

2022 State of the Sector Report

NOVA SCOTIA'S COMMUNITY IMPACT SECTOR

June 2022



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And yet, this period has taken a toll on the sector. People are consistently reporting burnout and mental health in the workplace as a top concern, while funding sustainability continues to be the number one cited issue affecting organizations' ability to thrive.

Impact Organizations of Nova Scotia (IONS) administered the 2022 State of the Community Impact Sector survey in January this year. This report summarizes what we heard from 253 nonprofits across Nova Scotia. Where possible, results are compared to the findings from the 2020 State of the Nonprofit Sector Report that was published in March 2020 based on a fall 2019 survey.

The Community Impact Sector is Diverse

With recent access to the broader provincial data set, we are better able to understand the diversity of activities across the province. Nova Scotia has 2,884 registered charities and 4,678 registered nonprofits, totaling 7,562 impact organizations. Culture and Recreation (36%) represents the largest portion of sub-sector organizations, followed by Religion (16%) and Social Services (11%). By economic region, the most organizations are located in the Halifax region (33%), followed by the Annapolis Valley region (20%).

Funding is a Critical Issue in the Sector

From 2019 to 2022, a greater number of organizations reported having an operating budget of less than \$50,000 (12% in 2019, 21% in 2022). A similar trend was present for organizations reporting an annual operating budget less than \$500,000 (56% in 2019, 68% in 2022). About a third of organizations do not have a contingency fund in place to deal with unforeseen expenses.

Sustainable funding is not a new issue but a critical one, especially given the labour shortages and rising cost of living. It is becoming increasingly more difficult for organizations to compete for talent with other sectors.

Executive Summary

Over the past two and a half years, nonprofit and charitable organizations across Nova Scotia have stepped up to provide critical links between government and communities to ensure that people had access to services and supplies throughout the COVID-19 pandemic. It was apparent that the “Community Impact Sector” has trusted relationships with our most vulnerable community members, enabling organizations to effectively distribute food and school supplies, provide emergency shelter, set up vaccine clinics, ensure rapid COVID-19 tests were available, and so much more. In many instances, the sector was the only source for connection for people living on their own or in unsafe conditions.

Workforce Challenges Require New Thinking

Organizations in the Community Impact Sector tend to be small - only 11% of the organizations surveyed have more than 30 paid staff. In a third of organizations, volunteers account for 75% or more of their human resources.

Job vacancies have varying effects across regions. Organizations in the Cape Breton region anticipate having the greatest number of job vacancies, followed by the Annapolis Valley region. Top retention challenges relate to competition, both within the sector and with other sectors. Many organizations are implementing flexible workplace benefits to help attract and retain staff, especially where they are unable to compete on a financial basis.

Wages in the Community Impact Sector tend to be lower than in the private and public sectors generally, and sector wages in Nova Scotia tend to be lower than their counterparts in other parts of the country. This further aggravates recruitment challenges. Going forward, more work will be needed to differentiate the sector as a desirable place to work.

More JEDDI Commitment Needed

Many organizations are working internally to advance [Justice, Equity, Decolonization, Diversity and Inclusion \(JEDDI\)](#) throughout their workplaces. The majority of organizations are doing this through staff training and changes to policies and procedures. While these steps are often essential for nurturing healthier, more inclusive workplaces, it is notable that only 17% of organizations have made JEDDI part of their strategic goals.

As awareness and learning increase, organizations will need to make strategic commitments to ensure that JEDDI work is not siloed or seen as a side activity to the organization's mandates. This is especially important in a sector that often has socially conscious and environmentally-driven missions and that serves diverse groups of people, often the most marginalized by our society.

Opportunities Exist for Strategic Planning and Partnerships

The majority of organizations (65%) have a strategic plan in place, but only half (51%) have a business plan to accompany the strategic plan. The percentage decreases further to those who also have a succession plan (38%) or HR development plan (37%).

Consistently throughout the survey people said that they would like to utilize more students but they haven't been able to either access funding for them, or haven't done any targeted outreach for students. This is also an opportunity for the sector.

From the standpoint of Board governance and strategy, more work is needed in the areas of regular self-assessments of the Board itself, as well mentoring new members who have little experience.

Across organizations in the sector, collaboration is happening in the form of information sharing and learning. Less than 10% reported having merged operations, administrative structures, and budgets. Given the workforce issues and funding constraints affecting the sector, an opportunity exists to explore more formal collaborative working relationships between organizations.

Introduction

Changing Context

The first [State of the Nonprofit Sector in Nova Scotia](#) report was released by the Atlantic Provinces Economic Council (APEC) in March 2020. Since then, the world has changed drastically. In the same month that the report was released, the first provincial COVID-19 lockdown happened in Nova Scotia, resulting in many organizations needing to shift how they collaborate, operate, and deliver services to their communities.

Too often, this sector is under-recognized, under-valued, and not well understood. The global pandemic, highlighted the importance of the Community Impact Sector as the government relied on organizations to provide services, distribute supplies, and connect with vulnerable community members. Many organizations are the eyes, ears, and hearts on the ground. The sector leveraged trusted relationships with people living in vulnerable and precarious conditions which enabled organizations to effectively distribute food and school supplies, provide emergency shelter, set up vaccine clinics, ensure rapid COVID-19 tests were available, and so much more. In many instances, these organizations were the only positive social connection for those living on their own or in unsafe conditions. Without them, our province's vaccination and testing rates would be lower, and more people would have experienced harmful impacts from social isolation.

The murder of George Floyd and the Black Lives Matter movement spurred a collective awakening to the systemic inequities that have long faced Black Canadians and African Nova Scotian communities. At the same time, the discovery of mass graves at Canadian Residential School sites brought even more awareness to the critical need to reconcile our history and relationships with Indigenous Peoples.

Additionally, climate change is a growing reality that requires us to rethink our consumption behaviours and our relationship to the land. The growing complexity of the issues we are facing demands system level changes in how we live and work.

Impact Organizations of Nova Scotia

In response to the growing complexity of the challenges the sector faces, there have also been many changes for our organization. In February 2022, we rebranded from the Community Sector Council of Nova Scotia to IONS, or Impact Organizations of Nova Scotia. Our new identity reflects the intentional move toward raising awareness of the critical role that impact organizations (nonprofits and charities) play in enhancing our province's wellbeing. We now refer to the "Nonprofit" Sector as the "Community Impact" Sector to amplify that organizations are working **for** impact – whether social, environmental, economic or cultural – and ultimately contributing to healthy, vibrant communities.

To continue to raise awareness of the challenges, opportunities, and value of the sector, we need to have better data – including at a sub-sector level. At IONS, we are committed to growing our capacity for research, analysis, and strategic communications. This report is being released alongside both, the first online sector dashboard and the first digital sector map. The dashboard offers insights and trends across organizational sub-sectors and the map provides activity by geographic area.

Going forward, we will continue to dive deeper into understanding sector characteristics and trends to ensure that we better influence government and funders and stimulate thinking systems change.

About this Report

The 2022 State of the Sector Report for Nova Scotia's Community Impact Sector builds upon the report released by APEC in 2020. We begin with a macro-level overview of the sector based on large provincial and national data sets, and then shift focus to the findings from our most recent survey. The survey findings are presented according to the four main themes: Funding Landscape, Workforce Trends, [JEDDI \(Justice, Equity, Decolonization, Diversity and Inclusion\)](#), and Governance and Operations.

Nova Scotia's Community Impact Sector

This section includes macro-level data related to the number of organizations in the sector by activity area and economic contribution. Data sources include Statistics Canada, the Canada Revenue Agency (CRA), and the Registry of Joint Stock Companies (RJSC) - see Appendix A for more information.

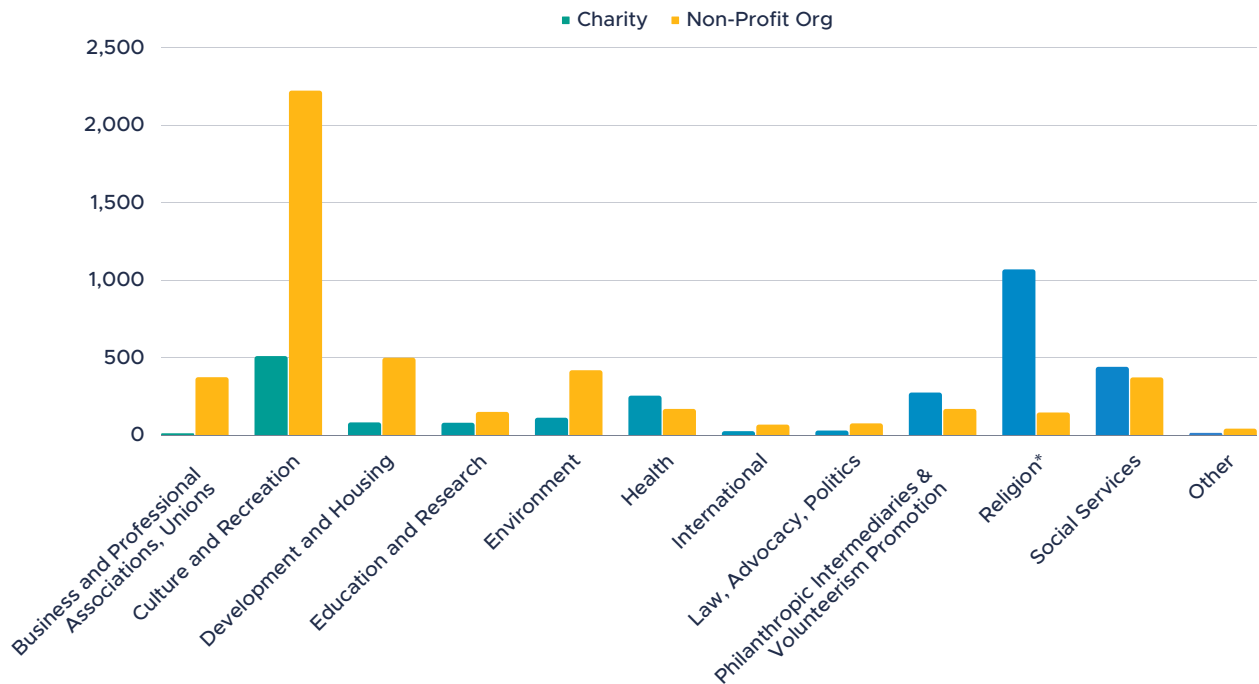
The Community Impact Sector in Nova Scotia is comprised of over 7,562 diverse organizations working toward greater wellbeing and enhanced quality of life. This includes 2,884 registered charities and 4,678 registered nonprofits. The 2020 [State of the Nonprofit Sector in Nova Scotia](#) report prepared by APEC

referenced approximately 6,000 sector organizations. In addition to capturing new organizations who have since joined the sector, our most recent research also includes sources from the CRA on federally registered charities serving Nova Scotia. This provides a more accurate picture of the scale of nonprofits and charities in the province.

Sub-sector Activities

The Community Impact Sector is diverse, and activities span a wide range of areas. For consistency, we reference the International Classification of Non-profit Organizations[1] developed by the United Nations and applied by Statistics Canada. There are 11 main categories of activities in the sector, as well as an additional “other” category (See Appendix B for more detail about these categories).

Table 1: Sector Overview by Organization Type and Sub-sector Activity



[1] Note: more recently, the International Classification of Non-profit and Third Sector Organizations was implemented. This list of 11 includes activity areas that apply to both classifications (see the [United Nations Satellite Account on Non-profit and Related Institutions and Volunteer Work](#), Annex 5.2).

In Nova Scotia, the five largest sub-sectors by activity are:

1. Culture and Recreation (36%)

(E.g., performing arts societies, historical sites, museums, sports clubs, community centres and social clubs.

2. Religion (16%)

E.g., churches, mosques, temples, religious heritage sites/ monuments.

3. Social Services (11%)

E.g., food banks, shelters, daycares, transportation, volunteer fire departments.

4. Development and Housing (8%)

E.g., sheltered workshops for employment, housing assistance, employment agencies, homeowner associations.

