost another half (46.2%) which disagreed or strongly disagreed. More than one-third (33.7%) were undecided. Similarly, fear that advocacy activities would jeopardize government funding was a fear for almost one in four organizations (24.3% agreed or strongly agreed) while almost half (46.8%) did not agree that this is an issue for their organization. Jeopardizing philanthropic funding was a factor for more than one in five (20.4%) of organizations that

agreed or strongly agreed with this statement, and 46.6% disagreed that this is an issue currently affecting their organization.

## **VI. - BOARDS OF DIRECTORS**

The great majority of organizations (1145 or 89.1%) reported having boards of directors. The number of currently incumbent board members as reported by 1138 organizations ranged from one to 57. The mean was 9.98 (standard deviation = 5.70). The median was 9.00.

The following table describes the breakdown of the number of board members. Boards of over 15 are relatively rare (12.3%).

**Table 53**  
**Current Number of Incumbent Board Members**  
**(N = 1138)**

<b>Number</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
1 to 5	222	19.5%	19.5%
6 to 10	511	44.5%	64.0%
11 to 15	267	23.5%	87.5%
16 to 20	82	7.2%	94.7%
21 to 25	33	2.9%	97.6%
More than 25	23	2.2%	100.0%

The percentage of board members could be validly calculated for 1101 organizations. The mean was 8.61% (standard deviation = 17.44%). However, a median of zero indicates that lower vacancy rates dominate.

The following table describes the tenure of a typical board member. The median is between three and five years with approximately one in four (23.0%) reporting typical board members of briefer tenure, and more than one in three reporting typical tenures of more than five years. Relatively long tenures are very common with more than five years being the modal category.

**Table 54**  
**Tenure of Typical Board Member**  
**(N=1128)**

	Frequency	Percent	Cumulative Percent
Less than 1 year	2	.2%	.2%
More than 1 but less than 3 years	257	22.8%	23.0%
More than 3 years but less than 5	432	38.6%	61.3%
More than 5 years	437	38.7%	100.0%

**Visible Minority Board Members**

Out of 945 organizations responding, 219 (23.2%) reported having visible minority board members. With regard to the 219 organizations, the mean percentage of visible minority board members is 31.88% but there is a great deal of variation (standard deviation = 32.66%). The percentage of visible minority board members ranges from 1.75% to 100.00%. The sample was equally divided between those with 16.67% or fewer board members or more than 16.67% board members. This indicates that lower percentages predominate. Table 55 depicts this distribution.

As shown in Table 55, almost three in ten organizations report having 10% or fewer visible minority board members, more than six in ten report having fewer than 50% and slightly more than two in ten report having more than 50% visible minority board members.

**Table 55**  
**Percentage of Visible Minority Board Members**  
**(N=219)**

Percentage Reported	Frequency	Percentage	Cumulative Percentage
1 to 10	62	4.8	12.1
11 to 20	74	33.8	62.1
21 to 30	17	7.8	69.9
31 to 40	15	6.8	76.7
41 to 50	7	3.2	79.9
51 to 60	2	.9	80.8
61 to 70	4	1.8	82.6
71 to 80	6	2.7	85.4
81 to 90	0	0	85.4
91 to 100	32	2.5	100.0

**Aboriginal Board Members**

Of the 953 organizations reporting, 208 (21.8%) reported some Aboriginal board members. Among these 208 organizations, the average percentage of Aboriginal board members was 31.05%, but there was a great deal of variation (standard deviation = 30.60%). The minimum percentage was 2.63% and the maximum was 100%. The sample was evenly divided between those with 16.67% Aboriginal board members or fewer and those with more than 16.67%. This indicates that lower percentages predominate. This is explicated in Table 56. More than one in four organizations report 10% or fewer Aboriginal board members, and almost six in ten report 20% or fewer. Fewer than one in five organizations report more than 50% of Aboriginal board members.

**Table 56**  
**Percentage of Aboriginal Board Members**  
**(N=208)**

<b>Percentage Reported</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
1 to 10	56	26.6	26.9
11 to 20	68	32.7	59.6
21 to 30	20	9.6	69.2
31 to 40	16	7.7	76.9
41 to 50	9	4.3	81.3
51 to 60	3	1.4	82.7
61 to 70	2	1.0	83.7
71 to 80	4	1.9	85.6
81 to 90	7	3.4	88.9
91 to 100	23	11.1	100.0

### **Youth Board Members**

Of the 962 organizations reporting, 286 (29.7%) report youth board members. These 286 report an average of 19.98% of youth board members but with significant variation (standard deviation = 14.29%). The minimum percentage is 2.86% and the maximum is 100.00%. The sample is equally divided between those at or below 17.70% and those above 17.70%. As table 57 indicates, more than one in four organizations report 10% or fewer youth volunteers and almost three in four report 20% or fewer. Fewer than five in 100 organizations report more than 50% of youth board members.



**Table 57**  
**Percentage of Youth Board Members**  
**(N=286)**

<b>Percentage Reported</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
1 to 10	79	27.6	27.6
11 to 20	127	44.4	72.0
21 to 30	36	12.6	84.6
31 to 40	24	8.4	93.0
41 to 50	7	2.4	95.5
51 to 60	2	.7	96.2
61 to 70	2	.7	96.9
71 to 80	3	1.0	97.9
81 to 90	0	0	97.9
91 to 100	6	2.1	100.0

The next table describes respondents' level of agreement with various factors related to their boards of directors.

