

# Lighting the Way:

The State of the  
Alberta Nonprofit  
Sector 2018





# PREFACE

## Lighting the Way for the Road Ahead

Welcome to the 2018 State of the Alberta Nonprofit Sector report.

This report marks a departure from our reporting over the past several years on the annual Alberta Nonprofit Survey results. We wanted to go further and probe more deeply into the views of nonprofit leaders about their organizations, and about the sector as a whole. For these reasons, this year's province-wide survey on the sector was supplemented with focus groups and interviews – qualitative research that allowed us to better assess the current mood of the sector.

*Lighting the Way* provides insights into Alberta's nonprofit sector, for sector leaders and other stakeholders. It also serves as a basis for CCVO's policy agenda heading into 2019, and our advocacy efforts in the upcoming provincial and federal elections. We're currently developing a new set of strategic policy priorities and creating a Nonprofit Election Toolkit as a resource for organizations. Later this year, we'll be launching a new workshop series to help build the policy capacity of nonprofits. These activities will also benefit from, and help inform, CCVO programs such as Executive Directions nonprofit leadership development, the Boland Survey of nonprofit sector compensation and HR practices and the Reach Hire nonprofit career centre.

As we continue our work to develop the adaptive capacity of nonprofits, CCVO looks to elevate the conversation about the important social and economic role of the nonprofit sector in Alberta. We believe that the evolving narrative about the sector should include details of not only what we do and how we do it, but also why nonprofits are so passionately engaged in their missions and mandates. CCVO also wants to encourage leaders and organizations to apply systems-thinking to their work and, when possible, explore sector-wide strategies that show organizations coming together and behaving as a sector.

We also want to continue evolving our understanding of the state of the sector and deepen the research that underpins this report. Our ambition is to develop more meaningful measures of impact and other indicators that will provide insights into the Alberta nonprofit sector – reflecting our belief in the principle “what gets measured gets done”. Please let us know if you have thoughts or recommendations on how we can make our research even more helpful.

We wish to express our sincere appreciation to the leaders of the Alberta nonprofit sector who completed our 2018 survey, and to those who participated in the focus groups and interviews that helped inform this report. We also want to thank our colleagues at the Edmonton Chamber of Voluntary Organizations, Volunteer Alberta, and Volunteer Lethbridge for their collaboration in convening focus groups. Finally, a special recognition to CCVO staff who contributed to this report, including our Manager, Policy & Research, Alexa Briggs, who so impressively led the analysis and writing.



**David Mitchell**  
President & CEO  
CCVO

# THE STATE OF THE SECTOR

2018 marks the eighth year of CCVO's Alberta Nonprofit Survey (ANS) – the source for annual CCVO reports on the state of the nonprofit sector in Alberta. Many of the issues identified our first report in 2011 remain relevant today. This year, the report on the State of the Sector has evolved from reports in past years. For the first time, qualitative data in the form of focus groups and interviews with sector leaders was introduced to our methodology. That addition has made for a richer discussion about the current mood in the sector, the successes of the sector, where nonprofit leaders see the sector heading, and how they envision the future of the sector.



26,000  
nonprofits in Alberta<sup>1</sup>



paid  
staff  
0 to >200



budget  
size  
>\$30,000 to >\$10,000,000

The nonprofit sector remains diverse in its composition – with organizations ranging in size, mission, focus, number of employees, and budget size. CCVO is proud to represent this diversity and to share the collective feedback we heard from sector leaders to answer the question:

## What is the current state of the nonprofit sector in Alberta?

# TAKING THE TEMPERATURE

Like all sectors, the nonprofit sector's work ebbs and flows with changing tides. Whether it be fluctuating economic conditions, new governments, or new technologies, the sector is always adapting and working to meet the evolving needs of the community. As the sector adapts, so does its general mood; our focus groups and interviews revealed high optimism for the future among most nonprofit leaders for their own organizations. This optimism was balanced by the realities of working in the sector; realities that come with great benefits, as well as drawbacks that have not shifted in several years and are likely to remain constant for years to come. Leaders were not interested in dwelling on circumstances they have little control over, and instead encouraged discussion about how the sector can continue to evolve. Nuances of this cautiously optimistic attitude are explored below.

## Cautious Optimism

The current mood among nonprofit leaders across Alberta can be best characterized as one of cautious optimism. While many noted reasons for feeling like the year ahead holds great possibilities, they also reserved space for caution.

Sources of optimism stem in no small part from the perception that the people who are drawn to the sector are passionate about the work they do and the value it contributes to their communities. This passion lends itself to a more naturally optimistic feeling from people who are drawn to work in the sector<sup>2</sup> by their pursuit of service.

Support from other sectors is recognized as crucial to the success of nonprofits. Sector leaders noted that continued support from the business community has been evident in the last year, even as corporations wrestle with the effects, and after-effects, of the economic downturn. While significant corporate dollars are still available, community investment staff to administer funds and work with nonprofits have diminished, leading to knowledge and capacity gaps in corporate giving departments, and increased work for nonprofits.

**“ To the outside eye, it may appear as though agencies in this sector are asking for more, more, more but rather, we are an endless source of solutions. ”**

While remaining constructively critical of the provincial government, many leaders feel that there has been a positive shift in the willingness to listen and work together over the last year. Looking ahead to next year's provincial election, respondents to the survey note particular concern about:

1. The lack of communication on legislative and policy changes affecting the sector.
2. The lack of ability or willingness to recognize the economic and social contributions of the nonprofit sector.
3. The need for flexible, predictable, and sustained funding opportunities from the provincial government.