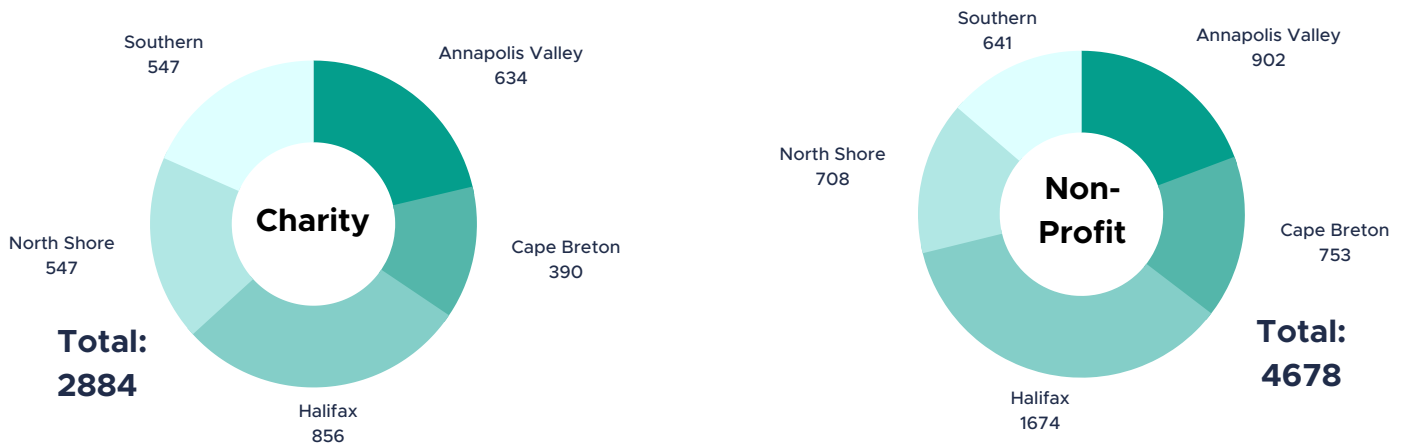
5. Environment (7%)

E.g., farmers markets, community gardens, marine and harbour restoration orgs, climate change abatement organizations.



The charts below indicate the breakdown of organizations by their legal status as either a charity or nonprofit as well as which of Nova Scotia's five economic regions[2] they're located in. The distribution indicates that the spread of organizations mostly follows the population spread of the province; however, there is a notable difference in distribution of charities versus nonprofits. This most likely due to the fact that the second largest sub-sector, Religion, which includes religious organizations (churches, cemeteries, and related entities) account for the largest portion of charities in Nova Scotia. In many cases, there are multiple charities related to one entity which likely conflates the number of charitable organizations.

Table 2: Sector Overview by Region and Organization Type



[2]The economic regions referenced throughout the report are based on Statistics Canada definitions.

Economic Contribution

While the Community Impact Sector is first and foremost committed to enhancing wellbeing and quality of life in communities across Nova Scotia, it also remains an important contributor to the province's GDP and employment.

GROSS DOMESTIC PRODUCT

In 2020, the GDP contribution of total nonprofit institutions, excluding government organizations, was \$1.073 billion, or 2.9% of the total provincial GDP[3] - an increase of \$51 million above the contribution in 2016. The greatest sub-sector contributors to GDP included:

- Business and professional associations, and unions (19%)
- Social services (18%)
- Culture and recreation (13%)

EMPLOYMENT AND EDUCATION

Based on Statistics Canada data, in 2020, Nova Scotia nonprofits, excluding government organizations, employed 19,000 people. This is a decline from 20,000 in 2019 and 21,000 in 2018. Community nonprofits serving households[4] employed 15,000 staff, while business nonprofit institutions employed 4,000 (See Appendix C for breakdown of nonprofit types according to Statistics Canada).

The top employers by sub-sector in 2020 were Social Services at 5,000 employed (26%) and Business and Professional Associations, and Unions at 4,000 (21%). Culture and Recreation and Religion each employ 2,000 staff or 11% of sector employment.

Hourly wages in Nova Scotia for the sector are around 20% lower than national averages for all employee groups, except visible minorities, which are still about 10% lower. Table 1 below illustrates workforce data from Statistics Canada in 2019.



WOMEN MAKE UP 72% OF EMPLOYEES IN THE SECTOR, AND YET TEND TO BE PAID LESS THAN THEIR MALE COUNTERPARTS

Table 3 depicts the sector's demographic make up by the number of jobs held and the hourly wage.

Table 3: Sector Employment by Demographic, Number of Jobs, & Wages

EMPLOYEE DEMOGRAPHICS	TOTAL NUMBER OF JOBS	AVERAGE HOURLY WAGE (NOVA SCOTIA)	AVERAGE HOURLY WAGE (CANADA)
Male	5,883 (28%)	\$23.47	\$30.27
Female	15,337 (72%)	\$20.42	\$25.16
Immigrants	3,745 (18%)	\$21.61	\$27.13
Indigenous	1,108 (5%)	\$20.89	\$26.10
Visible minority	2,286 (11%)	\$22.36	\$24.62

Source: [Statistics Canada, 2019 data](#) for total nonprofit institutions, excluding governments.

In terms of education levels by employment, in 2019, 73% of all staff employed in the Community Impact Sector had some form of post-secondary education. Five percent of employees had earned a trade certificate, while 31% held a college diploma, and 37% held a university degree or higher.

[3]Statistics Canada (2021). [GDP and income of non-profit institutions by activity](#). Accessed May 27, 2022.

[4]Those nonprofits engaged in activities such as social services, sports and recreation and separate from government nonprofits or business-serving nonprofits. See Appendix for more detail.



2022 State of the Community Impact Sector Survey

The first State of the Sector survey, distributed in November 2019, was an important step in taking a data driven and evidence-based approach to telling the story of our sector. The following sections of the report highlight the results of the latest survey administered by IONS in February 2022. This survey expanded from the 2020 version to include additional questions related to labour market information as part of a cross-sector [labour market information project](#) [5] led by the Association of Industry Sector Councils (AISC).

Survey Methodology and Respondents

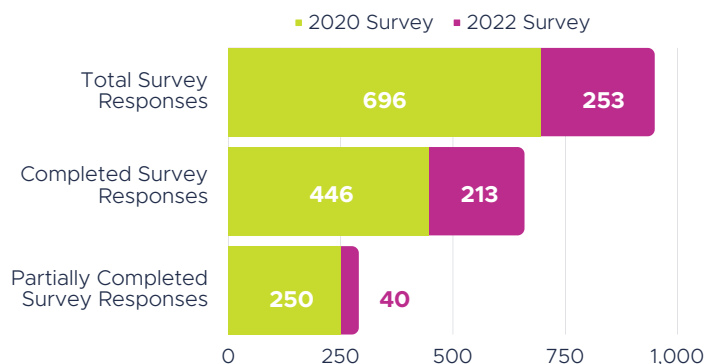
The initial survey design phase included revisiting the 2019 survey, as well as collaborating with a working group associated with the AISC project. Where possible, questions were kept consistent

with the previous survey to allow for ease of comparison over time.

The survey was distributed via email through the IONS distribution list (approximately 2,000 organizations), as well as through IONS social media channels. IONS provided a survey incentive, adding each organization who completed the survey to a draw for a chance to win one of seven prizes. A small team was also contracted to conduct direct outreach via email and phone to encourage survey participation.

The total number of respondents was considerably lower in 2022 (253) than in 2020 (696). The effects of COVID-19 cannot be understated in relation to this trend. Organizations contacted by phone spoke of immense burnout, a lack of capacity or time to participate, and a feeling of being over-surveyed.

Table 4A: Total Number of Survey Respondents



[5] Note: the sector population size listed in the AISC LMI dashboard (n=1,649) does not align with the number in this report (n=7,562) due to the fact that NAICS codes were used to determine sector size in the case of that project. As a result, organizations operating under a NAICS code (e.g., health or education) would be allocated to those areas rather than the Community Impact Sector.

Survey Respondents by Organization Type and Size

The majority of survey respondents belonged to nonprofit organizations and charities that were classified as small-to-medium sized organizations. The tables below summarize the number of respondents based on organizational type within the Community Impact Sector and high-level by organizational demographics.

Table 4B: Survey Respondents by Organization Type[6]

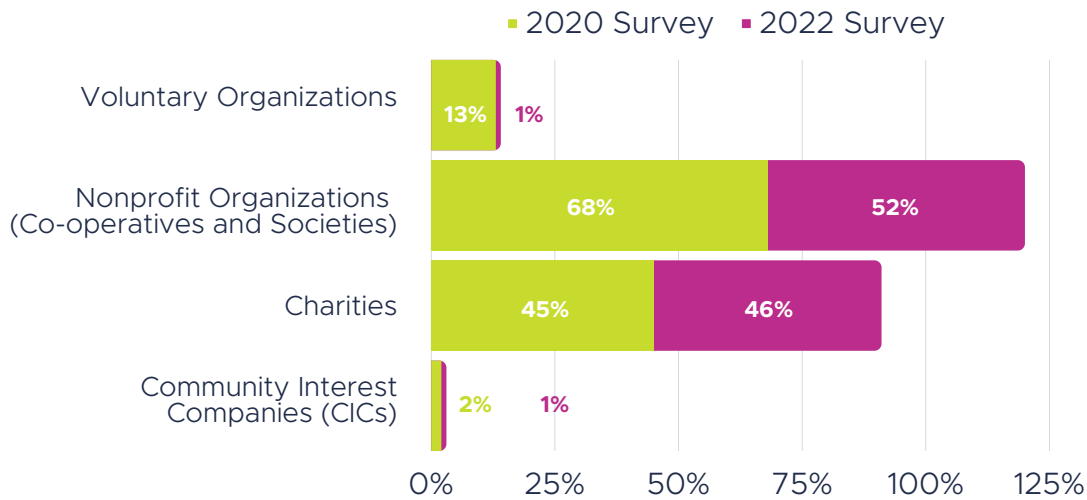
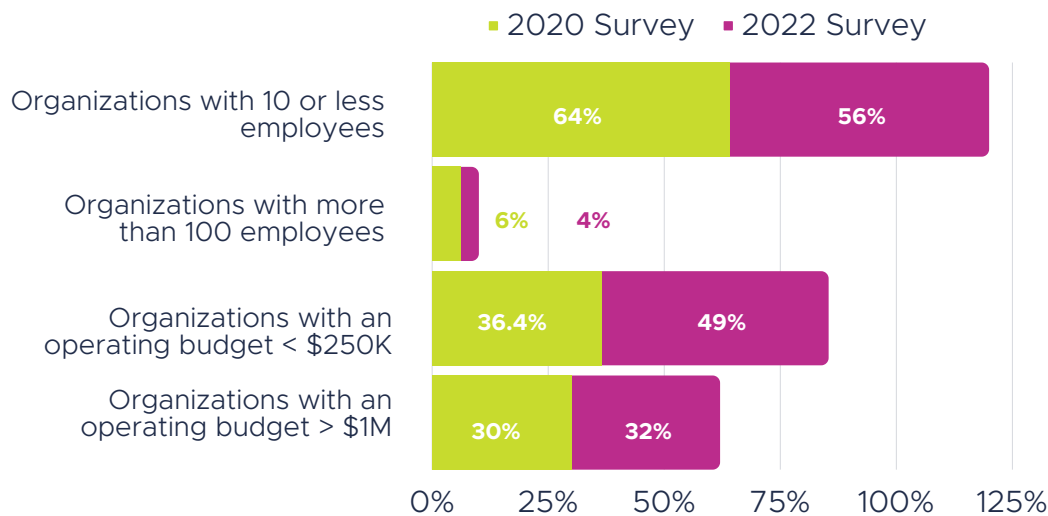


