



Sarnia Lambton Not for Profit Labour Market Profile

Labour market information is a tool to help plan career pathways and balance the supply and demand of workers. The information compiled is based on jobs and industries. Not for Profit Organizations (NPOs) do not fit into a single industry but rather operate across different industries (e.g., social services, health services, other services). Accordingly, there is little labour market information readily available on the local not for profit sector. This report fills that void.

This labour market profile uses a variety of sources including past research on the Ontario and Canada not for profit sector and interviews with senior managers of local NPOs.

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June, 2015



This *Employment Ontario* project is funded by the Ontario government. *The views expressed in this document do not necessarily reflect those of Employment Ontario.*

Not for Profit Labour Market Profile

Economic & Social Impact

In Canada, the not for profit sector makes a great economic impact to communities in addition to its acknowledged social contribution. It contributes \$35.6 billion to the nation's Gross Domestic Product, accounting for 2.5% of the Canadian economy.ⁱ

It is estimated that 50,900 Not for Profit Organizations (NPOs) operate in Ontario and about 600,000 people work in this sector.ⁱⁱ Employment rises to about 1 million if universities, colleges and hospitals are considered as not for profit, which they are not in this report (see next page for the definition used in this report).

Sarnia Lambton Not for Profit Sector:

- about 546 NPOs with an unknown # of employees
- 24 of these NPOs belong to the *Social Services Network of Sarnia Lambton*. Their impact alone:
 - budgets amount to \$31.7 million in 2012-2013 to spend on salaries, programs, services, & other administrative costs

NPOs provide a variety of services related to:

Culture & recreation: media & communications, visual arts, performing arts, historical &, literary societies, museums, zoos & aquariums, sports, social clubs, & service clubs.

Education & research: education, medical research, science & technology, & social sciences.

Health: hospitals, rehabilitation centres, nursing homes, psychiatric hospitals, mental health treatment, crisis intervention, public health education, outpatient health treatment, rehabilitative medical services, & emergency medical services.

Social services: day care, child & youth services, family services, services for the handicapped, services for the elderly, self-help & other personal services, disaster/emergency prevention & control, temporary shelters, income support, & food & clothing banks.

Environment: pollution control, natural resources conservation & protection, environmental beautification, animal protection, wildlife preservation & protection, & veterinary services.

Development & housing: community & neighbourhood organizations, economic development, social development, housing associations, housing assistance, job training programs, vocational counselling & guidance, & vocational rehabilitation.

Law, advocacy, & politics: advocacy organizations, civil rights associations, ethnic associations, legal services, crime prevention & public policy, rehabilitation of offenders, victim support, consumer protection associations, & political parties & organizations.

Philanthropic intermediaries & voluntarism promotion: grant-making foundations, voluntarism promotion & support, & fundraising organizations.

International: exchange programs, development assistance programs, international disaster or relief, & international human rights & peace organizations.

Religion: congregations & associations of congregations.

Business & professional associations, unions

Other: not classified elsewhere

Definition of a Not for Profit Organization

Defining what a Not for Profit Organization (NPO) is may differ, depending on who you ask.

Past research shows there is some consensus on five basic criteria.ⁱⁱⁱ An organization must be:

1. Organized: It has some structure. It is not a group of people meeting informally
2. Private: It is non-governmental
3. Self-governing: Exercises control over its activities and internal procedures
4. Non-profit distributing: Surplus revenues are not given to directors or owners
5. Voluntary: Volunteers participate as voluntary staff, board members, or voluntary monetary contributors

Although hospitals, colleges, universities, and district school boards do not distribute revenues to their directors, whether they are non-governmental and self-governing is debatable.^{iv} For the purposes of this report, these particular institutions are not considered NPOs.

Sources Used to Identify NPOs in Sarnia Lambton

- list of active registered charities in Lambton County from the Canadian Revenue Agency
- list of past Trillium grant recipients in Lambton County
- the local 211 listing
- the Tourism Sarnia Lambton Sports Associations webpage
- input from community partners in the not for profit sector

The organizations, associations and clubs on these above lists were evaluated against the five criteria to determine whether or not they were NPOs. For the listing, visit the publication page on www.slwdb.org or call (519) 332-0000. It is possible that some local NPOs are missing from the list or that some NPOs on the list are no longer active.