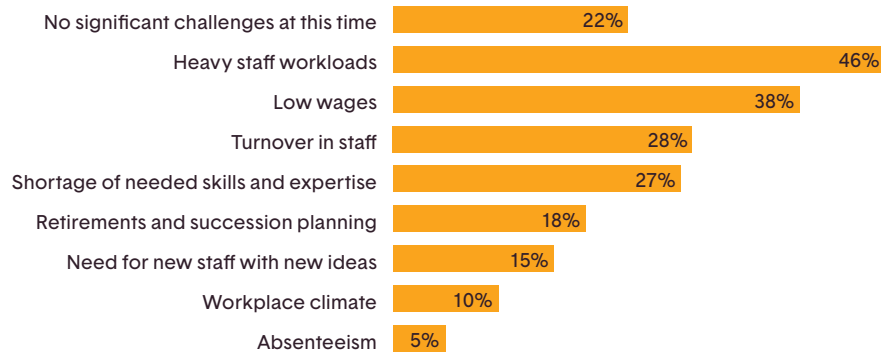
Nonprofits operate under tight financial constraints and regulatory changes can have a big impact on the bottom line. The recent effects of the minimum wage increase, changes to Occupational Health and Safety requirements and Employment Standards, and the lingering effects of an economic downturn<sup>3</sup> have all contributed to financial pressures in the last year. With these compounding changes, Alberta nonprofits are experiencing higher operating costs and decreased financial support from funders and donors – many of whom are feeling financial pressures of their own<sup>4</sup>.

## The More Things Change, The More They Stay the Same

A review of past State of the Sector reports shows that, while current events or policy changes might vary from year to year, challenges have persisted for many years. While there are very personally rewarding benefits to working in this sector<sup>5</sup>, a perception that no progress has been, or will be made, can lead to feelings of defeat. This assessment of ongoing issues aligns with what we heard from sector leaders this year, who, despite their general sense of optimism, were cautious because of the constant state of the following:

FIGURE 1

### Most Significant Workforce Challenges



**Turnover.** Looking at the workforce challenges as reported in the ANS [figure 1], it is evident that the sector feels the effects of heavy workloads and comparatively low wages, which leads to high turnover and burnout in many organizations. Sector leaders expressed concerns that burnout has led to a hollowing out at the mid-management level; they observe many senior leaders who have been around for many years, and a new generation of emerging leaders who leave the sector to pursue careers in other sectors once gaining some experience. This attrition creates a significant knowledge gap in mid-management positions, with unprepared staff being moved into senior leadership positions, and senior leaders who are reluctant to depart because it may leave the organization without adequate leadership<sup>6</sup>.

*“ ED/CEO turnover is expected at 25%? I think we need more than that to spur fundamental change. ”*

**Flux.** Needs in the community are constantly emerging and evolving. The Alberta economy is either boom or bust. Election cycles now mean governments may change, and correspondingly, priorities change, and available funding changes. These factors are a reality of working in the nonprofit sector – it is a sector that is required to respond and adapt – and reinforces the critical need of adaptive capacity in making a more resilient and nimble sector<sup>7</sup>.

*“ As the economy is down, community needs go up, and the nonprofits are the first responders; while simultaneously experiencing a decrease in their own resources to address increased needs in the community. ”*

**Funding Uncertainty.** Most organizations reported in the 2018 ANS that their funding outlook will remain the same next year, and while it is tempting to dismiss funding concerns on that basis, this popular topic is often misunderstood. Upon closer examination of the constraints that leaders discuss, the total funding available from all sources (e.g. foundations, government, donors) [figure 2] is not the top concern, but rather the means and method of funding distribution. Of particular note, leaders advocate for: multi-year funding to increase the predictability and stability of operations; flexible funding so that organizations can respond to emerging needs and be empowered to operate in the most effective way possible; and for increased operational funding (e.g. financial resources to hire, train, and retain staff) – not solely programmatic funding. Most organizations anticipate that their operational costs, will increase or stay the same [figure 3], but fewer report that their revenue is expected to increase [figure 4]. This insight illustrates the impact that lack of operational funding may have on an organization, with many nonprofits continuing to stretch their budgets, and find ways to do more with less.

*“ We need long-term plans, not just programs. ”*

FIGURE 2

Average Percentage of Revenue Source

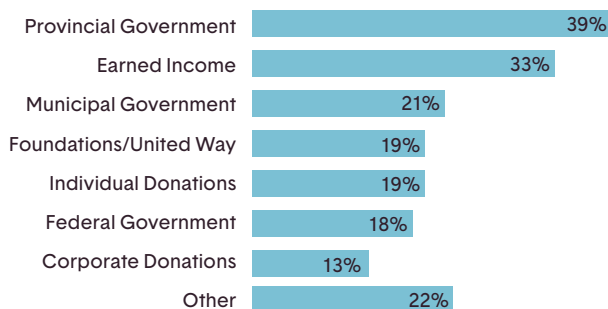


FIGURE 3

Overall Annual Operating Costs Compared to Previous Year

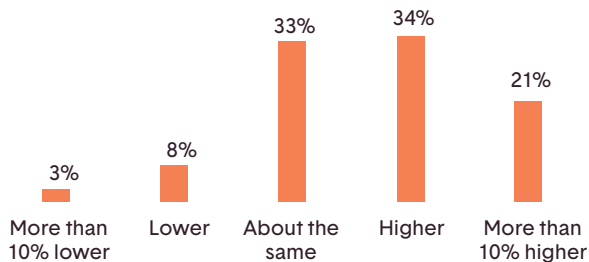
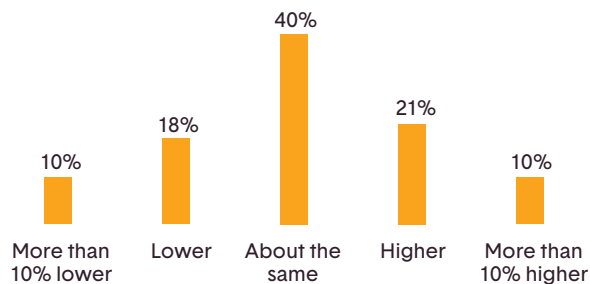


FIGURE 4

Organization Change in Revenue



## Ready for the Next Evolution

Nonprofit leaders who participated in focus groups and interviews reflected very carefully on both their optimism for the sector and the reservations they feel because of some of the realities of working in this sector. These leaders also expressed a readiness, willingness, and an urgency in recognizing these realities without dwelling on them. In other words, how can the nonprofit sector recognize the constraints it faces without being bound by them? Leaders spoke about three strategies in particular as driving forces behind the evolution of the nonprofit sector. All three of these strategies can be viewed from a systems-thinking lens, with leaders focused on a vision for the sector and how to create fundamental shifts in the sector as a whole.