**Table 58**  
**Level of Agreement**  
**Issues Related to Boards of Directors**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>N</b>	<b>Median</b>
Our board does not function very well	575 50.9%	242 21.4%	101 8.9%	157 13.9%	54 4.8%	1129	Strongly Disagree
There is a lack of new blood with new ideas at the board level	317 28.2%	238 21.2%	106 9.4%	298 26.5%	164 14.6%	1123	Neither agree or disagree
There are too many organizations competing for too small a pool of volunteers to serve on boards	148 14.5%	162 15.9%	201 19.7%	280 27.4%	231 22.6%	1022	Neither agree or disagree
There is a lack of interest from youth in board service	87 8.5%	127 12.4%	199 19.4%	320 31.1%	295 28.7%	1028	Agree
Our board does not represent all of our organization's stakeholders	343 34.9%	203 20.6%	155 15.8%	205 20.8%	78 7.9%	984	Disagree

Almost three-quarters (72.3%) of respondents disagreed or strongly disagreed that their boards did not function very well, but almost one in five (18.7%) agreed or strongly agreed with this statement. Almost half (49.4%) of respondents disagreed or strongly disagreed that there was a lack of new blood with new ideas at the board level, but nearly as many, (41.4%) agreed or strongly agreed with this. Exactly half of respondents are concerned that there are too many organizations competing for too small a pool of volunteers. Only one in three did not cite this as an issue.

Almost 60% of respondents agreed or strongly agreed that there is a lack of interest from youth in board service, but slightly more than one in five (20.9%) disagreed or strongly disagreed. Most respondents disagreed or strongly disagreed that boards were not representative of the organization's stakeholders (55.5%), but almost one in three (28.7%) agreed or strongly agreed.

Chief Executive Officers seem to agree that their boards are currently functioning in a satisfactory manner but express concern about their ability to recruit new members with new ideas. There is a particular concern that it is difficult to recruit youth. The degree of youth participation on boards would support this.

## **VII. - ACTIVITIES AND ADEQUACY OF OUTPUTS**

In the survey, Chief Executive Officers were asked to identify all the types of activities performed within their organization. A list of 82 separate types of activities grouped under 12 main headings was provided. Respondents could check as many of the 82 activities that apply to their organization. The detailed results from this question can be found in Appendix A. The table below shows the number of respondents that cited at least one activity under each of the 12 main headings.

**Table 59**  
**Type of Organizational Activity**

Type of Activity	No. of Organizations Involved in This Activity	Percentage of All Organizations
Culture and recreation	557	43.3
Education and research	507	39.4
Health	305	23.7
Social services	555	43.2
Environmental	162	12.6
Development and housing	325	25.3
Civil rights and advocacy	333	25.9
Philanthropy and voluntarism	435	33.8
International activities	210	16.3
Business and professional associations, unions	146	11.4
Religious	254	19.8
Other	154	12.0

As shown in the above table, the three activities cited most often include culture and recreation (43.3%), social services (43.2%) and education and research (39.4%). Just over one-third of organizations identify philanthropy and voluntarism as an activity performed at their organization. Approximately one in four cite development and housing, civil rights and advocacy or a type of health related activity. Religion is an activity performed in one in five organizations in the sample. Involvement in international activities is cited less frequently with one out of six organizations citing this. Three activities were cited in just over one in ten organizations. These include environmental activities, business and professional or union functions and an “other” category.

Respondents were asked to rate the extent to which current community demand or need is met in relation to the service or activity which is most central to the purpose of the organization. Table 60 contains their answers.

**Table 60**  
**Adequacy of Outputs to Meet**  
**Community Need or Demand**  
**(N=1222)**

<b>Rating</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
Completely	153	12.5%	12.5
Almost completely	338	27.7%	40.2
To a limited extent	555	45.4%	85.7
To a very limited extent	162	13.3%	98.9
Not at all	13	1.1%	100.0

The median, the point which evenly divides the distribution of responses was “to a limited extent”. The majority of Chief Executive Officers (n = 1046 or 85.6%) feel that their organization is at least meeting the need or demand to a limited extent. Just over half of this group is of the opinion that need is only being met to a limited extent. Half felt that need or demand was being met almost completely (32.3%) or completely (14.6%). Just over 14% of all respondents felt that their organization was meeting need or demand to a very limited extent or not at all..

## **VIII. - SUSTAINABILITY**

Table 61 describes respondents' predictions as to the experience of their organizations over a five year time frame.

**Table 61**  
**Predictions of Future Sustainability**  
**(N=1277)**

<b>Prediction</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
Growth	605	47.4%	47.4%
Remain about the same	543	42.5%	89.9%
Decline	94	7.4%	97.3%
Cease to exist	35	2.7%	100.0

Chief Executive Officers are very optimistic about the future for their organization. Almost half (49.6%) predicted growth, and over forty percent (42.5%) thought that they would remain the same. However, one in ten (10.1%) predicted decline or ceasing to exist. In thirty-five voluntary sector organizations, the Chief Executive Officer does not expect the organization to exist in five years time.

Table 62 on the next page contains respondents' endorsement of factors which may limit the growth or survival of the organization over the next five years.