Table 4C: Survey Respondents by Organization Size & Operating Budget



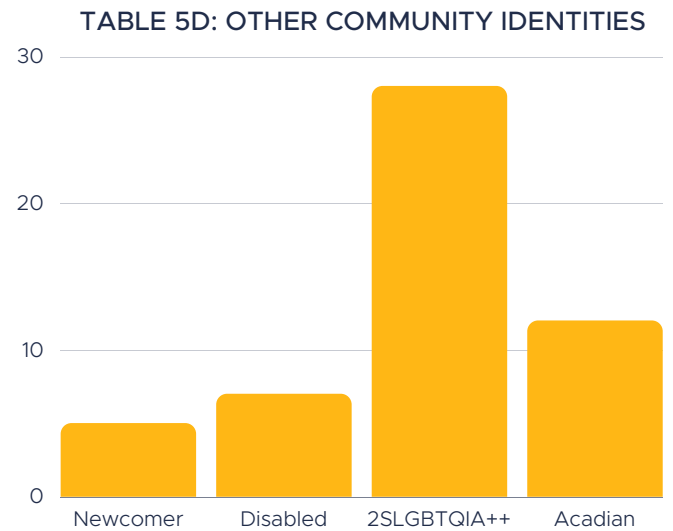
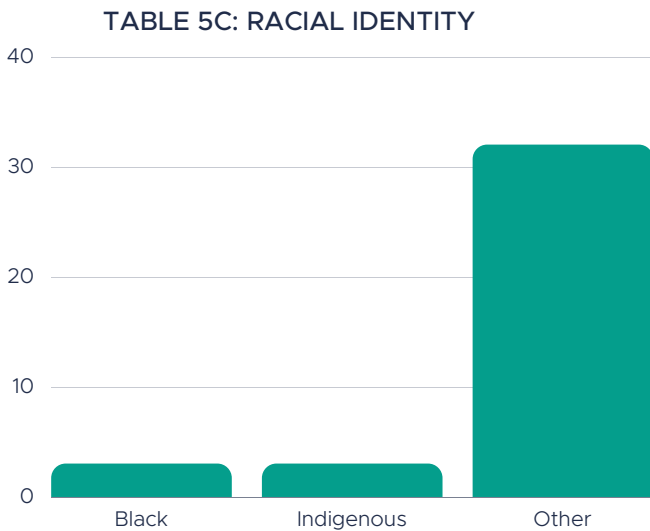
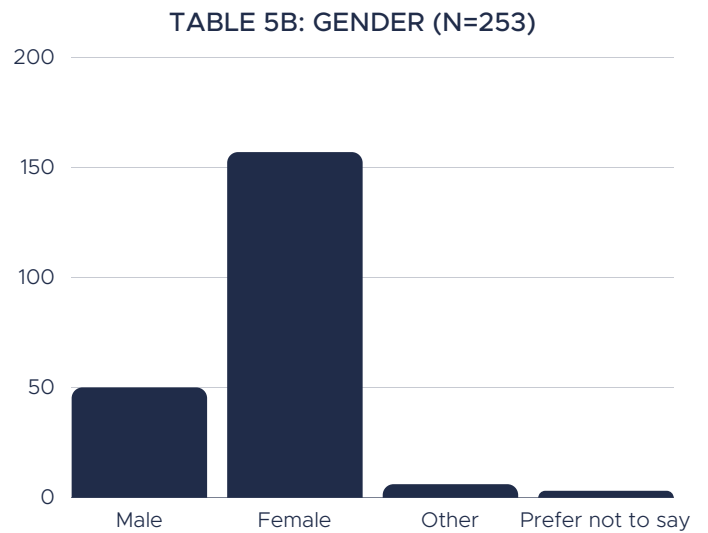
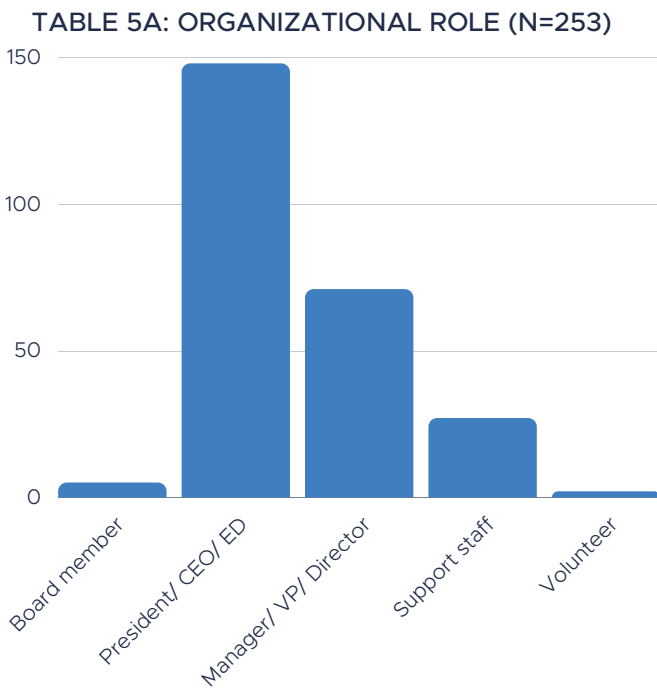
[6] Note: in the 2020 survey, respondents were able to select more than one answer in relation to organization type, leading to a total greater than 100%. This contrasts with the 2022 survey, where organizations could only choose the most relevant option for their case, making these figures difficult to compare, especially in the context of NFP organizations.

Survey Participant Demographics

The following table summarizes demographic information by respondents at the individual level. It is notable that the vast majority of surveys were completed by senior leaders in the organizations, and that over 60% identified as women. Very few participants identified as Black (including African Nova Scotian) or Indigenous, representing a potential gap in the data and a consideration for future research.

About 37% have been working at their current organization for less than five years and about 20% have been there for more than 15 years. About 54% of respondents have been in their current position for less than five years and 11% have been in the same role for more than 15 years. At a high level, this indicates that people are moving roles within the same organizations.

Table 5: Survey Respondent Demographics



Participation by Region

From a geographic standpoint, the survey responses were spread throughout Nova Scotia, as shown in Table 6 of the province below. Respondents indicated the county they were located in and the counties were grouped according to Nova Scotia's five main economic regions as stipulated by Statistics Canada[7].

As is to be expected given the population density in Nova Scotia, the highest number of participants were in the Halifax area (38%). Compared to the 2020 survey, participation was slightly lower than expected in Cape Breton at 14%, and higher than anticipated on the North Shore (21%).

Table 6: Survey Respondent by Geographic Region

Cape Breton

(Inverness, Richmond, Cape Breton, Victoria counties);

North Shore

(Colchester, Cumberland, Pictou, Guysborough, Antigonish counties);

Annapolis Valley

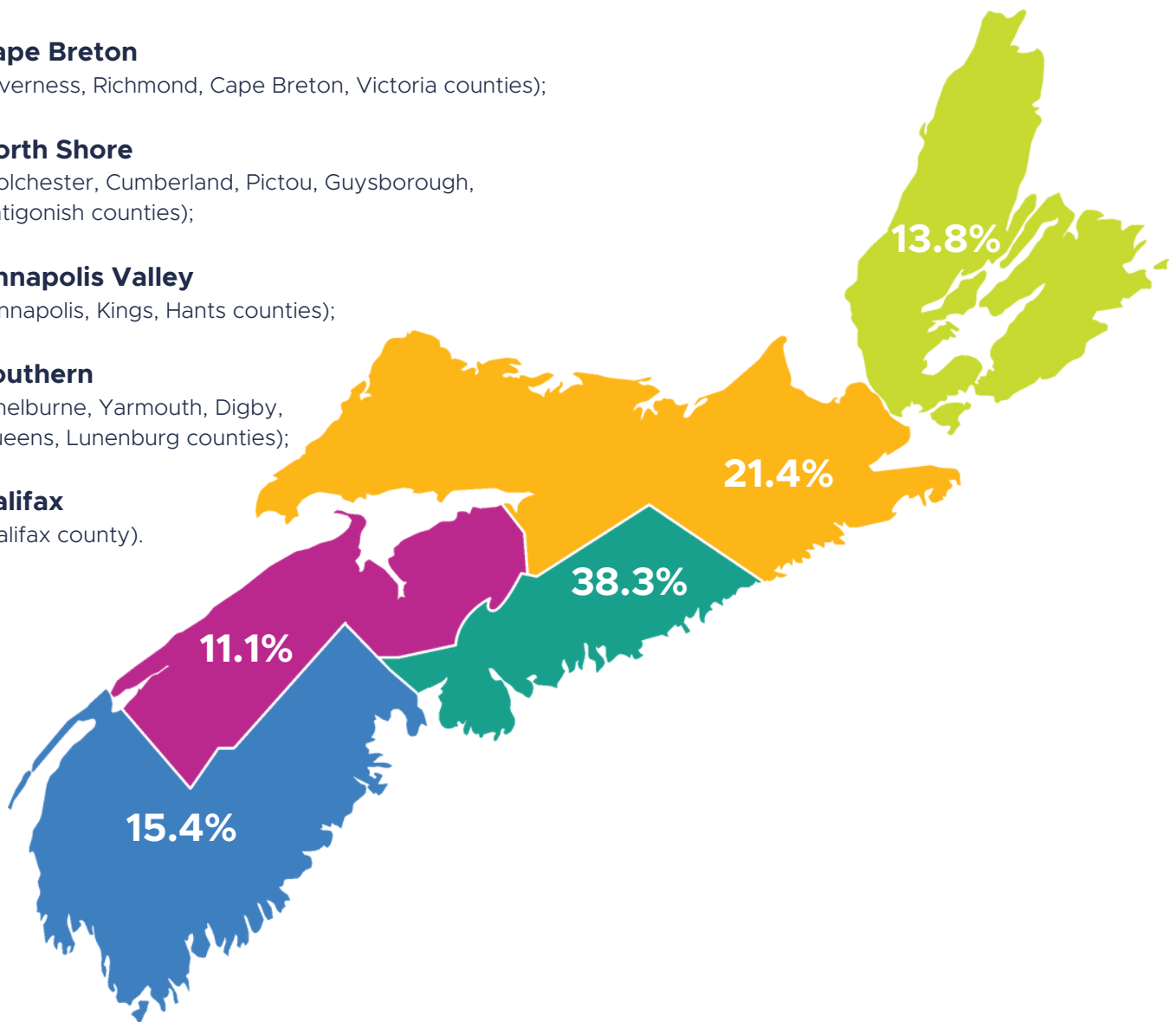
(Annapolis, Kings, Hants counties);

Southern

(Shelburne, Yarmouth, Digby, Queens, Lunenburg counties);

Halifax

(Halifax county).



[7] Statistics Canada (2017). *Economic Regions – Variant of SGC 2016*. Accessed at: <https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=318020&CVD=318023&CPV=1240&CST=01012016&CLV=2&MLV=5>.

Survey Respondents by Sub-sector Activities

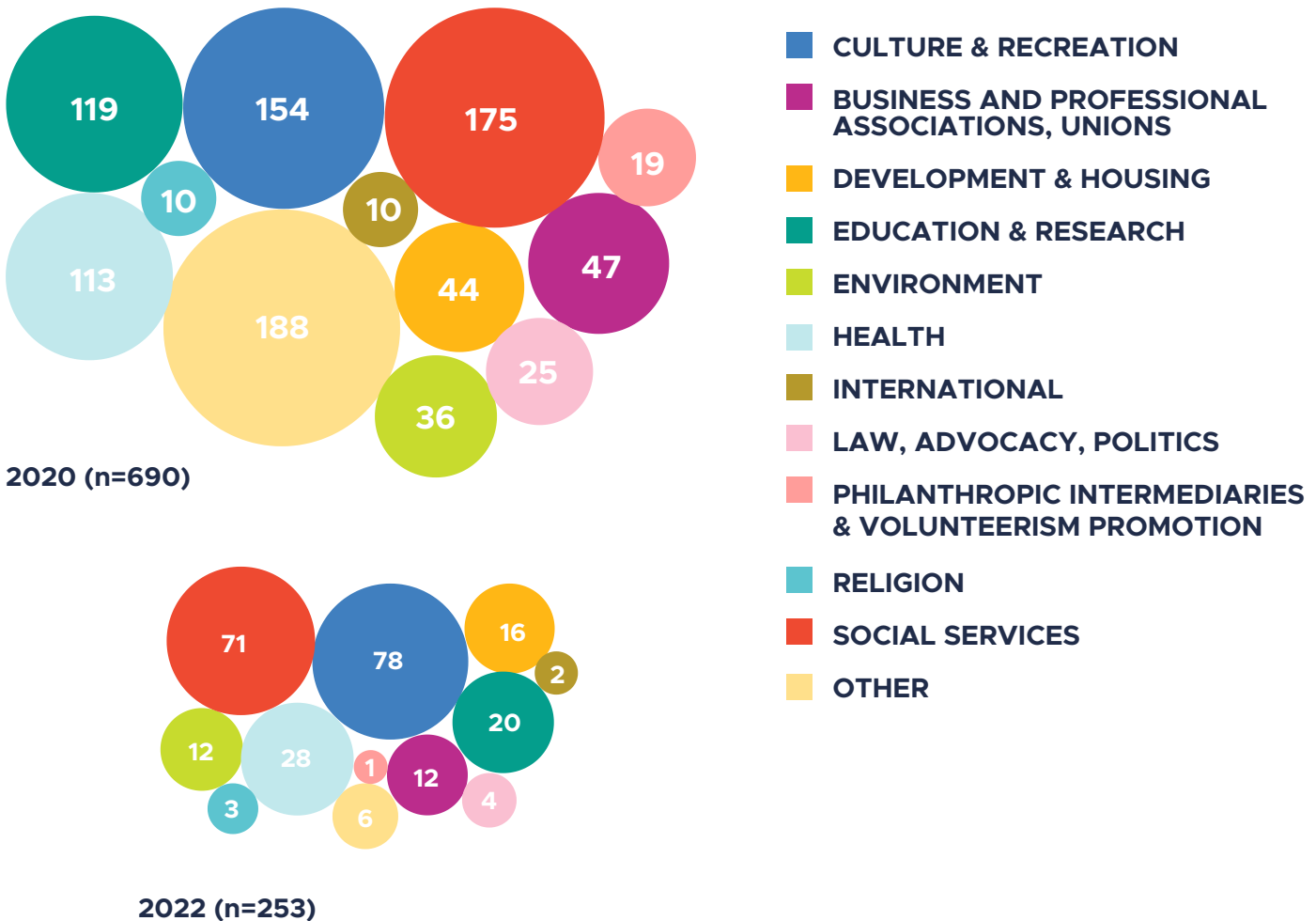
In relation to the sub-sectors of activity across the sector, Culture and Recreation organizations represented the highest proportion of respondents (31%), followed by social services (28%). This mirrors the makeup of the sector as well. Though religious organizations make up a larger portion of the sector, IONS may not be as relevant to their mandates and therefore survey responses would not be expected to proportionately align.