*“ I have high hopes for my organization, but I sense frustration from other leaders who are tired of resistance to changing the status quo. ”*

### Strategy 1: Collective Impact

Collective impact refers to a specific way of working together, under specific conditions, to tackle complex problems. It might be tempting to reduce the concept to ‘collaboration’, but it is a deliberate method of engaging with others to create change. Since the concept of collective impact was introduced in 2011<sup>8</sup>, it has generated much interest and discussion. A recent study<sup>9</sup> shows that collective impact can be effective, given the right conditions, and when conducted thoughtfully, intentionally, and meaningfully.

### Strategy 2: Social Innovation

While collective impact can be seen as a way of working together to solve complex problems, social innovation can be seen as a way to generate an organizational culture that supports and encourages adaptation, responsiveness, and creativity – in a way that yields effective solutions<sup>10</sup>.

*“ Resiliency and innovation are cornerstones of this sector. ”*



### Strategy 3: Policy Advocacy

According to Imagine Canada's Sector Monitor 2016 survey, two thirds of charities in Canada are involved in some form of public policy activity. The survey also showed that most charities are active in public policy as an adjunct to their day-to-day activities. They engage in only a few sub-activities and they do so relatively infrequently. Rather than being active primarily at the Federal level, where much public attention has focused, charities are more likely to focus most of their public policy efforts on provincial and municipal governments. And, rather than seeking to drive the policy agenda and dramatically reshape it to their ends, they seek primarily to inform<sup>11</sup>. Leaders are interested in pursuing policy advocacy more strategically and deliberately, but they are hindered by lack of resources to support those endeavours. Not only is policy advocacy a strategic opportunity to evolve the way the sector engages in important issues, it is also a moral imperative<sup>12</sup>. It is not secondary to the mission but a crucial part of executing and delivering on that mission.

**“ What does our government view as the necessities of life? What do all Albertans deserve to have? What are their responsibilities? What do I have a right to engage in and be part of as an Albertan? ”**

Nonprofit organizations continue to expand their repertoire and thinking as new research and concepts emerge. As leaders continue to implement systems-thinking, and the strategies noted above, nonprofits may see significant changes in the way they engage with governments, each other, and the important issues they tackle.

# PEOPLE ARE THE KEY TO SECTOR SUCCESS

When quizzed on the positive attributes of the nonprofit sector, leaders resoundingly focused on the people who work in it and their shared goals of achieving better outcomes for communities and citizens. The leaders we spoke with represent the diversity of Alberta's nonprofit sector and were uniform in their recognition of the dedication and innovation of their colleagues.

The nonprofit sector is extraordinarily diverse. Organizations that comprise Alberta's nonprofit sector range in terms of their size and area of work. They are engaged in a wide variety of activities that also vary according to organization size and type of work. Nonprofit organizations range from small budgets of less than \$100,000/year that may be entirely volunteer-run to large organizations with multimillion-dollar budgets and hundreds of employees. These organizations exist in a diverse landscape of areas such as Arts and Culture; Education and Research; Environment; Fundraising and Volunteerism; Health; Housing and Development; International; Law, Advocacy and Politics; Professional Associations and Unions; Religion; Social Services; Sports and Recreation.



## Dedicated to Making a Difference

Leaders in the nonprofit sector said the people who work in this sector are:

- Dedicated to the work because they believe in the value of their contribution<sup>13</sup>. They are drawn to working in this sector to contribute their talents to making a positive impact on issues they are passionate about.
- Dedicated to the people they serve, working to make lives better for individuals. The nonprofit sector serves many people in many different ways (e.g. socially, environmentally, creatively), and people who work in this sector see individuals who benefit from these services every day.
- Dedicated to communities, trying to create healthier, stronger, safer, and more vibrant communities. Community-level change can take years to achieve, and it almost never follows a linear path, but to be part of pushing that change forward can be rewarding and requires commitment from the people who work in the sector.
- Committed to collaboration with other nonprofits to support each other in reaching mutual goals. And nonprofits frequently persevere in pursuit of meaningful collaboration, even when execution of those partnerships does not always meet expectations.

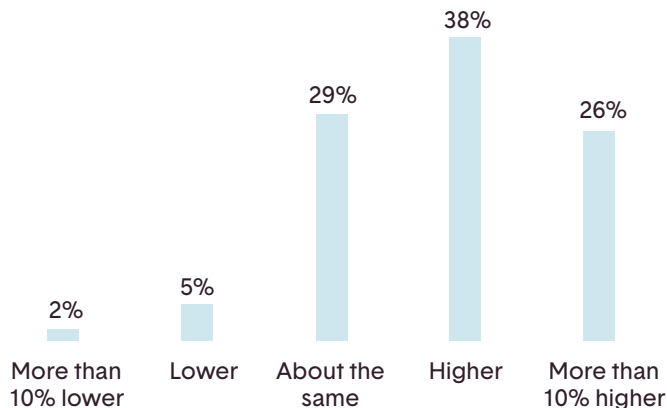
**“ No one works in this sector for the money. ”**

## Resourceful in Constraints

People who work in this sector are constantly finding creative ways to meet the needs of their communities. This year's ANS responses show that nonprofits generate diversified sources of support, including earned income, individual donations, and provincial funding. Those who are familiar with the nonprofit sector are likely not surprised to see that earned income is a source of funding for many organizations, but it is perhaps not broadly known that nonprofits are very entrepreneurial when it comes to finding sources of revenue to support their organization's mission.