**Table 62**  
**Factors Limiting Growth or Survival**

	Very much		Somewhat		Not at all		N	Median
	N YES	% YES	N YES	% YES	N YES	% YES		
Insufficient funds	573	45.0	482	37.8	219	17.2	1274	Somewhat
Insufficient need (demands) for services, etc.	153	12.2	311	24.7	793	63.1	1257	Not at all
Needs or demands changing too rapidly	86	6.9	518	41.4	646	51.7	1250	Not at all
Insufficient supply of volunteers	340	27.0	547	43.4	373	29.6	1260	Somewhat
Insufficient supply of appropriate persons to hire as staff	224	18.1	361	29.2	653	52.7	1238	Not at all
Problems in governance of the organization	87	6.9	437	34.7	736	58.4	1260	Not at all
Problems in management of the organization	73	5.8	400	31.7	787	62.5	1260	Not at all
Labour-management problems	28	2.2	173	13.9	1046	83.9	1247	Not at all
Competition from other organizations providing similar services/activities	85	6.7	421	33.3	757	59.9	1263	Not at all
Socio-demographic changes in the community	129 72	10.2 10.2	478	37.9	653	51.8	1260	Not at all
Lack of organizations' services/activities that support our organization's services/activities	115	9.2	403	32.1	737	58.7	1255	Not at all

Significant numbers of respondents perceived each factor as very or somewhat limiting, but most respondents perceived most factors as not limiting at all. The exceptions were insufficient funds, which was seen as limiting by a strong majority (82.8%) of respondents, and very limiting by more than half of this group (54.3%). Similarly, an insufficient supply of volunteers was seen as very or somewhat limiting by most (70.4%) respondents. A lesser but high number of respondents (47.3%) endorsed an insufficient supply of persons to hire as staff as a very or somewhat limiting factor.

## **IX. - UMBRELLA ORGANIZATION**

Respondents were asked the following question about the need for an umbrella organization, “The private sector has the Chambers of Commerce, which represents and supports its members. The labour sector has the Manitoba Federation of Labour. Do you agree or disagree that the Voluntary Sector needs a similar kind of organization for itself?”

In response, close to 50% of Chief Executive Officers agreed that this type of organizations could be of benefit to the voluntary sector (47.7% agreed or strongly agreed). Almost one in five of the total sample strongly agreed with this statement. Of those that did agree, four in ten expressed this opinion strongly. Interestingly, the modal and median category is “neither agree or disagree” which contained 37.3% of responses. In more than one in three responses, Chief Executive Officers did not express a clear preference. In only 15% of responses did Chief Executive Officers disagree with the idea of forming an umbrella organization for the voluntary sector.

If the neither agree or disagree category is removed, of those expressing a preference, over three-quarters (76.2%) agreed that an umbrella organization could benefit the sector.

## **Appendix A**

### **Organizational Activities**



In the survey, Chief Executive Officers were asked to identify all the types of activities performed within their organization. A list of 82 separate types of activities grouped under 12 main headings was provided. Respondents could check as many of the 82 activities that apply to their organization. The main headings and specific activities were adapted from the International Classification of Non Profit Organizations. An “other” category was included with the list in each main heading. Respondents were provided with the opportunity to write in an additional activity not covered in the list beside this “other” category. There was also a general “other” heading provided for respondents to use when their organizational activity did not fit any of the 82 in the list. Findings for each specific activity under the main headings are presented in this Appendix.

**Table I**  
**Culture and Recreation Activities**  
**(N=1286)**

Type of Culture and Recreation Activity	No. of Organizations Involved in This Activity	Percentage of All Organizations
Media and communication services	122	9.4
Visual arts, architecture, ceramic arts	57	4.4
Performing arts	126	9.8
Historical, literary and humanistic	104	8.1
Museums	55	4.3
Zoos and aquariums	10	0.8
Other cultural and artistic activities	141	11.0
Sports	156	12.1
Recreation/pleasure or social clubs	285	22.2
Cultural and linguistic retention	122	9.5
Musical arts	2	0.2
Religious unspecified	4	0.4
Leadership and training	2	0.2
Education and social programs	7	0.5
Other	19	1.5

**Table 2**  
**Education and Research**  
**(N=1286)**

<b>Type of Education and Research Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Primary/secondary education	173	13.5
Higher education	111	8.6
Vocational/technical education	73	5.7
Adult/continuing education	199	15.5
Medical research	35	2.8
Science and technology	32	2.5
Social science research, policy studies	59	4.6
Religious education	24	1.9
Early childhood education	12	0.9
Language literacy	11	0.9
Prevention awareness of diseases and injury	8	0.6
Public safety education	3	0.2
Recreation and sport	6	0.5
Environmental issues	1	0.07
Student placements	3	0.2
Legal/Political research	4	0.3
Other	43	3.3

**Table 3**  
**Health Activities**  
**(N=1286)**

<b>Type of Health Related Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Hospital care	40	3.1%
Rehabilitation services	53	4.1
Inpatient nursing home services	37	2.9
Psychiatric treatment, inpatient	9	0.7
Mental health treatment	41	3.2
Mental crisis treatment	25	1.9
Public health and wellness education	143	11.1
Health treatment, outpatient	30	2.3
Rehabilitative medical services	21	1.6
Emergency medical services	16	1.2
Spiritual healing	5	0.4
Pastoral care	4	0.3
Lobbying/advocacy	4	0.3
Counselling, grief support, peer support	8	0.6
Addiction treatment services	3	0.2
Palliative longer term care	5	0.4
Feeding, breast feeding nutrition	4	0.3
Referral	2	0.2
Supports to seniors	4	0.3
Screening, testing diagnosis prevention	5	0.4
Visiting	3	0.2
Other	25	1.9

**Table 4**  
**Social Services Activities**  
**(N=1286)**

<b>Type of Social Service Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Child welfare, child services, day care	190	14.8
Youth services and youth welfare	157	12.2
Family services	169	13.1
Services for handicapped	123	9.6
Services for elderly	153	11.9
Self help and other personal services	153	11.9
Emergency prevention, relief and control	46	3.6
Temporary shelters	33	2.6
Refugee assistance	65	5.1
Income support and maintenance	27	2.1
Material assistance to the needy	143	11.1
Advocacy	9	0.7
Housing	3	0.2
Particular groups	4	0.3
Spiritual/pastoral care	3	0.2
Event fundraising	4	0.3
Other	14	1.1