Across the two surveys, an increased number of the respondents in 2022 were from the Culture and Recreation sub-sectors. There was also a notable decrease in the number of participants from the Health and Education and Research categories.

Given that IONS programming tends to support many organizations in social services particularly, their familiarity with IONS may have made them more inclined to respond to the survey request.

In relation to the total distribution of activities in the sector, organizations working in education and research, health and social services were overrepresented in the 2022 data. Philanthropic intermediaries, those working in volunteerism promotion, and religious organizations were notably underrepresented.

Table 7: Survey Respondents by Sub-sector Activities in 2020 and 2022



Findings by Theme

The following sections present the survey findings according to four main themes: Funding landscape, Workforce Trends, JEDDI (Justice, Equity, Decolonization, Diversity and Inclusion), and Governance, and Operations. For the most part, these themes match those in the [IONS online dashboard](#) and offer a framework for understanding the sector using multiple tools and initiatives.

Funding Landscape

Sustainable funding is an ongoing issue affecting the sector, both in terms of accessing sufficient resources and the predictability over time. In past IONS surveys, we have repeatedly heard that funding is the top challenge facing sector organizations. This theme continued in this latest survey.



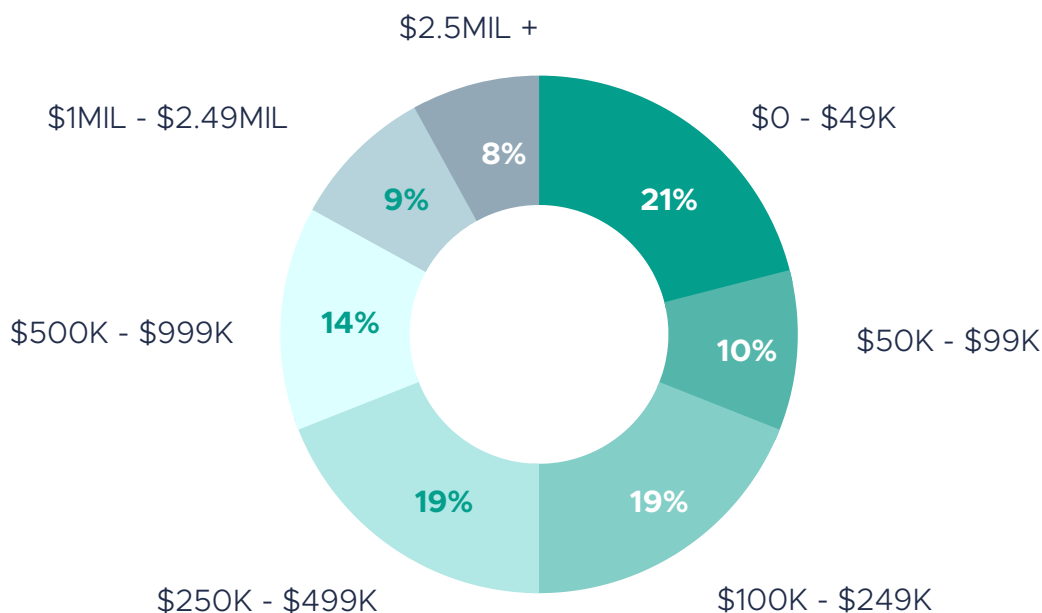
Core funding is our biggest wish, or sustainable revenue sources. Like many organizations, we spend more time fundraising to support our mission than we spend on the actual mission.

- 2022 Survey Respondent

DECREASING ANNUAL OPERATING BUDGETS

The data indicates that annual operating budgets within the sector are decreasing and in a downward trend. In the latest survey, 237 organizations provided their annual operating budget as of their most recent fiscal year. Almost a quarter (21%) of organizations reported an annual budget of less than \$50,000, while the majority (68%) had budgets of \$500,000 or less per year. Only 17% of organizations had annual operating funds in excess of \$1 million.

Table 8 : Annual Operating Budgets



In 2019, only 12% of organizations surveyed had budgets under \$50,000 while more than half (56%) had annual revenues of less than \$500,000. This indicates a growing share in lower operating budget ranges.

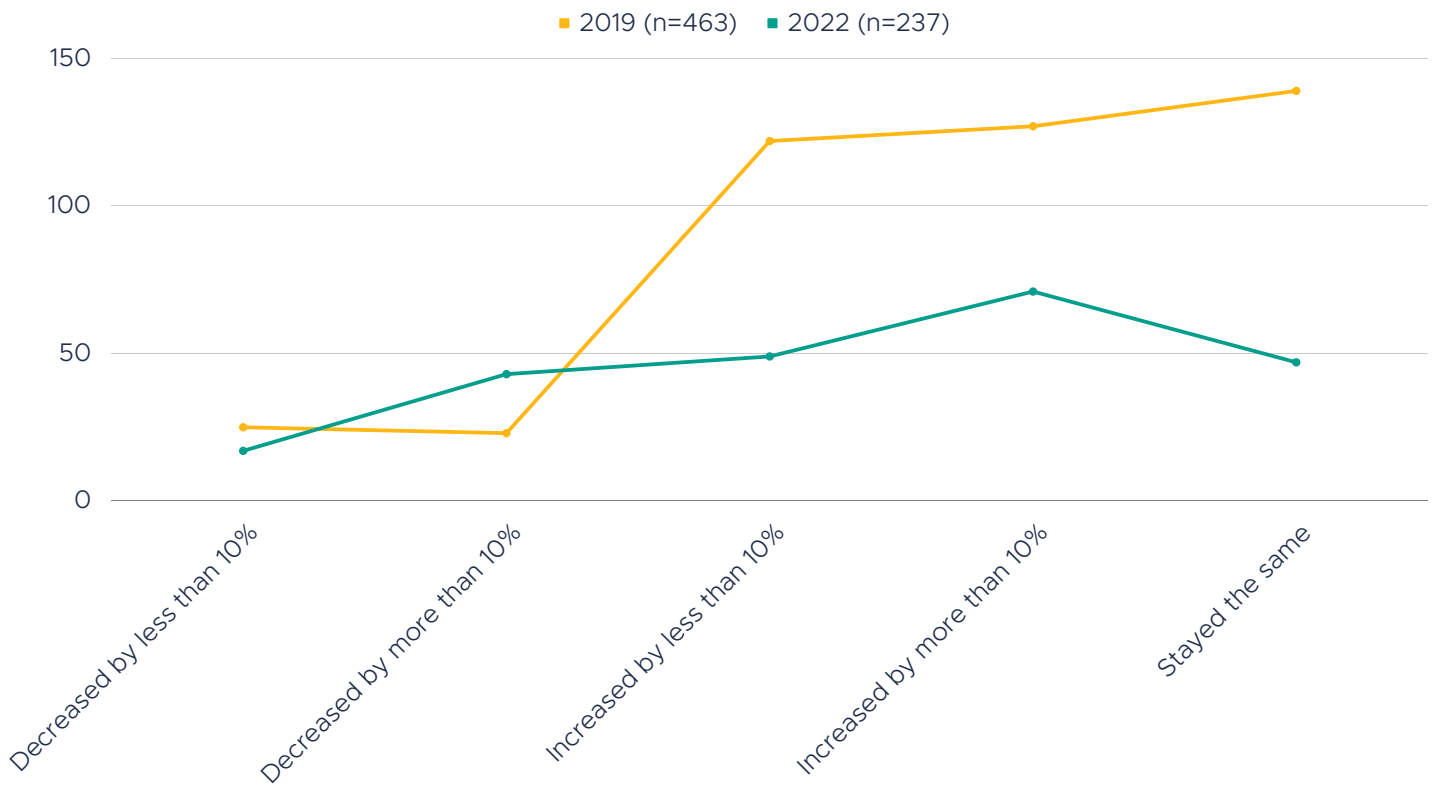


I think most non-profits would say their greatest challenge is organizational capacity, in particular, sustainable core funding. That is certainly ours. We have significant demand, but it's hard to find funding to expand/grow. It's also very difficult to secure government funding that is not project based, which is a problem that continues to impact our sector.

- 2022 Survey Respondent

Half (51%) of the organizations reported an increase in operating budget over the past 3 years, while a quarter of respondents indicated a reduction over the same period. When asked the same question in 2020, 57% indicated increases and only 11% had declining revenues. It is anticipated that this accelerated rate of declining revenues will continue to strain the sector.

Table 9 : Changes in Annual Operating Budgets over 3 Years



27 organizations did not provide an answer/were unsure

When comparing the annual operating budgets of respondents based on region, there is a significant difference in the number of organizations with budgets over \$500,000. In the North Shore, Annapolis Valley, and the Southern regions, there was only an average of 19% of organizations (n=112) who reported budgets over \$500,000. In the Halifax and Cape Breton Regions, an average of 45% of organizations (n=125) responded with having budgets greater than \$500,000. This likely points to an urban and rural divide in relation to funding allocation within the sector.

CONTINGENCY FUNDS

A third of organizations do not have a contingency fund to cover unforeseen expenses.

Financial sustainability is an issue for the sector that affects the ability to retain staff and engage in long-term planning. When asked if they have a financial reserve or contingency fund, 33% of organizations reported having no contingency fund - that is, funds set aside to cover unforeseen future expenses. This question was not asked in 2019, but was included due to in a sector survey conducted by IONS in fall 2020 on the effects of COVID-19. At that time, we found that 20% of organizations did not have access to reserve funds. While these surveys are not directly comparable, there may be an indication of a trend toward fewer organizations having contingencies to rely on. This is particularly important given the constantly changing external environment as it relates to cost of living, climate change, the pandemic, etc.

Many organizations in the sector do not have adequate contingency funds to withstand the absence of funding for prolonged periods of time.

In terms of organizations' ability to sustain themselves over time in the absence of new funding, 15% would be able to continue operating for two months or less. 24% could operate for 3-6 months, and an additional 24% could operate for at least 6 months.



We are frantically writing proposals (and doing fundraising in a poor semi-rural community, with so many barriers and challenges) which tacitly exclude wages, rental and energy costs... as if 'God' is providing the basics and we will get help for 'special projects'. We might not be here next year.

- 2022 Survey Respondent

Table 10: Responses related to financial reserves and contingency funds



SOURCES OF FUNDING

Organizations continue to operate primarily with government funding. Federal funding has increased slightly over the last three years.

In Nova Scotia, a significant portion of sector funding is due to government sources. Survey participants reported the percentage of funding they received across sources for their operations. The greatest increase across time is the portion of funding received from the federal government. This is likely due to an increase in supports related to COVID-19, and is not necessarily an indicator of future trends.

SOCIAL ENTERPRISES

Many organizations in the sector have a revenue-generating source through the sale of goods and/ or services, thus acting as non-profit social enterprises. When asked, 21% of organizations self-identified as a social enterprise, and 13% said they act partially as a social enterprise.

Organizations identifying as social enterprises responded to a series of questions related to their revenue sources. Sixty-one organizations or 36% had

an annual revenue from all sources of less than \$200,000 and about 25% had a total annual revenue between \$200,000 and \$400,000. Only 16% of social enterprises had an annual income greater than \$1 million.

82% of organizations generate up to \$200,000 annually through the sale of goods and/ or services.

Over a third (37.5%) of social enterprises generated up to 10% of their total revenues through the sale of goods and/ or services. Only 25% generated more than 50% of their total revenues through sales. Many common definitions of social enterprises stipulate that to be considered as such, the organization needs to generate at least 50% of its revenues through sales^[8], which means that 75% of the organizations who self-identified would actually not fit the standard description.

Finally, while the sales of goods and/ or services can help organizations diversify funding, it does not guarantee financial sustainability. About 32% of organizations in this category reported an operating surplus of zero and only 16% had more than \$50,000 in surplus in 2021.