FIGURE 5

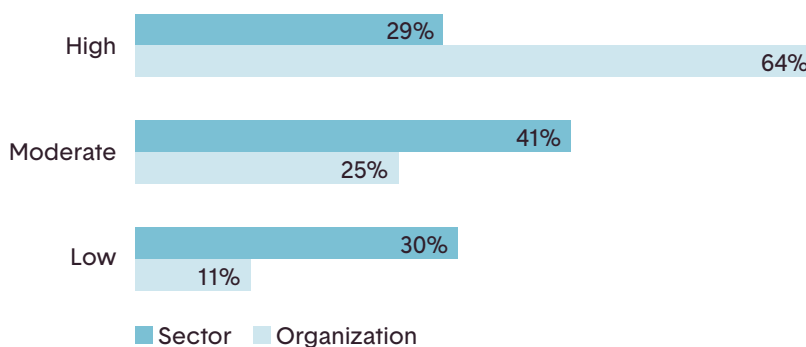
### Organization Demand for Programs and Services in the Past Year



Overall, organizations report that their revenue sources are most likely to remain stagnant, but demand for programs and services will continue to increase [figure 5] – a trend that mirrors national findings<sup>14</sup>. Despite this discrepancy, half of organizations report that they will continue to meet demand for services. When faced with stagnant or decreased funding, nonprofits find a way to meet the needs of individuals and communities. In fact, respondents to the survey overwhelmingly rated their abilities for innovation, resiliency, and networking as moderate to high, and the sector's capacity lower [figure 6].

FIGURE 6

### Adaptive Capacity: Innovation, Resiliency, and Networks



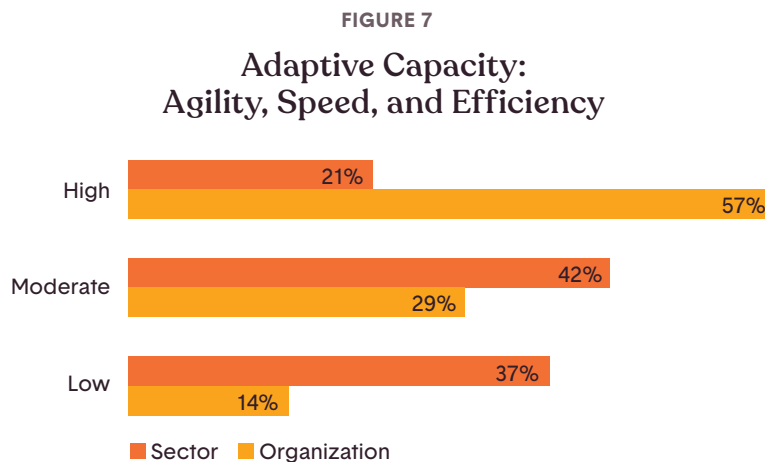
# SEIZING A MOMENT

Some of the richest discussion with sector leaders came from looking ahead to making the sector even better. Leaders imagined and shared a vision for the future of the sector that elevates, challenges, and takes a bold approach to challenging the status quo and evolving beyond the entrenched thought patterns, conversations, and expectations. The sector can choose to collectively shift the conversation<sup>15</sup> and may now be at a critical moment, with an opportunity to realize this vision.

## Elevate the Conversation

Leaders are eager to elevate the conversation. They are realistic about facing the commonly discussed challenges and are interested in changing the narrative that often comes along with it. The sector consistently reports workforce challenges in terms of low wages, heavy workloads, and turnover. This narrative can lead to excessive focus on these challenges with the sector being viewed by itself and others as deprived or depressed. While leaders expressed a desire to recognize that reality and continue to work on changing it, they also expressed a need to elevate the dialogue so that the sector can move beyond that conversation – and move toward leveraging and building upon the best of the sector.

**“ It seems that the pace has picked up. People want answers now, but impact takes time. Complex problems take time. ”**



Sector leaders are keen to raise expectations and see best practices – such as leadership planning, retention, and development; attention to governance; risk management – embedded in organizational culture. The 2018 ANS results point to ways that embedding these practices more proactively might have a positive impact on how organizations function, where respondents indicated that their organizational capacity on agility, speed, and efficiency is high – and the sector’s capacity is moderate [figure 7].

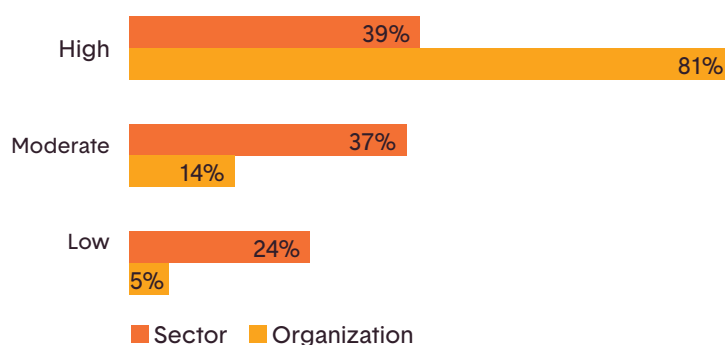
Conversations with leaders raised the continuing push and pull of partnerships and collaborations in the sector. There is an ongoing tension between the need and expectation for organizations to work together to solve complex issues and better deliver on their goals, which is not always backed with the incentives to do so. Interestingly, respondents to the survey ranked their own organization's ability to collaborate as high but the overall sector's ability to collaborate as much lower [figure 8].