**Table 5**  
**Environmental Activities**  
**(N=1286)**

<b>Type of Environmental Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Pollution Abatement and control	39	3.0
Natural resources conservation/protection	74	5.8
Environmental beautification and open spaces	93	7.2
Animal protection and welfare	32	2.5
Wildlife preservation and protection	44	3.4
Veterinary services	6	0.5
Other	8	0.6

**Table 6**  
**Development and Housing Activities**  
**(N=1286)**

<b>Type of Development and Housing Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Community and neighbourhood improvement	161	12.5
Economic development	76	5.9
Social development	127	9.9
Housing construction and management	55	4.3
Housing assistance	70	5.4
Job training	100	7.8
Vocational counselling and guidance	75	5.8
Vocational rehabilitation/sheltered workshop	22	1.7
Other	7	0.5

**Table 7**  
**Civil Rights and Advocacy Activities**  
**(N=1286)**

<b>Type of Civil Rights and Advocacy Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Campaigning or lobbying	164	12.8
Civic rights promotion	68	5.3
Promotion of ethnic solidarity and heritage	79	6.1
Civic mindedness	93	7.2
Legal services	25	1.9
Crime prevention and public safety	92	7.2
Rehabilitation of offenders	35	2.7
Victim support	60	4.7
Consumer protection	43	3.3
Individual personal advocacy	5	0.4
Broader group advocacy	9	0.7
Other	7	0.5

**Table 8**  
**Philanthropy and Voluntarism Activities**  
**(N=1286)**

<b>Type of Philanthropy and Voluntarism Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Grantmaking activities	98	7.6
Voluntarism promotion and support	229	17.8
Fundraising activities services	374	29.1
Other	4	0.3



**Table 9**  
**International Activities**  
**(N=1286)**

<b>Type of International Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Exchange/friendship/cultural programs	112	8.7
Development assistance	77	6.0
International disaster and relief	90	7.0
International human rights and peace	85	6.7
Other	7	0.5

**Table 10**  
**Business and Professional Association, Union Activities**  
**(N=1286)**

<b>Type of Business and Professional Association or Union Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Business association	61	4.7
Professional association	99	7.7
Labour unions	28	2.2
Other	5	0.4

**Table 11**  
**Religious Activities**  
**(N=1286)**

<b>Type of Religious Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Religious activities, preaching, ceremonies, sacraments	254	19.8

**Table 12**  
**General Other - Specific Activity Not Identified**  
**(N=1286)**

<b>Type of General Activity</b>	<b>No. of Organizations Involved in This Activity</b>	<b>Percentage of All Organizations</b>
Culture and recreation	3	0.2
Education and research	6	0.5
Health	4	0.3
Social services	31	2.4
Environmental	10	0.7
Development and housing	11	0.8
Civil rights and advocacy	12	0.9
Philanthropy and voluntarism	11	0.9
International activities	3	0.2
Business and professional associations, unions	0	0.0
Religious	6	0.5
Other	59	4.6

## **Appendix B**

### **Survey Instrument And Letters**

# The Voluntary Sector in Manitoba





1. Is your organization incorporated with the Province of Manitoba as a non-profit organization? Place an X in the most appropriate box.

.....Yes

.....No

2. Is your organization a registered charity? This means that your organization has a charitable organization number and is able to issue tax receipts for income tax purposes. Place an X in the most appropriate box.

.....Yes

.....No

3. Does your organization have a particular mandate to serve ethno-cultural and/or ethno-religious communities? Place an X in the most appropriate box.

.....Yes

.....No

4. Does your organization have a particular mandate to serve Aboriginal people (First Nations, Non-Status, Metis, or Inuit)? Place an X in the most appropriate box.

.....Yes

.....No

5. Does your organization have a particular mandate to serve youth (those under the age of 29)? Place an X in the most appropriate box.

.....Yes

.....No

6. Now we are interested in the future of your organization. Overall, which of the following will your organization most likely experience over the next five years? Place an X in the most appropriate box.

.....Growth

.....Remaining about the same

.....Decline

.....Ceasing to exist



**7. How much will each of the following factors limit your organization's growth or survival over the next five years? Place an X in the most appropriate box.**

	Very Much	Somewhat	Not at all
Insufficient funds.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient need (demand) for services, activities or products.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Needs or demands changing too rapidly.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient supply of volunteers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient supply of appropriate persons to hire as staff.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problems in governance of the organization.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problems in management of the organization.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labour-management problems.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competition from other organizations providing similar services or activities.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Socio-demographic changes in the	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

community.....

.....

Lack of other organizations'  
services or activities that  
support our organization's  
services or  
activities.....



.....

**8. Now we are interested in some of the planning challenges that may affect the future of your organization. To what extent do you agree or disagree with each of the following statements. Place an X in the most appropriate box.**

Strongly Disagree   Mildly Disagree   Neither Agree nor Disagree   Mildly Agree   Strongly Agree   Not Applicable

Our staff and/or volunteers do not have the time to plan for the future.....  
.....

Our staff and/or volunteers do not have the necessary skills to plan for the future.....

We plan well enough, but do not have enough time to implement our plans.....  
...

We plan well enough, but do not have the funds to implement our plans.....