Table 11: Funding Sources by Percent of Operating Budget

FUNDING SOURCE	2019 AVERAGE	2022 AVERAGE	% CHANGE OVER TIME
Federal government (contributions, grants, contracts etc.)	21.39	28.31	+6.92
Provincial government	46.68	45.87	-0.81
Municipal government	11.49	11.75	+0.26
Corporate donations	9.61	8.49	-1.12
Non-corporate donations (including individuals, foundations and other charities)	17.34	21.27	+3.93
Member fees	21.15	17.43	-3.72
Investment income	3.72	6.84	+3.12
Sales of goods and services	24.71	26.26	+1.55

[8] Buy Social Canada. What is social enterprise? Accessed at: <https://www.buysocialcanada.com/learn/what-is-social-enterprise/>

Workforce Trends

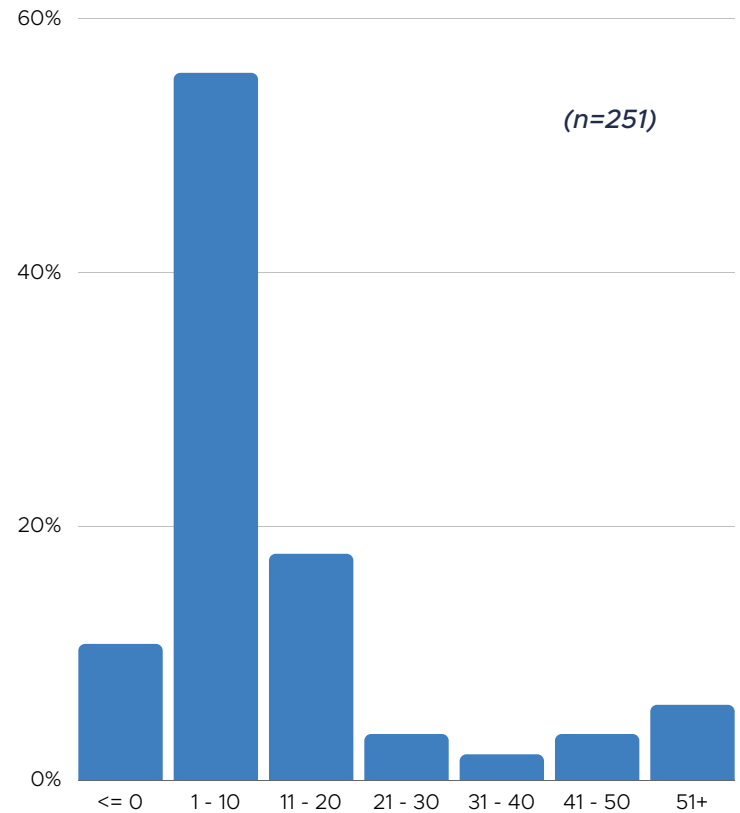
There are a variety of external factors affecting workforce trends in Nova Scotia. COVID-19 has shifted many workplaces to having to operate in virtual environments. As well, people are changing careers and making decisions driven by personal values and a desire for work-life balance, in what is being referred to as “The Great Resignation.” Labour shortages are increasing competition both within the sector and across sectors, leading to heightened challenges related to staff recruitment and retention.

WORKFORCE SIZE AND DEMOGRAPHICS

Organizations in the Community Impact Sector are typically small. Approximately 10% of organizations reported having no paid staff (i.e., they operate on a voluntary basis) and 56% have 1-10 paid employees. Only about 11% of organizations surveyed have more than 30 paid staff.

In 2019, 64% reported having fewer than 10 employees while 8% had no staff. The role and expertise of both staff and volunteers in the sector can't be underestimated. Despite the small organizational staff and funding across the sector, the magnitude of impact is amplified by the role of volunteers.

Table 12: Organizational Size by Staff



A series of questions were asked in relation to the workforce demographics of organizations. This is further described in Table 13 on the next page.

54%

of organizations are comprised of at least half full-time staff.

33%

of organizations rely on volunteers for the majority of their work force (75% or more).

73%

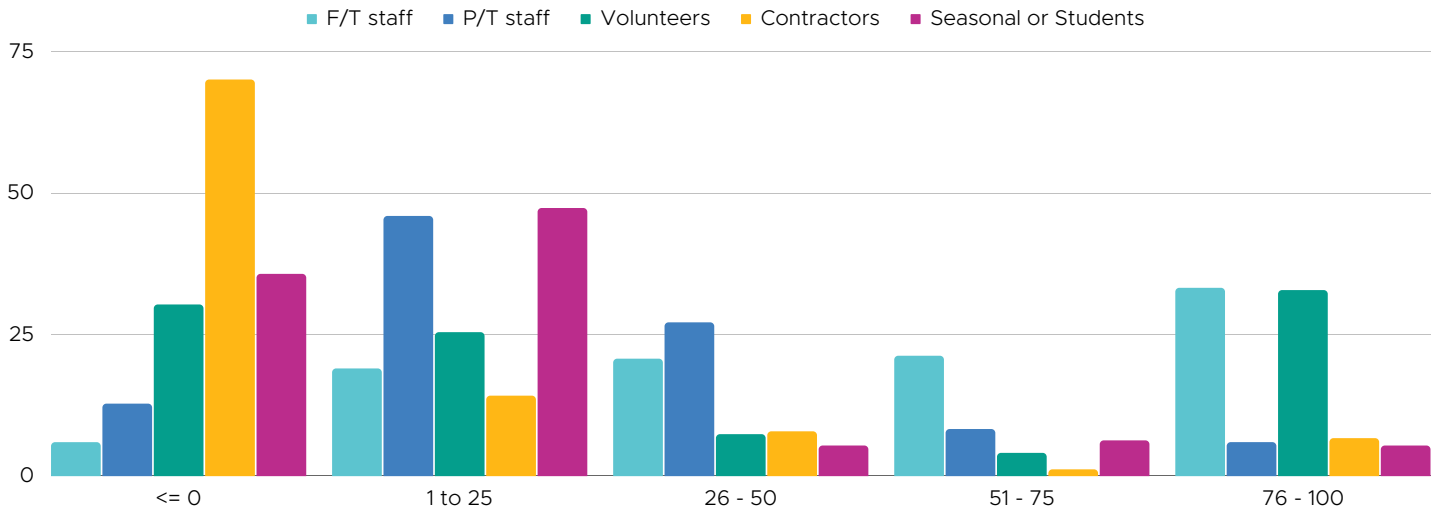
of organizations have part-time staff that account for less than half of their total work force.

47%

of organizations rely on seasonal workers or students for a portion of their staff.

In terms of staff by employment type, a number of organizations in the sector rely on part-time staff. Contractors were not reported as a large portion of staffing, which is somewhat surprising due to the often contractual nature of employment in the sector. This may be explained by the interpretation of the question.

Table 13: Total Staff by Employment Type and Organizational Size

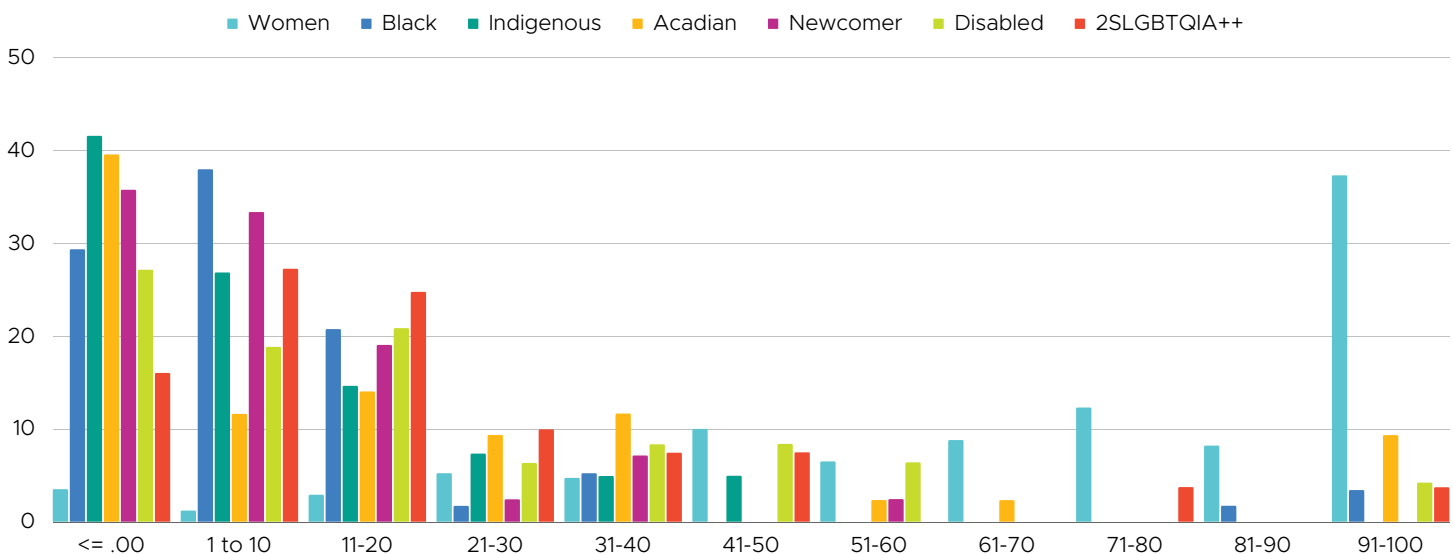


In terms of staff demographics within the sector, women account for 70% or more of the workforce in over half of the organizations (57.5%). There were no organizations that reported more than half of their staff being comprised of Indigenous employees, and only 5% of organizations said that Black employees accounted for over 40% of their staff. About a third of organizations reported that none of their staff are newcomers.

5% of organizations had a portion of Black staff greater than 40%.

36% of organizations reported not having any staff who identified as newcomers.

Table 14: Total Staff by Employee Demographics



WORKFORCE CHANGES

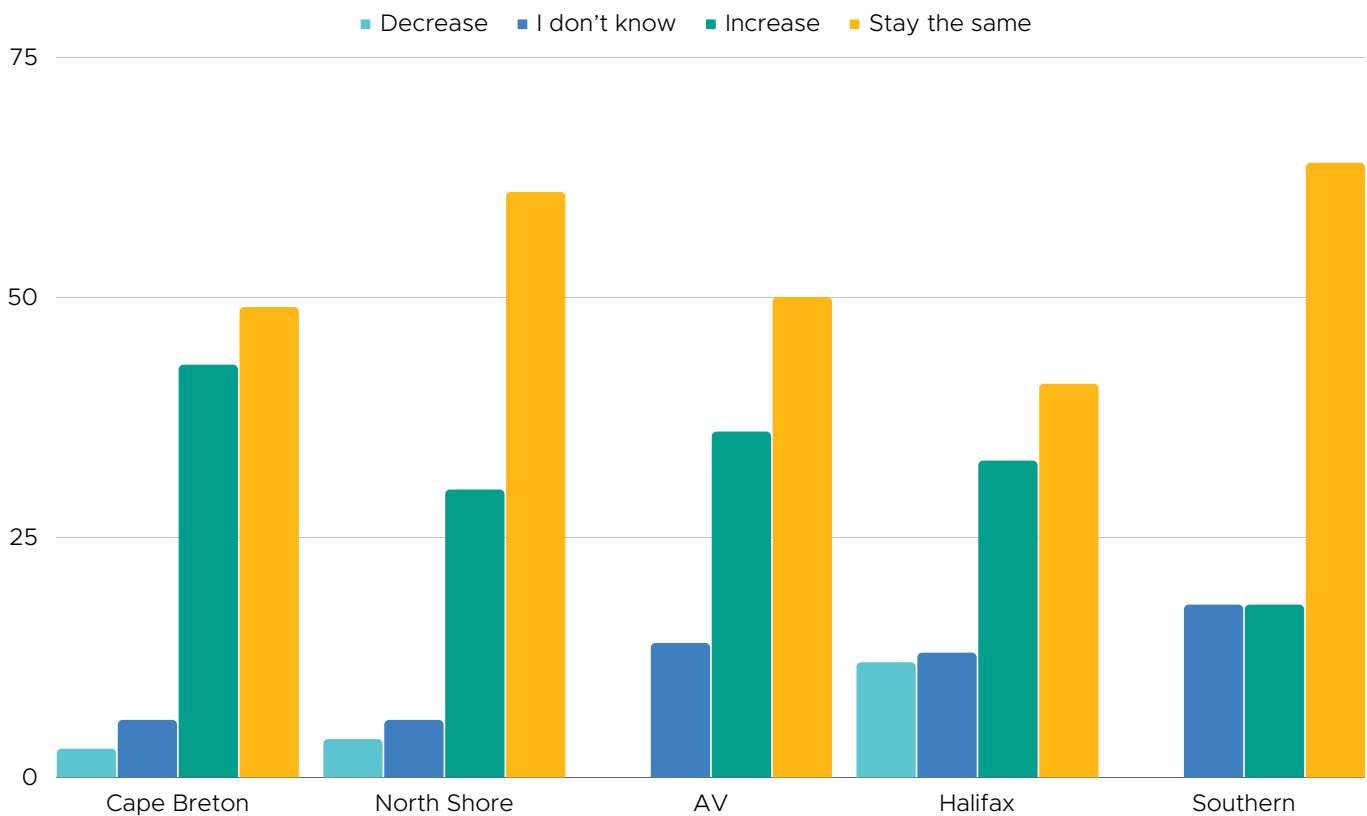
Turnover varies by region and most people are leaving jobs to seek higher pay elsewhere.