**“ We have started to reimagine collaboration, where it's not always about dollars. We try to see opportunities for collaboration in other ways, pull down the walls and get creative about how we work together. ”**

Sector leaders did express a willingness to move to more meaningful and genuine collaboration – reinforcing the insights that the desire to work together is often high, but the mechanisms to do so are not always evident. This gap is particularly relevant as it relates to funding opportunities where organizations are often competing for resources.

FIGURE 8

### Adaptive Capacity: Collaboration



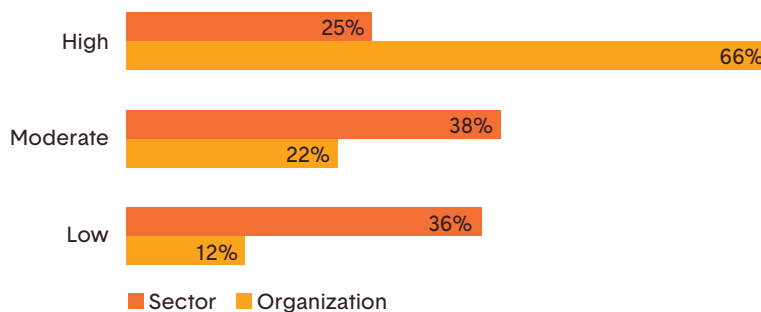
## Challenge the Status Quo

The status quo, according to sector leaders, needs to be challenged. The ANS results showed that organizations rank themselves as having moderate to high capability in experimentation and risk management, and the sector as moderate to low capability [figure 9]. These insights support the conclusion that the sector could stand to take more risks, given the right tools. Our conversations with leaders reinforced this idea and suggested that traditional relationships with funders could be reimagined – perhaps with increased reciprocity and opportunities to have safe conversations about what is working and what could be improved. New approaches might encourage practices where funders act more often as brokers between organizations to support and facilitate collaboration and partnerships, rather than competition. Where possible, organizations could be granted the resources to courageously explore potential opportunities for amalgamation, dissolution, or transferring programs/services to another organization.

**“ We cannot continue to pretend that nonprofits can operate with limited administration costs. ”**

FIGURE 9

### Adaptive Capacity: Openness to Experimentation and Ability to Manage Risk



**“ If nonprofits just stopped doing what they are doing, what would be the impact? We deliver essential services to Albertans. ”**

## Share Bold Messages

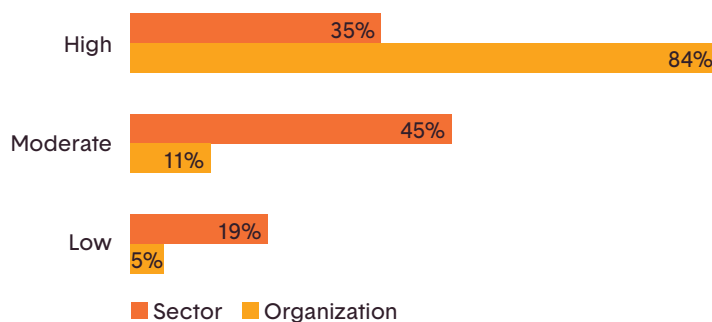
Nonprofits are very skilled at working towards their mission, but they are often less equipped to share their contributions, accomplishments, and stories effectively with the broader community. For example, in 2012 the nonprofit sector contributed \$9.6 billion in GDP to the Alberta economy<sup>16</sup>, contributed \$29 billion in total revenue to the Alberta economy<sup>17</sup>, and employed (full- and part-time) 18% of the labour force, or 417,000 Albertans<sup>18</sup>. Some may argue that perhaps the sector is too large and the fact that there are thousands of nonprofits in Alberta reflects an industry run amok. However, before reaching this conclusion, we need to consider all the services that the sector provides and ask ourselves, “who would fill that gap if not for nonprofit organizations?”.

Nonprofit leaders readily acknowledged that the organizations telling their stories well are faring much better than those that are not. If that is the case, it raises an important question about what is being rewarded in the sector – the most-needed and best-delivered services, or the best fund development and communications plans? Nonprofits often take the lead on addressing issues that may not be palatable to the public, such as the fentanyl crisis. These issues need support and resources that go beyond corporate and individual support. Nonprofit organizations require the resources and skills to support their work with communications and fund development capacity.

**“ This sector hires more women and immigrants for good jobs but they are paid less than industry or public sector. ”**

FIGURE 10

### Adaptive Capacity: Openness and Transparency



As such, leaders expressed exasperation about the continued expectation that nonprofits operate without adequate administration costs. This expectation is entrenched in grants and contracts, where funders often require dollars to go directly to programs or services, and not to administration or core operating expenses. Without doubt, there is an administrative cost to providing good services and programs, and ultimately to running an effective organization. In order to function as efficiently and effectively as possible, nonprofits need to be honest about administrative costs without fear of reprisal, and further, need access to funding that supports the costs of operating. In fact, a new study shows that low overhead ratio does not correspond to operating efficiency and may be associated with negative outcomes<sup>19</sup>. There appears to be significant room for the sector to be bolder and more assertive with its messaging - when it comes to openness and transparency, the vast majority of organizations rated themselves as high, and the sector as moderate [figure 10].

# SUCCEEDING TOGETHER

Respondents to the 2018 ANS (validated by focus group and interview participants) identified three main issues that they would like to see addressed by political parties in the upcoming provincial election:

1. Clearer communications between the government and the sector.
2. Recognition of the contributions that the nonprofit sector makes both socially and economically.
3. More sustainable, predictable, and flexible funding.