**9. Now we are interested in the challenges that your organization currently faces. To what extent do you agree or disagree with each of the following statements. Place an X in the most appropriate box.**

Strongly Disagree   Mildly Disagree   Neither Agree nor Disagree   Mildly Agree   Strongly Agree   Not Applicable

We are increasingly called on to accept tasks shifted to us by government.....

The general public tends to view organizations like ours with suspicion and distrust.....

We do not spend enough



the best use of information technology.....

Our staff and volunteers do not have the skills to make the best use of information technology....

Our organization has insufficient funds to maintain and update information technology.....

**11. Does your organization have salaried employees (This includes all employees for whom you must issue a T4)?**

.....Yes  
 .....No →

(skip to 17.)

(to next question)



unionized staff, but if we did it would generate conflict between staff and management.....

..

We now have unionized staff and this reduces our flexibility to meet the organization's goals.....

We now have unionized staff and this generates conflict between staff and management...

**13. Of your current salaried employees (those for whom you must issue a T4), how many are employed full time (30 or more hours per week) and how many are employed part-time (less than 30 hours per week)?**

           number of full time employees  
           number of part-time employees

**14. Compared to last year, which of the following best describes your organization's number of salaried employees this year (those for whom you must issue a T4). Place an X in the most appropriate box.**

- .....Significantly fewer salaried employees than last year
- .....Somewhat fewer salaried employees than last year
- .....About the same number of salaried employees as last year
- .....Somewhat greater number of salaried employees than last year
- .....Significantly greater number of salaried employees than last year

**15. Compared to five years ago, which of the following best describes your organization's number of salaried employees this year (those for whom you must issue a T4). Place an X in the most appropriate box.**

- .....Significantly fewer salaried employees than 5 years ago
- 
- 
- 
-

- .....Somewhat fewer salaried employees than 5 years ago
- .....About the same number of salaried employees as 5 years ago
- .....Somewhat greater number of salaried employees than 5 years ago
- .....Significantly greater number of salaried employees than 5 years ago

**16. How many of your current salaried employees (those for whom you must issue a T4) are from the following groups?**

Visible minority (Non-Caucasian in race or Non-white in colour - excluding Aboriginal)

Aboriginal (First Nations, Non-Status, Metis, or Inuit)

Youth (under the age of 29)

**17. Compared to 5 years ago, which of the following best describes your organization's use of independent contractors (those who DO NOT require a T4) this year. Exclude independent contractors who repair your facilities or equipment. Place an X in the most appropriate box.**

.....Increased over 5 years ago

.....Stayed about the same as 5 years ago


.....Decreased from 5 years ago

.....We have never used independent contractors

**18. Does your organization use volunteers (other than board members)? Place an X in the most appropriate box.**

.....Yes

.....No → (skip to 26.)



**19. How much do you agree or disagree with the following statements?**



	Strongly Disagree	Mildly Disagree	Neither Agree or Disagree	Mildly Agree	Strongly Agree	Not Applicable
We lack volunteers of the right kind..... .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We lack time to properly use volunteers..... .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We lack knowledge or skills about how to properly use volunteers..... .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our organization has insufficient funds to properly use volunteers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our volunteers and staff do not get along well together.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**20. How many volunteers (excluding Board Members) were used by your organization in an average month over the last year?**

\_\_\_\_\_ volunteers

**21. On the average, how many hours per month did the average volunteer (excluding Board Members) work for the organization last year?**

\_\_\_\_\_ hours

**22. How many volunteers (excluding Board Members) do you currently use?**

\_\_\_\_\_ volunteers

**23. Compared to last year, which of the following best describes your organization's number of volunteers this year (excluding Board Members). Place an X in the most appropriate box.**

- .....Significantly fewer volunteers than last year
- .....Somewhat fewer volunteers than last year
- .....About the same number of volunteers as last year
- .....Somewhat greater number of volunteers than last year
- .....Significantly greater number of volunteers than last year

(please continue on next page)

**24. Do volunteers (excluding Board Members) perform the following activities in your organization? Place an (X) in the most appropriate box.**

	<b>YES</b>	<b>NO</b>
Administrative support/clerical.....	<input type="checkbox"/>	<input type="checkbox"/>
Assisting with computer technology.....	<input type="checkbox"/>	<input type="checkbox"/>
Transporting clients.....	<input type="checkbox"/>	<input type="checkbox"/>
Managing paid staff.....	<input type="checkbox"/>	<input type="checkbox"/>
Financial work (including budgeting).....	<input type="checkbox"/>	<input type="checkbox"/>
Visiting people.....	<input type="checkbox"/>	<input type="checkbox"/>
Providing personal care .....	<input type="checkbox"/>	<input type="checkbox"/>
Providing counselling.....	<input type="checkbox"/>	<input type="checkbox"/>
Providing recreational activities.....	<input type="checkbox"/>	<input type="checkbox"/>
Training staff.....	<input type="checkbox"/>	<input type="checkbox"/>
Providing information about other services.....	<input type="checkbox"/>	<input type="checkbox"/>
Advocacy.....	<input type="checkbox"/>	<input type="checkbox"/>
Community development work.....	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising.....	<input type="checkbox"/>	<input type="checkbox"/>
Public relations.....	<input type="checkbox"/>	<input type="checkbox"/>
Support services (custodial, cleaning, food services)		
Other (please specify)_____		
Other (please specify)_____		
Other (please specify)_____	<input type="checkbox"/>	<input type="checkbox"/>

**25. How many of your current volunteers (excluding Board Members) are from the following groups?**



**28. How many individuals currently sit on your Board? This refers to the number of individuals currently on the Board not the number of director positions.**

individuals

**29. How many vacancies do you currently have on the Board of Directors?**

vacancies

**30. How many of your current Board Members are from the following groups?**

Visible minority (Non-Caucasian in race or Non-white in colour - excluding Aboriginal)