Participants were asked whether they expected that in 2022 their workforce would increase, decrease or stay the same as compared to 2021. Over half (51%) of respondents anticipate that their workforce will stay the same and a third (32%) expect an increase in both the number of positions and their accompanying

vacancies. By region, the highest proportional expected an increase in their workforce is in Cape Breton, while the largest decrease in workforce is in the Halifax Region.

“We get those aiming to enter the workforce, but can't stay as we can't keep our salaries competitive.”
- 2022 Survey Respondent

Table 15: Expected Workforce Changes by Region



Staff attraction and retention are growing challenges across sectors as labour shortages create heightened competition between organizations. Over the past year, a third of survey respondents (32%) indicated that they did not have any staff leave the organization. About 15% lost fewer than 10% of their workforce, 28% lost 11-30% of their staff, and 6.5% lost more than 50%.

Geographically, the Annapolis Valley region had the highest portion of organizations that reported zero staff leaving, while Halifax had the lowest. This may be explained by the greater level of competition for staff around the most populated city. The North Shore had the highest portion of organizations (11%) that lost 50% or more of their staff. **The top two reported reasons people left organizations in the past year were that they received higher pay from another organization (23%), or they voluntarily quit (22%)**

The reasons for voluntarily quitting could also connect to higher pay and benefits from other opportunities. A variety of other explanations were also cited including lack of full-time or fixed hours, leaving to start a business, or dealing with an illness.

When organizations were asked about the percentage of their staff that they expect to retire in the next 2-3 years, over half (57%) reported no expected retirees, while a third of organizations anticipate up to 25% of their workforce exiting due to staff retiring.

Table 16: Portion of Staff who left in the past year by Region

	CAPE BRETON	NORTH SHORE	ANNAPOLIS	HALIFAX	SOUTHERN
<= .00	0.31	0.38	0.48	0.22	0.43
.01 - .10	0.19	0.13	0.04	0.17	0.13
.11 - .20	0.19	0.08	0.13	0.20	0.13
.21 - .30	0.09	0.23	0.17	0.11	0.00
.31 - .40	0.09	0.08	0.04	0.12	0.09
.41 - .50	0.09	0.00	0.13	0.11	0.13
.51 - .60	0.00	0.03	0.00	0.01	0.04
.61 - .70	0.00	0.03	0.00	0.02	0.00
.71 - .80	0.00	0.00	0.00	0.00	0.00
.81 - .90	0.00	0.00	0.00	0.00	0.00
.91 - 1.00	0.03	0.05	0.00	0.04	0.04

RETENTION WITHIN THE SECTOR

The sector is facing increasing competition for the recruitment and retention of talent. The most cited retention challenges were:

1. High competition for staff from organizations outside and within the sector (25%);
2. Employees not being a good fit within organization[9] (24%); and
3. High competition for staff from businesses and organizations in other industries or sectors (21%).

The top two reported reasons people left organizations in the past year were that they received higher pay from another organization (23%), or they voluntarily quit (22%).

[9]The concept of fit can be nebulous and potentially problematic and should be better understood going forward – see: [Placemaking for Good: Let's Stop Hiring People Who "Fit In"](#).

The top strategies taken by organizations within the sector to retain employees and reduce job vacancies include offering increased flexibility to workers (47%), improving wages, benefits and perks (44%), and creating a culture of work-life balance (42%).

RECRUITMENT CHALLENGES

Focusing on flexible work environments and healthy workplace cultures provide opportunities for the sector to appeal to potential employees.

In many ways, recruitment strategies mirror retention ones. When asked about the recruitment strategies used to reduce job vacancies in their organizations, the top three responses were:



In relation to the most common recruitment challenges affecting job vacancies, 36% of respondents noted difficulty finding qualified labour in the local vicinity. This issue was generally more pronounced outside the Halifax area. The area of greatest need was the Cape Breton region, where 43% of respondents noted challenges finding qualified labour, as compared to the Halifax region where it was an issue for 31% of

organizations. A third of organizations identified recruitment challenges associated with overly high expectations of potential employees for wages, benefits, perks, etc. Almost 30% of respondents noted a shortage of experienced labour in the local area, and 27% indicated high competition for staff from other organizations in the sector.

When recruiting new staff members, approximately 70% of organizations are using personal contacts, referrals, and informal networks. Online job boards (60%) and social media (72%) are also commonly used.

47%
of all organizations surveyed hadn't hired any recent graduates in the past 2 years and only 1% of organizations reported using job recruitment fairs at schools, colleges, or universities. Greater attention on the recruitment of recent graduates could be an important potential resource for addressing job vacancies in the sector.

FLEXIBLE WORKPLACES

In many ways, COVID-19 spurred new, more flexible ways of working across the economy. More than half (60%) the organizations noted that some employees have moved to a virtual environment since the start of

the pandemic. Sixty percent of respondents stated that most staff who could work remotely shifted to a mix of remote work and on-site work, and 36% indicated that most staff who could work remotely moved to a fully remote work environment.

Virtual work options, as well as shorter work weeks and flexible work hours are examples of ways the sector is able to compete in staff recruitment and retention. This provides an opportunity for developing a comparative advantage with other sectors that are less flexible.

70% intend on making remote-work or work from home options permanent.

COMPENSATION AND BENEFITS

Sector wages are consistently lower in Nova Scotia as compared to other parts of Canada.

As noted, the top reason people are leaving jobs in the sector is related to seeking higher compensation

elsewhere. It has been long understood that sector organizations are often unable to compete based on financial measures alone due to the precariousness and restrictive nature of funding.

“Low salary, no benefits, no vacation, why would people want to work in the sector?”

Survey respondents were asked about employee salaries across several common types of positions in the sector. Table 17 shows the average hourly wages reported in 2022 and how they compare to national figures from a 2021 wage report developed by Charity Village[10]. Wage disparities between the Nova Scotia average and national figures are greatest at more senior levels in the organization.

It is important to note that a wide range of salaries exists across the sector, especially for leadership roles as illustrated by the standard deviations listed. Factors such as the organization size, access to funding, etc. play a significant role in determining compensation. Other benefits in addition to wages need to be

Table 17: Average Hourly Wage by Position in Nova Scotia and Canada

ORGANIZATIONAL POSITION	NOVA SCOTIA AVERAGE IN \$/HR	STD. DEVIATION	NATIONAL AVERAGE IN \$/HR [10]	\$/HR DIFFERENCE
Executive Directors	\$33.57	\$13.11	\$50.16	\$16.59
Directors/Managers	\$27.88	\$8.32	\$41.77	\$13.89
Administrators	\$20.81	\$5.15	\$32.47	\$11.66
Program Coordinators	\$22.60	\$5.32	\$23.64	\$1.04
Researchers/Analysts	\$23.52	\$6.34	\$22.62	-\$0.90

[10] 2021 Canadian Nonprofit Sector Salary and Benefits Study. Accessed at: <https://charityvillage.com/introducing-the-2021-canadian-nonprofit-sector-salary-benefits-report/>.

considered in employee compensation packages. In particular, access to comprehensive health benefits often emerges as a gap in the sector. In the survey, less than half (47%) of organizations had a prescription drug plan for their staff. 43% had vision care and 46% had dental health plans. A quarter of organizations offered pension and retirement benefits, and only 6% have some form of parental leave top-up. Close to 20% of organizations indicated they do not offer any form of additional benefits to staff.

Flexible work arrangements emerged as a benefit that more organizations are offering. Given lower wages and health benefits in the sector, flexible working arrangements create value for potential employees, providing a healthier work-life balance.

LEADERSHIP COMPETENCIES

Participants were asked their perspectives on the top competencies that Executive Directors/CEOs need to have for their organization to be successful given

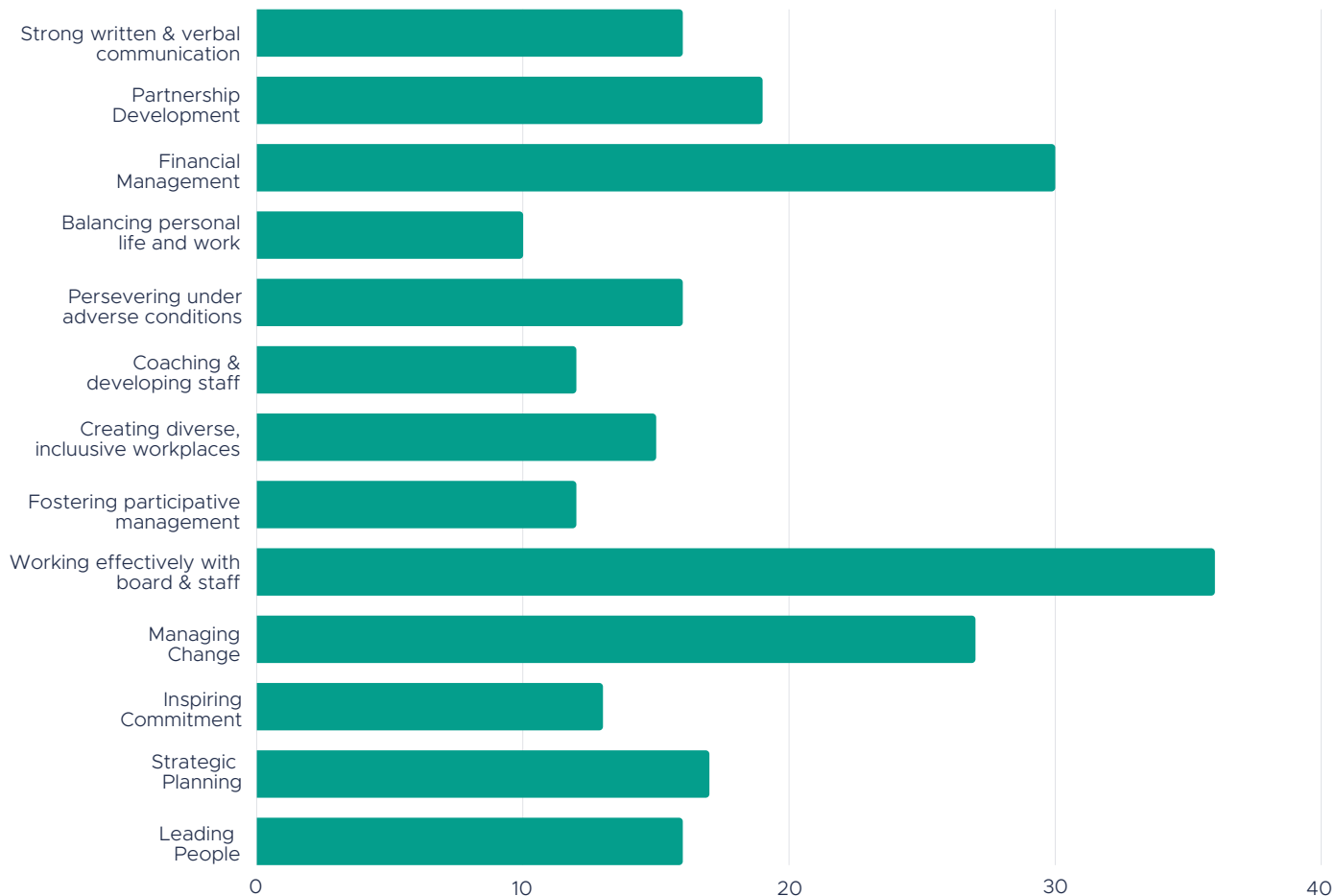
the challenges and opportunities in the Community Impact Sector. The top 3 that emerged included:

- Working effectively with the Board and staff (37%)
- Financial management (30%)
- Managing change (28%)

Perceptions about what “working effectively” might mean for different people could be further unpacked. It is interesting, and perhaps unsurprising, that change management emerged as a top leadership competency in light of the adaptations needed during the pandemic, and the anticipation that change is likely a constant going forward.