With these priorities in mind, CCVO is proposing a policy agenda consisting of three main pillars<sup>20</sup>: Sector-Wide Strategy, Think Like a Sector, and Reimagine Funding Models.

## Sector-Wide Strategy

A sector-wide strategy in a governmental approach to the nonprofit sector in Alberta could be a vehicle to better promote the value, composition, and function of the nonprofit sector. Encouraging the provincial government to work with nonprofits on adopting and acting on a sector-wide strategy could be achieved through renewal of the mandate of the Alberta Nonprofit/Voluntary Sector Initiative (ANVSI)<sup>21</sup>. **We recommend repositioning the mandate of ANVSI to become a Premier's Council on the Nonprofit Sector**, still comprised of leaders from the sector and the public service. The reporting structure should be a direct line to the Premier and Executive Council so that there is a clear line of accountability and attention to the most important issues.

Given the diversity of the composition of the nonprofit sector, a sector-wide strategy may be a lofty, but worthy goal in its potential to deliver:

- better understanding of the sector among all levels of government and the broader public;
- greater recognition of the contributions that the sector makes to Albertans;
- a shift from crisis management to sustainability;
- acknowledgement that social, economic, and environmental outcomes are tied to each other and, ultimately;
- better communication between government and the sector.

**“The nonprofit sector should be a significant part of any serious economic strategy. Recognition matters. How do we make the invisible work we do, visible.”**

In advance of the 2019 Alberta provincial election, CCVO is pursuing the notion of a sector-wide strategy with provincial political parties – what is their vision for the nonprofit sector and how do they imagine achieving these goals?



## Think Like a Sector

The Alberta Nonprofit Network (ABNN) – currently in an exploratory phase – holds potential for encouraging the sector as a whole to think and behave like a sector. Among the functions that ABNN might fulfill, leaders were interested in sector standards and best practices, a safety net that could be called upon for advice, counsel, and resources, and discussions to generate honest, productive dialogue among stakeholders in the sector. As one of the exploratory committee partners, CCVO will continue our engagement with the emerging ABNN, working to leverage systems-level thinking where possible.

*“ When there is a crisis,  
the nonprofits are the ones to respond. ”*

## Reimagine Funding Models

To reimagine funding models in collaboration with the for-profit sector, all levels of government, and the broader public, the narrative needs to change from one of deficit to abundance. That narrative can emerge by rooting in the position that the sector is a supplier of crucial services, economic viability, and vibrant communities – rather than a drain on public resources. Funding of nonprofits should be viewed as investments in social change, creative lives, active neighbourhoods, and healthy communities – rather than sunk costs. Investments by government are a recognition and support of the kind of society in which we all want to live, and a vote of confidence in an organization's vision and ability to deliver. Heading into the 2019 provincial election, CCVO's policy agenda will explore ways to reimagine funding models and bring these ideas into the election conversation, and beyond.

*“ Thinking with scarcity, gets scarcity. ”*

# NONPROFITS VOTE

Nonprofits matter. Their contributions to the economy, to the social and cultural fabric, and to our democratic institutions, matter<sup>22</sup>. Heading into the 2019 Alberta provincial election, CCVO urges all nonprofits in Alberta to engage their staff, volunteers, board members, and the people they serve to: (1) become informed about the platforms and positions of all the major parties; (2) reflect and communicate about how those platforms and positions impact the nonprofit sector; and (3) encourage them to vote once armed with knowledge.

Let's make it known that [#nonprofitsvote](#).

*“ The sector is a significant source of solutions, not the source of problems. We should be recognized not only for the work we do but also for our expertise. ”*

## ABOUT THE REPORT

This report is based on findings from the 2018 Alberta Nonprofit Survey, conducted by CCVO, qualitative data collected in focus groups and interviews with nonprofit leaders from across the province, and supplemental references. The 2018 Alberta Nonprofit Survey was completed by 263 nonprofit organizations from across Alberta. CCVO conducted five focus groups: two in Calgary, two in Edmonton, one in Lethbridge; as well as seven key informant interviews with nonprofit sector leaders from across the province in smaller cities and in rural centres. Focus group and interview participants represent the diversity of the sector in size and subsector composition (e.g. arts, environment, fundraising, education, etc.).