Aboriginal (First Nations, Non-Status, Metis, or Inuit)

Youth (under the age of 29)

**31. On average, how long would you say a typical director serves on the Board? Place an X in the most appropriate box.**

- |                          |   |                  |
|--------------------------|---|------------------|
| <input type="checkbox"/> | .....Less than one year                   | } → (skip to 33) |
| <input type="checkbox"/> | .....One year but less than three years   |                  |
| <input type="checkbox"/> | .....Three years but less than five years |                  |
| <input type="checkbox"/> | .....Five years or longer                 |                  |

**32. If your organization does not have a Board of Directors, how does your organization make decisions? Place an X in as many boxes as apply.**

- ..... A vote of all participants attending a meeting
- ..... All participants voting through a mail, email or telephone ballot
- ..... Appointing a committee to make decisions
- ..... Appointing an individual to make decisions
- ..... Other \_\_\_\_\_  
\_\_\_\_\_
- ..... Other \_\_\_\_\_  
\_\_\_\_\_
-

.....Not Applicable

**33. Did your organization receive revenue of any kind in the last fiscal year? Place an X in the most appropriate box.**

.....Yes

.....No → (skip to 50.)



**34. In your last fiscal year, what were your total expenditures for salaries and benefits?**

\$

**35. In column A below, please record the amounts of your total operating income broken down by source for the last fiscal year.  
**In column B, record any non-cash support you received from any of the sources, and give your best estimate of its market value. (excluding volunteer time)****


SOURCES OF REVENUE	A: CASH	B: NON CASH (IN KIND) (including all non-cash revenue, for example seconded personnel, letting of office space or donations of equipment)	
	AMOUNT	ITEM	AMOUNT
<b>Government sources</b>			
Federal government	\$		\$
Provincial government	\$		\$
Civic government	\$		\$
<b>Philanthropic sources</b>			
Individuals	\$		\$
Corporations	\$		\$
United Way	\$		\$
Foundations (other than United Way)	\$		\$
Transfers from parent body	\$		\$
<b>Non-Donated Revenue</b>			
User fees and charges (include fees from private insurers, but not fees paid from government sources)	\$		\$
Net revenues from sales, products or events (count all net sales revenues including those from business activities not directly related to your primary mission and proceeds from for-profit subsidiaries)	\$		\$
<b>Membership dues</b>	\$		\$

<b>Investment income</b>	\$		\$
<b>Other (please specify)</b> _____ _____ _____	\$		\$
<b>GRAND TOTAL</b>	\$		\$

36. Compared to 5 years ago, how would you describe your organization's total revenue this year? Place an X in the most appropriate box.

- .....Significantly less total revenue than 5 years ago
- .....Somewhat less total revenue than 5 years ago
- .....About the same amount of total revenue as 5 years ago
- .....Somewhat more total revenue than 5 years ago
- .....Significantly more total revenue than 5 years ago

37. Did your organization receive revenue from government sources in the last fiscal year? Place an X in the most appropriate box.

- .....Yes
- .....No → (skip to 40.)
- 

38. Compared to 5 years ago, how would you describe your organization's revenue from each government source in the last fiscal year? Place an X in the most appropriate box.

- | Federal                  | Provincial               | Municipal                |   |
|--------------------------|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | .....Significantly less government revenue than 5 years ago     |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | .....Somewhat less government revenue than 5 years ago          |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | .....About the same amount of government revenue as 5 years ago |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | .....Somewhat more government revenue than 5 years ago          |



.....Significantly more government revenue than 5 years ago

.....Not Applicable



more often short-term.....

Compared to 5 years ago, governments provide more funding for projects and less for core operations.....

Compared to 5 years ago, government is increasingly putting conditions on the use of its funds.....

...

**40. Does your organization receive revenue from philanthropic sources (individuals, corporations, United Way, foundations, or transfers from parent bodies)? Place an X in the most appropriate box.**

.....Yes  
 .....No → (skip to 50.)

**41. In the last fiscal year, did your organization set a target for the amount of philanthropic revenue you would raise? Place an X in the most appropriate box.**

.....Yes  
 .....No → (skip to 43.)

**42. What was the targeted amount that your organization set?**

\$  amount

**43. Compared to 5 years ago, overall how would you describe changes in your organization's revenue from philanthropic sources in the last fiscal year? Place an X in the most appropriate box.**

- .....Significantly less revenue than 5 years ago
- .....Somewhat less revenue than 5 years ago
- .....About the same amount of revenue as 5 years ago
- .....Somewhat more revenue than 5 years ago
- .....Significantly more revenue than 5 years ago



influence on the funding decisions of corporations.....

We do not have enough influence on the funding decisions of Foundations (NOT the United Way).....

Securing revenues from corporations has distorted our organization's purposes.....

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Securing revenues from Foundations (NOT the United Way) has distorted our organization's purposes.....

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

(continue on next page)

**44. For the statements listed below, please place an (X) in the box that most closely reflects your view. (continued)**

	Strongly Disagree	Mildly Disagree	Neither Agree or Disagree	Mildly Agree	Strongly Agree	Not Applicable
--	-------------------	-----------------	---------------------------	--------------	----------------	----------------

Compared to 5 years ago, funding from Foundations (NOT the United Way) is more often short-term.....

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Compared to 5 years ago, Foundations (NOT the United Way) provide more funding for projects and less for core operations.....