Professional development is another important benefit that contributes to staff and leadership skill building. Organizations were asked what percentage of their operational funding is dedicated to learning and professional development. A third indicated they do not allocate any funds to the activity, while 60% of organizations invest up to 10% of their funding to professional development.

Table 18: Top Competencies for Executive Directors/CEOs



JEDDI in the Sector

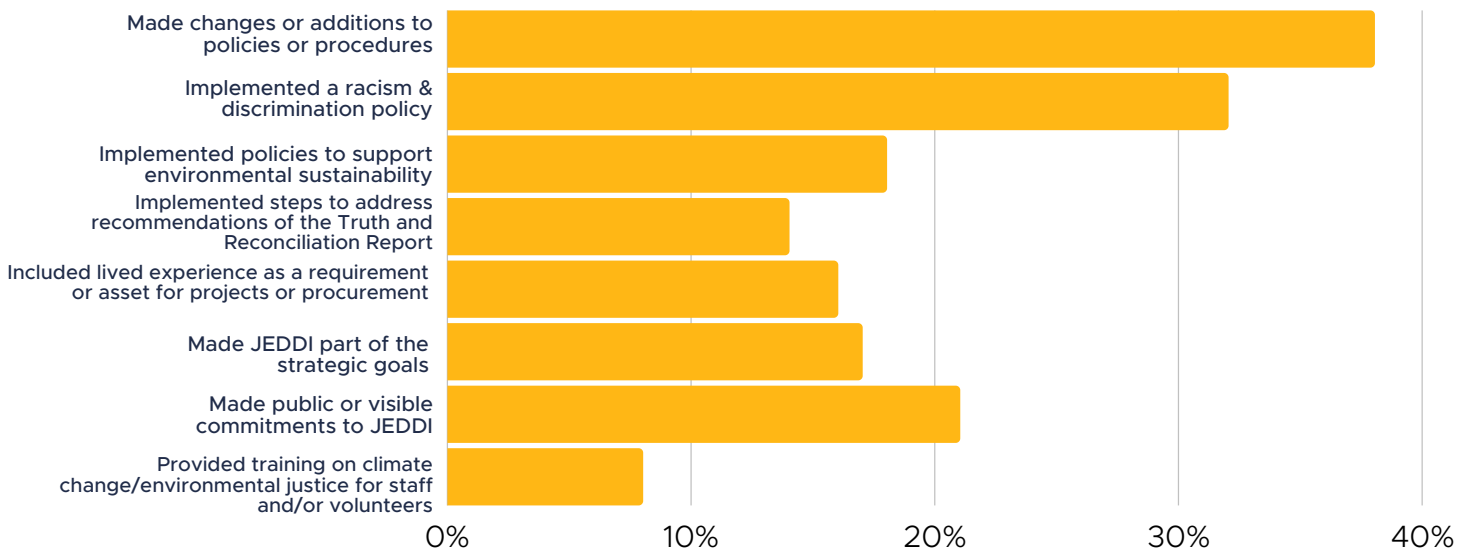
Addressing equity, diversity, and inclusion is critical across all sectors to overcome systemic racism and inequities that have compounded over time. At IONS, the acronym “JEDDI” is used to refer to the work and commitments related to Justice, Equity, Decolonization, Diversity and Inclusion.

A section of the survey focused on understanding how organizations are currently committed to JEDDI.

When asked about what organizations have implemented to support JEDDI in the workplace, top responses included making changes or additions to policies or procedures (38%) and implementing a racism and discrimination policy (32%). These two responses are clearly interconnected and illustrate a strong emphasis on policy development in relation to current JEDDI actions. About 27% indicated they have not implemented any of the actions listed in Table 19.

Table 19: JEDDI Actions Across Organizations

Which of the following has your organization done to support JEDDI in the workplace?



In addition to the organizational actions implemented to address JEDDI listed in the table above:

- 56% of organizations have taken extra steps to ensure an accessible workplace is available for someone with a physical or intellectual disability.
- 45% have specific organization-wide initiatives and training to promote and further JEDDI in the workplace.
- 26% use targeted recruitment practices for individuals from equity-deserving groups.
- 19% have policies to support environmental sustainability (e.g. sustainable procurement).

48% of organizations have policies to support JEDDI

73% of organizations are open to promoting JEDDI in the workplace and would be interested in receiving tools/resources to help create a more inclusive organization

Moving forward, IONS is committed to continuing to track data related to JEDDI action in the sector and to offer capacity development opportunities around the topic. We also seek to do better at collecting disaggregated data to understand the reality of organizations led by and serving equity-deserving groups.

Operations and Governance

The final theme pertains to challenges and opportunities related to organizational operations and governance. In addition to the funding challenges that affect operations, managing workloads and staff mental health and wellbeing in the workplace are the second most pressing issues cited. There are a number of structural and operational challenges in the sector that lead to burnout, but if addressed, could increase organizational impact.

STRATEGIC PLANNING

The majority of organizations have a strategic plan in place but need to take it further with business planning, HR and succession planning.

A series of questions were asked in relation to planning activities in organizations. The majority of organizations (65%) have a strategic plan in place, but only half (51%) have a business plan to accompany the strategic plan. The percentage decreases further with those who also

have a succession plan (38%) or an HR development plan (37%).

While it is encouraging that organizations are engaging in strategic planning, many are not taking the next step to develop an associated business or HR plan. Given the aging demographics of the sector and increased competition for staff, it is also concerning that so many organizations do not have a succession plan in place.

65% of organizations have a written strategic plan

38% of organizations have a formal succession plan

51% of organizations have a written business plan with funding projections

37% of organizations have a HR development plan

OPERATIONAL CHALLENGES

The survey included several questions designed to capture the degree of significance that different obstacles have for growing or maintaining organizational operations. Questions were posed on a scale of 1 to 5, where 1 = no obstacle and 5 = a major obstacle.

The majority of organizations indicated that heavy workloads, obtaining funding, and volunteer and staff recruitment posed major obstacles for growth. Skill development and accessing training for staff were not considered priority challenges, which is congruent with staff's lack of required skills not being a major obstacle.

Table 20 on page 26 illustrates the obstacles for growing or maintaining operations

Consistent with prior IONS surveys, obtaining funding is the top obstacle faced by organizations, followed by staff having very heavy workloads

Table 20: Obstacles for Growing or Maintaining Operations

SCALE (1 = NO OBSTACLE, 5 = MAJOR OBSTACLE)	RETAINING LABOUR/ TALENT	RECRUITING & RETAINING VOLUNTEERS	CURRENT STAFF - LACK OF REQUIRED SKILLS	CURRENT STAFF - HEAVY WORKLOADS	OBTAINING FUNDING	FINDING QUALIFIED BOARD MEMBERS	LEADERSHIP DEVELOPMENT	ACCESSING TRAINING FOR STAFF	EXISTING GOV'T POLICIES
1	21%	20%	36%	11%	6%	15%	23%	31%	22%
2	19%	15%	29%	11%	9%	14%	20%	25%	17%
3	20%	28%	21%	20%	27%	30%	35%	27%	28%
4	23%	22%	12%	33%	21%	26%	20%	13%	20%
5	17%	15%	2%	25%	37%	16%	3%	4%	13%

In relation to whether organizations have access to resources to support future growth, nearly half said they don't have the appropriate human resources for future growth (48%) or the appropriate capital to grow (49%). Physical resources such as office, meeting space, computers, etc. are not as high a priority for the sector. Only 15% indicated they did not have the physical resources needed to support future growth.

Respondents were also given the opportunity to share other obstacles not listed. Several participants shared challenges related to communicating the value of their organization's work to stakeholders.

“Defining our value in a way our stakeholders think is worth the money.”
- 2022 Survey Respondent

SECTOR COLLABORATION

When asked about the extent to which organizations engage in collaborative opportunities and partnerships with other sector organizations in Nova Scotia, respondents indicated that they are exchanging information (63%) and learning from each other (62%). Nearly 40% indicated that they are sharing resources with other organizations.

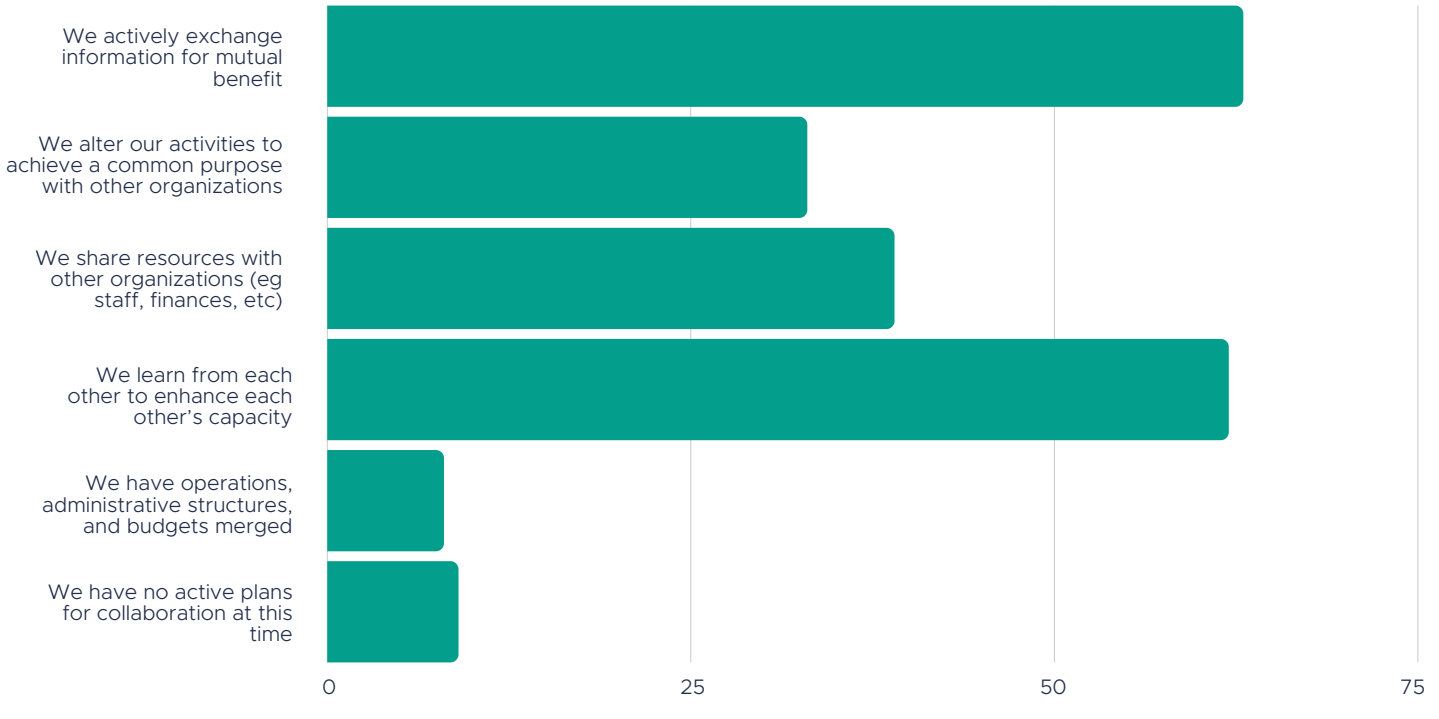
“We need more partnership, less perceived competition”
- 2022 Survey Respondent

Another survey participant spoke to the benefits of sector collaboration and resource sharing through their experiences working with other organizations.

Only 8% of surveyed organizations have merged operations, administrative structures, or budgets. Given the workload challenges in the sector, there may be an opportunity to explore resource-sharing options to a greater extent.

Table 21 illustrates collaborative activities that organizations are participating in within sector. The majority of sector collaboration is taking place through exchanging information and cross-organizational learning, while very few organizations share administrative and operational tasks and have no current plans for collaborating.