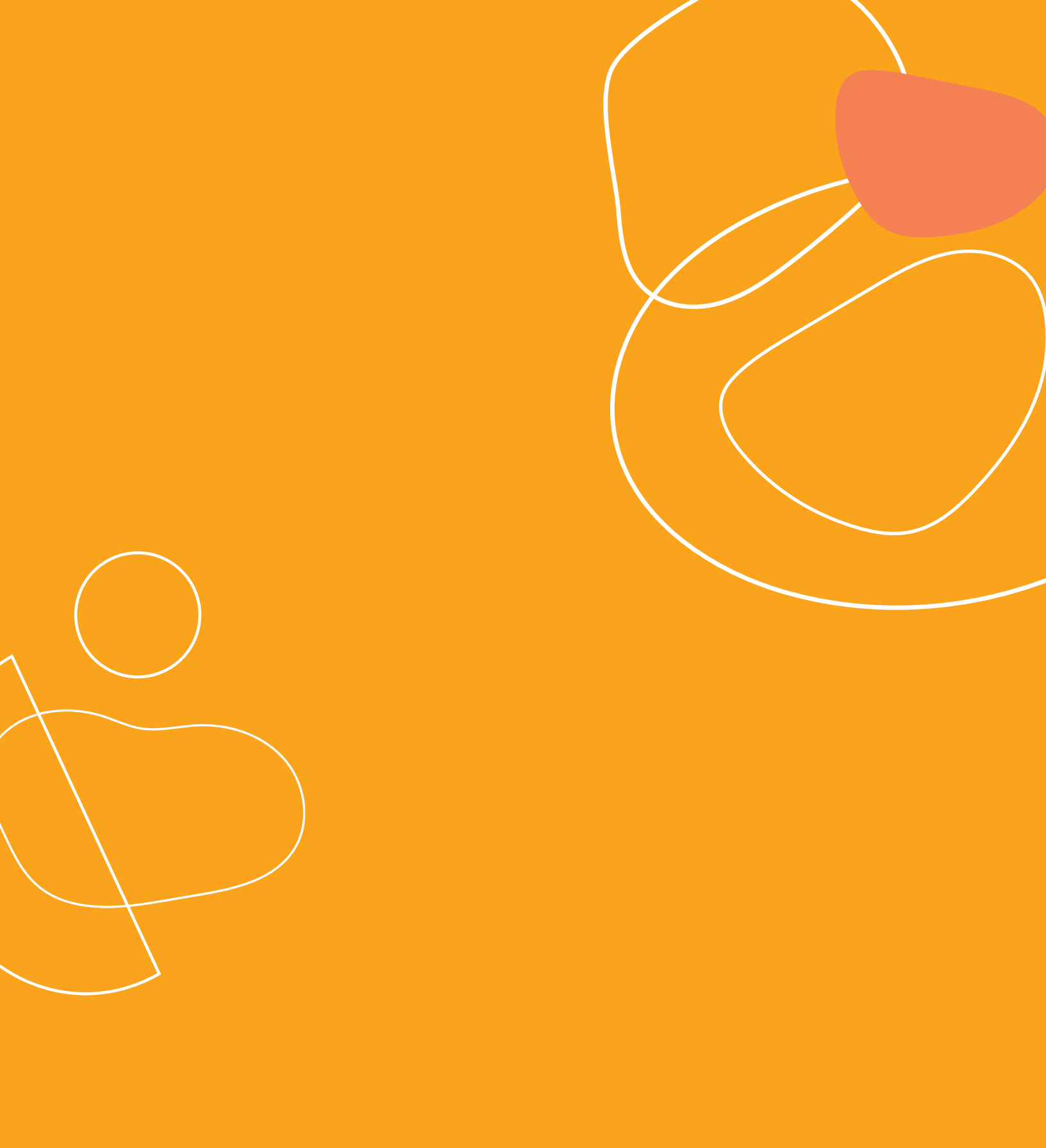
The sample of the survey is not considered to be representative of the sector as a whole. Note that the percentage values represent the percentage of respondents, but are not reflective of the percentage of organizations across Alberta. Furthermore, given the sampling limitations, caution should be exercised in making year-over-year comparison.

## PROFILE OF SURVEY RESPONDENTS

Region		Position at Organization		Subsector	
Calgary and Area	36%	Board member	15%	Arts and Culture	9%
Edmonton and Area	33%	CEO or Executive Director	49%	Business, Professional	
Multi-region or Province wide	14%	Manager	13%	Associations, and Unions	2%
Other Alberta Region	17%	Other staff member	6%	Development	5%
		Vice-President or Director	13%	Education and Research	6%
		Volunteer	3%	Environment	2%
				Fundraising and Volunteerism	5%
				Health	9%
				Housing	2%
				International	1%
				Law, Advocacy and Politics	1%
				Religion	2%
				Social Services	33%
				Sports and Rec	12%
				Other	11%
Budget		Paid Staff			
Less than \$30,000	7%	Less than 1	6%		
\$30,000 to \$100,000	10%	1	7%		
\$100,001 to \$250,000	13%	2-5	24%		
\$250,001 to \$500,000	13%	6-9	15%		
\$500,001 to \$1,000,000	13%	10-24	13%		
\$1,000,001 to \$1,500,000	10%	25-49	10%		
\$1,500,001 to \$5,000,000	15%	50-99	9%		
\$5,000,001 to \$10,000,000	9%	100-199	4%		
More than \$10,000,000	9%	200 or more	4%		
		We do not have any paid staff	9%		