	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

**45. Next year, how much effort are you planning on using to secure philanthropic funding compared to this year? Place an X in the most appropriate box.**

- .....Significantly less than this year
- .....Somewhat less than this year
- .....About the same amount as this year
- .....Somewhat more than this year
- .....Significantly more than this year

**46. Does your organization receive philanthropic donations from individuals? Place an X in the most appropriate box.**

- .....Yes  
 .....No → (skip to 48.)

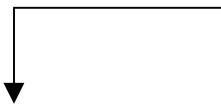


(to next question)

**47. Please rank each of the following methods of securing funds from individuals for your organization. Place a (1) beside the method that raises the most income, a (2) beside the method that raises the next most income, and so on until you have ranked all utilized methods.**

- .....Direct mailing contracted to a private company
- .....Direct mailing done by our own staff or volunteers
- .....Telemarketing contracted to a private company
- .....Telemarketing done by our own staff or volunteers
- .....Building relationships with large donors
- .....Bequests and memorial gifts
- .....Other (please specify) \_\_\_\_\_
- .....Other (please specify) \_\_\_\_\_
- .....Other (please specify) \_\_\_\_\_
- .....Other (please specify) \_\_\_\_\_
-

**48. Does your organization receive revenue from corporations and/or companies? Place an X in the most appropriate box.**

 Yes.....   
No.....  → (skip to 50.)

**49. Please rank each of the following methods of securing philanthropic revenue from corporations and companies for your organization. Place a (1) beside the method that secures the most income, a (2) beside the method that raises the next most income, and so on until you have ranked all means that you use.**

- .....Sponsorship
- .....Sharing revenue from product sales
- .....Untied gifts or grants
- .....Donations for a specific program
- .....Donations for specific capital expenditures
- .....Secondments of employees
- .....Other (please specify)\_\_\_\_\_
- .....Other (please specify)\_\_\_\_\_
- .....Other (please specify)\_\_\_\_\_



**50. Now, we would like to ask some questions about your mandate and activities. Place an (X) in the box that best describes the geographic area served by your organization.**

- .....Neighborhood
- .....More than one neighborhood but not the entire city, town, village or rural municipality
- .....The entire city, town, village or rural municipality
- .....A region of the province
- .....The entire province
- .....National
- .....International
- .....Other (please specify)\_\_\_\_\_

**51. Is your organization affiliated with a provincial or national organization? Place an X in the most appropriate box.**

- .....Yes
- .....No

**52. In what year was your organization formed? If your organization is affiliated with a parent or sponsored organization, we are only interested in when the local chapter was formed.**

\_\_\_\_\_  \_\_\_\_\_ year

(please continue on next page)

**53. In all, what services and activities does your organization carry out? Please circle the number for all types of services and activities from the following list that applies to your organization.**

**CULTURE AND RECREATION**

- 01 media and communication services
- 02 visual arts, architecture, ceramic arts
- 03 performing arts
- 04 historical, literary and humanistic
- 05 museums
- 06 zoos and aquariums
- 07 other cultural and artistic activities
- 08 sports
- 09 recreation/pleasure or social clubs
- 10 cultural and linguistic retention
- 11 other: \_\_\_\_\_

**EDUCATION AND RESEARCH**

- 12 primary/secondary education
- 13 higher education
- 14 vocational/technical education
- 15 adult/continuing education
- 16 medical research
- 17 science and technology
- 18 social science research, policy studies
- 19 other: \_\_\_\_\_

**HEALTH**

- 20 hospital cares
- 21 rehabilitation services
- 22 inpatient nursing home services
- 23 psychiatric treatment, inpatient
- 24 mental health treatment
- 25 mental crisis treatment
- 26 public health and wellness education
- 27 health treatment, outpatient
- 28 rehabilitative medical services
- 29 emergency medical services
- 30 other: \_\_\_\_\_

**SOCIAL SERVICES**

- 31 child welfare, child services, day care
- 32 youth services and youth welfare
- 33 family services
- 34 services for handicapped
- 35 services for elderly
- 36 self-help and other personal services

- 37 emergency prevention, relief and control
- 38 temporary shelters
- 39 refugee assistance
- 40 income support and maintenance
- 41 material assistance to the needy
- 42 other: \_\_\_\_\_

**ENVIRONMENTAL**

- 43 pollution abatement and control
- 44 natural resources conservation/protection
- 45 environmental beautification and open spaces
- 46 animal protection and welfare
- 47 wildlife preservation and protection
- 48 veterinary services
- 49 other: \_\_\_\_\_

**DEVELOPMENT AND HOUSING**

- 50 community and neighbourhood improvement
- 51 economic development
- 52 social development
- 53 housing construction and management
- 54 housing assistance
- 55 job training
- 56 vocational counselling and guidance
- 57 vocational rehabilitation/sheltered workshops
- 58 other: \_\_\_\_\_

**CIVIL RIGHTS AND ADVOCACY**

- 59 campaigning or lobbying
- 60 civic rights promotion
- 61 promotion of ethnic solidarity and heritage
- 62 civic mindedness
- 63 legal services
- 64 crime prevention and public safety
- 65 rehabilitation of offenders
- 66 victim support
- 67 consumer protection
- 68 other: \_\_\_\_\_

**PHILANTHROPY AND VOLUNTARISM**

- 69 grantmaking activities
- 70 voluntarism promotion and support
- 71 fund-raising activities
- 72 other: \_\_\_\_\_

**INTERNATIONAL ACTIVITIES**

- 73 exchange/friendship/cultural programs
- 74 development assistance
- 75 international disaster and relief
- 76 international human rights and peace
- 77 other: \_\_\_\_\_