Table 21: Collaboration in the Community Impact Sector



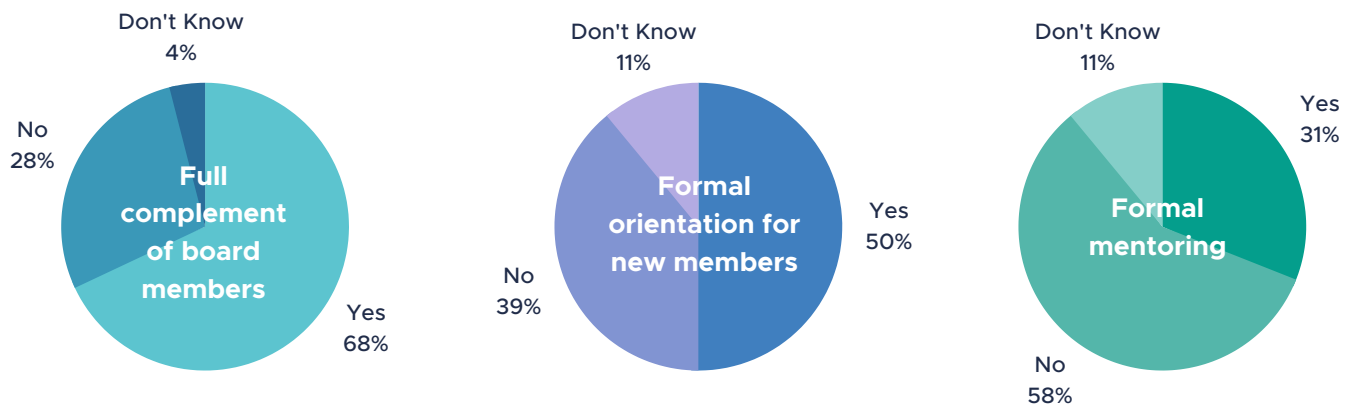
ORGANIZATIONAL BOARDS

Registered nonprofits and charitable organizations in Nova Scotia are required to be governed by a Board of Directors. 68% of organizations currently have a full complement of board members, although as shown in Table 20, 42%, find board recruitment to be a challenge. Only half of organizations surveyed have a formal orientation for new members and 31% have formal mentoring for inexperienced board members.

A major problem affecting all board-led/board-managed organizations is the lack of experience or knowledge that Board members have in relation to governing an organization.

More work and resources are needed to implement training and mentoring for new board members with little experience

Table 22: Board Orientations and Mentoring



When asked about different variables connected to board performance on a scale of 1 to 5 where 1 = dissatisfied and 5 = totally satisfied, 63% of organizations indicated that they are satisfied with the overall effectiveness of their organization's board (scored 4 or 5 out of 5). The majority (70%) is also satisfied with the board's fiduciary and financial oversight, and 78% feel the board is doing a good job at safeguarding the mission.

Areas for improvement include providing regular performance feedback to the organization's leader, conducting board self-assessments, and ensuring a strategic plan is in place. These findings mirror those of the 2019 survey.

Table 23: Satisfaction with Board performance

SCALE (1 = DISSATISFIED, 5 = TOTALLY SATISFIED)	OVERALL EFFECTIVENESS	FIDUCIARY & FINANCIAL OVERSIGHT	SAFEGUARDING THE MISSION	PROVIDING REGULAR ED/ CEO PERFORMANCE FEEDBACK	ENSURING A STRATEGIC PLAN IS IN PLACE	FINDING QUALIFIED BOARD MEMBERS
1	3%	3%	2%	8%	12%	27%
2	9%	6%	3%	13%	10%	22%
3	25%	21%	16%	27%	27%	25%
4	41%	34%	37%	27%	23%	15%
5	22%	36%	41%	26%	29%	11%

Conclusion

Overall, many of the challenges observed in 2019 have remained consistent over the past two years and throughout the COVID-19 pandemic.

Access to funding continues to be a major issue in the sector, negatively affecting organizations' attraction and retention. Focusing on non-financial measures for recruiting and growing talent will be an important area for the sector to explore as labour shortages continue to feed a competitive labour market.

Workload management is another issue that is negatively affecting the sector. Overall, staff are highly

qualified and have the skills needed for the work, but are facing burnout due to heavy workloads and managing a wide range of tasks. Organizations are collaborating to share information and learning with each other, but an opportunity exists to do more to share resources to help alleviate work burdens.

While organizations are committed to JEDDI (Justice, Equity, Decolonization, Diversity and Inclusion), much of the current effort appears to be linked to staff training and updating organizational policies and procedures. Going forward, more work is required to increase diversity among staff and board members.

Integrating strategic goals aligned with JEDDI and implementing clear action plans on a wider range of priorities will be critical for meaningful change within the sector.

FUTURE RESEARCH

IONS is committed to growing our capacity for conducting sector research and deepening our understanding of what is needed to increase the Community Impact Sector's sustainability, equity, and impact. Alongside the 2022 State of the Sector Survey Report, we have also launched the first iteration of an [online Sector Dashboard](#) and an [interactive Sector Map](#). These will continuously be updated as new statistics and data become available.

In the future, it will be beneficial to further disaggregate data to better understand where funding is sourced and to whom it is allocated. Given the extent of funding provided by the provincial government in Nova Scotia, [Public Accounts](#) will be a valuable source of information.

As noted in the JEDDI section, more work is needed to understand the realities of organizations led by and serving African Nova Scotians, Indigenous communities, and other equity-deserving groups in the province.

Appendix A: Nova Scotia Data Sources

The availability of data related to the NS Community Impact Sector has been historically low – an issue that IONS is working to resolve. Prior to the 2020 State of the Nonprofit Sector in Nova Scotia APEC report, a sector-level resource did not exist. For this report (as well as the online data dashboard and sector map), several main data sources were accessed:

NS REGISTRY OF JOINT STOCK COMPANIES

The RJSC is administered by the provincial government and all provincially registered non-profit organizations need to submit annual documentation to retain their legal status. While a full, downloadable database is not available, it is possible to search by key words such as “society” to access a list of organizations including information such as their incorporation date, status and address (<https://rjsc.novascotia.ca/>). The RJSC includes multiple legal organizational forms including non-profit societies and provincially registered charities. Given that this information is publicly available, a useful policy change to enhance sector data would be to make it accessible in a database format.

CRA T3010 CHARITY RETURNS

Registered Canadian charities must fill out a T3010 Registered Charity Information Return form as part of their annual taxes. A range of [publicly available information](#) is available through the T3010 such as program areas and financial information. This data source captures federally registered charities that are operating in NS but are not included in the RJSC. As part of this research, the full database for NS was downloaded and coded according to the International Classification of Non-profit Organizations. Note that only organizations with charitable status are included in this data source.

STATISTICS CANADA

Through its Satellite Account related to non-profit organizations and volunteering, Statistics Canada tracks data related to GDP and employment. [Currently available data](#) is relevant to the time period of 2010 to 2019. In 2019, Statistics Canada published data on the economic contribution of non-profit institutions and volunteering based on the period from 2007 to 2017. At this point, an ongoing statistical program for this Satellite Account is not in place due to lack of permanent funding. Other miscellaneous data relevant to the sector is produced sporadically such as donor and volunteer behaviour.

IONS SURVEYS

As we develop our research capacity, IONS is conducting more data via in-house surveys. Since 2020, two surveys related to the impacts of COVID-19 were administered, as well as one related to the sector’s needs related to skill development. The most recent survey, to which this report is dedicated, evolved from the 2020 State of the Sector Survey. It was also expanded to include additional questions related to labour market information as part of a cross-sector research initiative led by the [Association of Industry Sector Councils](#). Resources related to IONS surveys can be found on the [Discover Our Sector](#) section of our website.

Appendix B: Sub-sector Activity Areas

As noted, this sector is diverse. In addition to the multiple organizational structures in the sector, there are eleven main sub-sectors of activity (plus an “other” category) as outlined in the [International Classification of Non-profit Organizations](#)^[11] developed by the UN and applied by Statistics Canada. These include:

1. Culture and recreation

Media and communications, visual arts, architecture, ceramic art, performing arts, historical, literary and humanistic societies, museums, zoos and aquariums, sports, recreation and social clubs, service clubs.

2. Education and research

Vocational/technical schools, Adult/continuing education, Medical research, Science and technology.

3. Health

Rehabilitative medical services, nursing homes, mental health treatment and crisis intervention, public health and wellness education, illness advocacy.

4. Social Services

Child welfare, child services and day care, youth services and youth welfare, family services, services for the handicapped, services for the elderly (does not include residential nursing homes), self-help and personal social services, support groups and personal counselling, disaster/emergency prevention and control: including volunteer fire departments.

5. Environment

Pollution abatement and control, natural resources conservation and protection, environmental beautification and open spaces, gardens and parks, animal protection and welfare, wildlife preservation and protection, farmers markets, harbours and marinas.

6. Development and housing

community and neighbourhood organizations, cooperatives, housing associations, housing assistance, social development, economic development, job training programs, vocational counselling and guidance, and vocational rehabilitation.

7. Law, advocacy and politics

Advocacy organizations, civil rights associations, legal services, crime prevention and public policy, rehabilitation of offenders, victim support for victims of crime, consumer protection associations, political parties and organizations

8. Philanthropic intermediaries and volunteerism promotion

Grant making foundations, organizations that recruit train and promote volunteering, fund-raising organizations, and local lotteries

9. International

International disaster and relief organizations, Exchange/friendship/cultural programs internationally, development assistance associations international human rights and peace organizations

10. Religion

Churches, synagogues, temples, mosques, shrines, monasteries, seminaries, and organizations promoting religious beliefs, associations and auxiliaries of religious congregations

11. Business and professional associations, unions

Organizations that work to promote, regulate and safeguard the interests of special branches of business, professionals, or labour union members

12. Not elsewhere classified

[11] Note: more recently, the International Classification of Non-profit and Third Sector Organizations was implemented. This list of 11 includes activity areas that apply to both classifications (see the [United Nations Satellite Account on Non-profit and Related Institutions and Volunteer Work](#), Annex 5.2).

Appendix C: Organization Types

There is a tendency to speak about the Community Impact Sector as if all nonprofits and charities are homogeneous, but the sector is rich in diversity and plays a myriad of roles in communities. This diversity applies to the types of organizations as well as the variety of activities organizations engage in.

INTERNATIONAL FRAMEWORK

The [United Nations Satellite Account on Non-profit and Related Institutions and Volunteer Work](#) offers a global conceptual framework for what they refer to as the “Third” or “Social Economy” sector. Entities included in the satellite account are categorized as institutions and volunteer work. Three key categories that fall within the scope of the sector include:

- **Non-profit institutions (NPIs)** – defined as “legal or social entities created for the purpose of producing goods and services but whose status does not permit them to be a source of income, profit or other financial gain for the units that establish, control or finance them” (p.10).
 - These can take different legal forms depending on the geographic region. In NS, they include forms such as nonprofit societies, federal and provincial charities. The distinguishing factor is that they do not allow for profit distribution, regardless of purpose.
- **Related institutions** – these are closely related to NPIs, but they may generally distribute profits to their members. Examples of these types of organizations in NS include social enterprises/ Community Interest Companies (CICs), benefit corporations and cooperatives.
- **Volunteer work** – this type of work is defined as “non-compulsory work performed for others without pay” (p.11). It can be performed for or through organizations, or directly for someone outside the household/ family unit.

CANADIAN DATA FRAMEWORK

The [Statistics Canada Satellite Account of Non-profit Institutions and Volunteering](#) measures the sector’s contribution to the Canadian economy. The definitions used adhere to the international standards developed by the UN and referenced above. In Canada, the non-profit sector is divided into three main categories:

- **Community non-profit institutions** – those engaged in activities such as social services, sports and recreation. They are also referred to as non-profit institutions serving households.
- **Business non-profit institutions** – these include groups such as business associations, chambers of commerce and condominium associations.
- **Government non-profit institutions** – including hospitals, some residential care facilities, universities and colleges.





Appendix D: IONS Scope of Organizations

Based on the two frameworks, our work focuses primarily on NPIs as described in the UN Satellite Account, and community and business non-profits as included in the Statistics Canada Satellite Account.

There is much complementarity and sometimes overlap between the scope of who IONS serves and the types of organizations listed as “related institutions” by the UN. In NS, the [Nova Scotia Co-operative Council](#) works as the voice of the Co-operative movement. The Social Enterprise Network of NS (SENNS) focuses primarily on social enterprises and CICs, including those operating in for-profit contexts. In cases where organizations are engaged in social enterprise activities but operate in non-profit forms, they fall within our primary scope.

For the purposes of our research, government non-profit institutions are excluded from our scope. While they may be registered as non-profits from a legal status standpoint, their context and operating realities are very different from non-government organizations, and they have their own supportive ecosystem environments.

Regarding volunteer work, IONS focuses primarily on organizations run by volunteers and supporting those conducting volunteer work through organizations. Volunteers may include board members and those helping to deliver the services and programs associated with the organization’s mission (and there is often overlap across these roles!).

That said, while related institutions and voluntary groups without a registered legal status are outside our research boundaries, they are important contributors to community impact, and we collaborate with and support them where possible.