# REFERENCES

- <sup>1</sup> Government of Alberta. (2018). Open Data: Alberta Nonprofit Listing. <https://open.alberta.ca/opendata/alberta-non-profit-listing>.
- <sup>2</sup> For example, in a Canadian/Australian study, when asked what drew nonprofit social service workers to the sector, the majority of the research participants cited 'values' and the capacity to work in a job that is consistent with their values. The opportunity to live out values within the work can be a large contributor to feelings of positivity and optimism about the work. See: Baines, Donna. (2010). 'If We Don't Get Back to Where We Were Before': Working in the Restructured Non-Profit Social Services. *The British Journal of Social Work* 40, no.3: 928-945.
- <sup>3</sup> Alberta experienced a decline in total charitable donations in 2016 possibly related to the economic downturn. Even with the largest decrease of donations among the provinces, Alberta remains above the national average in total number of residents who donate. For more: Statistics Canada. (2018). Charitable Donors 2016. <https://www150.statcan.gc.ca/n1/daily-quotidien/180214/dq180214a-eng.htm>
- <sup>4</sup> CCVO. (2018). Alberta Minimum Wage Increase Coming October 1. <https://www.calgarycvo.org/ccvo-blog/minimum-wage-increase-coming-october-1>  
<https://www.calgarycvo.org/ccvo-blog/minimum-wage-increase-coming-october-1>
- <sup>5</sup> Including overall happiness as found in this UK study: Fenton, Siobhan. (2016). People Working for Not-For-Profit Companies Much Happier Than Private Sector Employees, Study Finds. <https://www.independent.co.uk/news/business/people-working-for-not-for-profit-companies-much-happier-than-private-sector-employees-even-when-a7063916.html>
- <sup>6</sup> See, for example: Stewart, Amanda J. (2016). Exploring Nonprofit Executive Turnover. *Nonprofit Management & Leadership* 27, no.1: 43-58. This study found that long tenures of outgoing executives were associated with declining organizational performance, which can also present a turnaround challenge for a new incoming executive. The study also found that board engagement and performance are mitigating factors on the impact of ED/CEO turnover. In other words, a high functioning board is important in buffering the impacts of turnover but also in preventing a ED/CEO from staying too long.
- <sup>7</sup> CCVO. (2017). Thinking Differently: Adaptive Capacity in the Nonprofit Sector. [https://static1.squarespace.com/static/5aef5b46cef3728571e6c46c/t/5b256216f950b7fedf021ae3/1529176607803/ThinkingDifferently\\_FullReport.pdf](https://static1.squarespace.com/static/5aef5b46cef3728571e6c46c/t/5b256216f950b7fedf021ae3/1529176607803/ThinkingDifferently_FullReport.pdf)
- <sup>8</sup> Kania, John & Kramer, Mark. (2011). Collective Impact. *Stanford Social Innovation Review* 9, no.1: 36-41.
- <sup>9</sup> Stachowiak, S. & Gase, Lauren. (2018). Does Collective Impact Really Make an Impact? [https://ssir.org/articles/entry/does\\_collective\\_impact\\_really\\_make\\_an\\_impact](https://ssir.org/articles/entry/does_collective_impact_really_make_an_impact)
- <sup>10</sup> See, for example: Nilsson, Warren. & Paddock, Tana. (2014). Social Innovation from the Inside Out. *Stanford Social Innovation Review* 12, no.1: 46-52.
- <sup>11</sup> Lasby, David & Cordeaux, Emily. (2016). Imagine Canada's Sector Monitor. [http://sectorsource.ca/sites/default/files/resources/files/sector\\_monitor\\_public\\_policy\\_activity\\_2016.pdf](http://sectorsource.ca/sites/default/files/resources/files/sector_monitor_public_policy_activity_2016.pdf)
- <sup>12</sup> Gibbins, Roger. (2016). The Moral Imperative for Policy Advocacy. <https://thephilanthropist.ca/2016/02/the-moral-imperative-for-policy-advocacy/>
- <sup>13</sup> See this study that found nonprofit sector workers are motivated "by mission not money": Joslyn, Heather. (2002). Nonprofit Employees Are More Satisfied Than Other Workers With Their Jobs, Says New Brookings Survey – But Problems Loom. <https://www.philanthropy.com/article/Nonprofit-Employees-Are-More/183519>
- <sup>14</sup> Emmett, Brian. (2018). Emerging 'Social Deficit' May Force Charities to Cut Essential Services. <http://www.imaginecanada.ca/blog/emerging-%E2%80%9Csocial-deficit%E2%80%9D-may-force-charities-cut-essential-services>
- <sup>15</sup> Much of this general sentiment is mirrored here: Edgington, Nell. (2018). Let's Stop Undervaluing Our Nonprofit Leaders. <https://www.socialvelocity.net/2018/09/12/lets-stop-undervaluing-our-nonprofit-leaders/>
- <sup>16</sup> Government of Alberta. (2018). Alberta's Nonprofit and Voluntary Sector. <https://www.alberta.ca/albertas-non-profit-voluntary-sector.aspx>
- <sup>17</sup> Blumberg, Mark. (2014). Blumberg's Snapshot of the Alberta Charity Sector 2012. [https://www.globalphilanthropy.ca/blog/blumbergs\\_snapshot\\_of\\_the\\_alberta\\_charity\\_sector\\_2012](https://www.globalphilanthropy.ca/blog/blumbergs_snapshot_of_the_alberta_charity_sector_2012)
- <sup>18</sup> Ibid.
- <sup>19</sup> Wellar, Keenan. (2018). About Nonprofit Waste, Overhead, and Financial Subservience. [https://nonprofitquarterly.org/2018/09/21/about-nonprofit-waste-overhead-and-financial-subservience/?utm\\_source=twitter&utm\\_medium=social&utm\\_campaign=SocialWarfare](https://nonprofitquarterly.org/2018/09/21/about-nonprofit-waste-overhead-and-financial-subservience/?utm_source=twitter&utm_medium=social&utm_campaign=SocialWarfare)
- <sup>20</sup> Inspired in part by this quote from Bill Morris, National Director, Public Policy & Government Relations at United Way Canada as a call: "to act more like a sector, and actively participate, as a sector, in shaping public policy that impacts us collectively." From: Oliveira, Marlene. (2018). Day on Parliament Hill: Elevating the Profile and Influence of the Charitable Sector. Imagine Canada. <http://www.imaginecanada.ca/blog/day-parliament-hill-elevating-profile-and-influence-charitable-sector>
- <sup>21</sup> ANVSI is a collaborative forum where representatives of Alberta's nonprofit sector meet with government representatives to identify and resolve issues related to the sector. Find more information: Government of Alberta. (2018). Alberta's Nonprofit and Voluntary Sector. <https://www.alberta.ca/albertas-non-profit-voluntary-sector.aspx>
- <sup>22</sup> According to Muttart Foundation public opinion polls, more than half of respondents in Alberta generally agree that the works of charities improve quality of life, speak in the public interest and can often be better than government at meeting the needs of Canadians: The Muttart Foundation. (2013). Talking About Charities 2013. <https://www.muttart.org/wp-content/uploads/2015/11/6.-Alberta-Charts-2013.pdf>



*In the spirit of our efforts to promote reconciliation, we acknowledge the traditional territories and oral practices of the Blackfoot, the Tsuut'ina, the Stoney Nakoda First Nations, the Métis Nation Region 3, and all people who make their homes in the Treaty 7 region of Southern Alberta.*