**BUSINESS AND PROFESSIONAL ASSOC., UNIONS**

- 78 business associations
- 79 professional associations
- 80 labour unions
- 81 other: \_\_\_\_\_

**RELIGION**

- 82 religious activities, preaching, ceremonies, sacraments

**OTHER**

- 83 \_\_\_\_\_

**54. Please write down the number of the service or activity from Question 53 above that is most central to the purpose of your organization.**

\_\_\_\_\_

**55. Referring only to the service or activity listed in Question 54 above, to what extent is your organization able to meet the need or demand that currently exists in the community? Place an X in the most appropriate box.**

- .....Completely
- .....Almost completely
- .....To a limited extent
- .....To a very limited extent
- .....Not at all

**56. The private sector has the Chambers of Commerce, which represents and supports its members. The labour sector has the Manitoba Federation of Labour. Do you agree or disagree that the Voluntary Sector needs a similar kind of organization for itself? Place an X in the most appropriate box.**

- .....Strongly agree
- .....Agree
- .....Neither agree or disagree
- .....Disagree
- .....Strongly disagree







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### **First Contact for Chief Executive Officer Survey**

April 2, 2002

Dear

A few days from now you will receive in the mail a request to fill out a brief questionnaire for an important research project being conducted by the University of Manitoba on behalf of the Manitoba Voluntary Sector Initiative (sponsored by the Volunteer Centre of Winnipeg).

It focuses on comprehensively describing the status and health of Manitoba's voluntary sector for the first time ever.

I am writing in advance because we have found that many people like to know ahead of time that they will be contacted. The study is of key importance in ensuring the sustainability of the voluntary sector through providing voluntary sector leaders, governments, the corporate and business sectors and labour with reliable information about the nature and health of the voluntary sector.

Thank you for your time and consideration. It is only with the generous help of people like you that our research can be successful.

Sincerely,

Sid Frankel  
Associate Professor, and Director  
Child and Family Services Research Group, Faculty of Social Work



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## **Second Contact for Chief Executive Officer Survey**

March 18, 2002

Address

Dear \_\_\_\_\_:

I am writing to ask your help in a study of the status and health of voluntary sector organizations in Manitoba. The study is part of an effort to learn what challenges are facing the voluntary sector and how they can best be met.

We are contacting a random sample of (this will vary by survey - chief executive officers/ board presidents) of voluntary sector organizations to ask about their resources, organizational issues and outputs. Results from the survey will be used to help the Manitoba Voluntary Sector Initiative to develop agreements on behalf of the voluntary sector with the public business and corporate and labour sectors, to improve the sustainability of the voluntary sector. The Manitoba Voluntary Sector Initiative is led by the Volunteer Centre of Winnipeg, and includes Arts Stabilization Manitoba, the Social Planning Council of Winnipeg, the United Way of Winnipeg and the Winnipeg Foundation.

Your answers are completely confidential and will be released only as summaries in which no individual's answer can be identified. When you return your completed questionnaire your name will be deleted from the mailing list and never connected to your answers in any way. The survey is voluntary. However, you can help us very much by taking the time to share your experiences and opinions. If for some reason you prefer not to respond, please let us know by returning it in the enclosed stamped envelope.

It may be useful in completing the questionnaire to consult your last annual report.

If you have any questions or comments about this study, we would be happy to talk with you. In Winnipeg, please leave a message for the principal investigators at 474-6663, or outside Winnipeg, please call toll free at 1-800-432-1960, extension 6663).

Thank you for helping with this important study.

Sincerely,

Sid Frankel  
Associate Professor, and Director  
Child and Family Services Research Group, Faculty of Social Work

**Third Contact  
Postcard**

Date

Last week a survey about your organization was mailed to you. Your organization's name was drawn randomly from a list of Manitoba voluntary sector organizations.

If you have already completed and returned the questionnaire to us, please accept our sincere thanks. If not, please do so today. We are especially grateful for your help because it is only by asking people like you to share your experience that we can understand the challenges of voluntary sector organizations.

If you did not receive a questionnaire, or if it was misplaced, please call us (474-6663 in Winnipeg, 1-800-432-1960 extension 6663, outside of Winnipeg) and we will get another one in the mail immediately.

Sincerely,

Sid Frankel, Associate Professor and  
Director, Child and Family Services Research Group  
University of Manitoba  
Winnipeg, MB R3T 2N2





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### **Fourth Contact Letter**

Date

Address

Dear \_\_\_\_\_:

About three weeks ago I sent a questionnaire to you that asked about your organization. To the best of our knowledge, it has not been returned.

The comments of people who have already responded include a great deal of information about the realities and challenges of the voluntary sector. We think that the results are going to be very useful to the voluntary sector and the other sectors which support it.

We are writing again because of the importance that your questionnaire has for helping to get accurate results. Although we sent questionnaires to organizations from every sub-sector of the voluntary sector, it is only by hearing from nearly everyone in the sample that we can be sure that the results are truly representative.

A comment on survey procedures. A questionnaire identification number is printed on the back cover of the questionnaire so that we can check your name off the mailing list when it is returned. The list of names is kept separately in a locked cabinet so that individual names can never be connected to the results in any way. Protecting the confidentiality of people's answers is very important to us.

We hope that you will fill out and return the questionnaire soon, but if for any reason you prefer not to answer it, please let us know by returning the blank questionnaire in the enclosed stamped envelope.

Sincerely,

Sid Frankel, Associate Professor  
and Director, Child and Family Services Research Group

PS: If you have any questions, please feel free to leave a message for me at 474-6663 in Winnipeg, and 1-800-432-1960, ext. 6663 outside of Winnipeg.