International Classification of Non-Profit Organizations

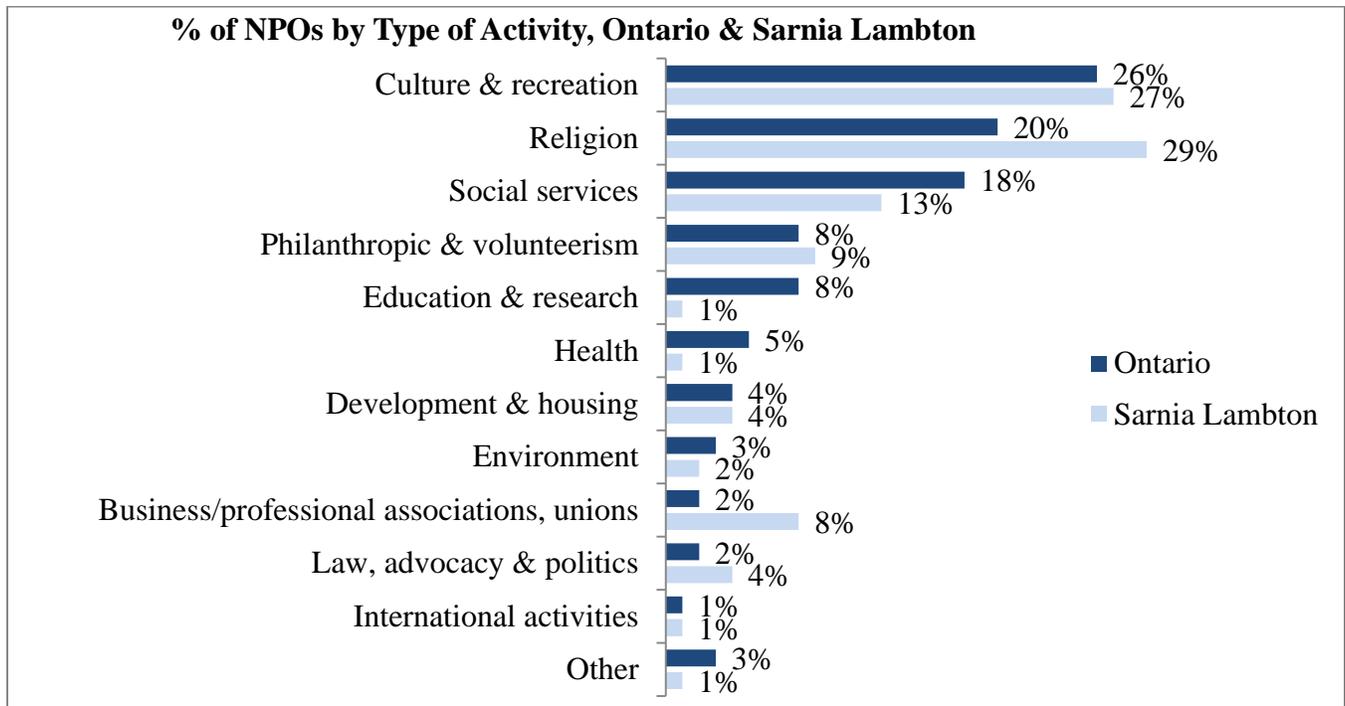
This classification system groups NPOs together based on their primary activities. It is adopted in most research reports on the sector. For the definition of each activity, see <http://www.statcan.gc.ca/pub/13-015-x/2009000/sect13-eng.htm>. These guidelines were followed to label the NPOs in Sarnia Lambton.

Other resources used in this report:

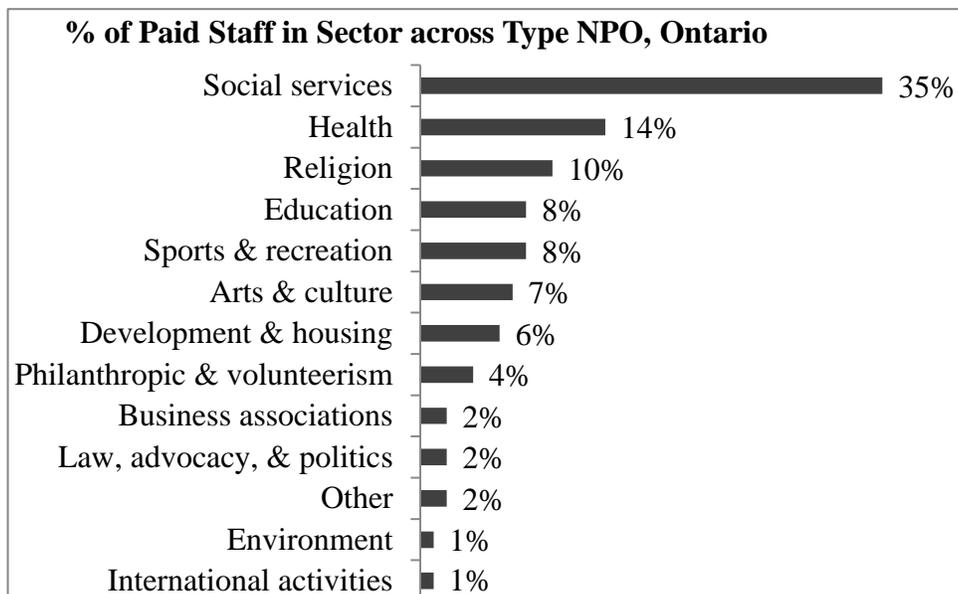
- Past research on NPOs and the not for profit sector in Canada and Ontario. End notes are used throughout the report. See pages 14-15 for complete citations.
- Interviews with 13 senior managers (Executive Directors, CEOs, General Managers, etc.) of local NPOs. SLWDB thanks them for their time and input. For the ease of reading, senior managers are referred to as Executive Directors in this report.

Types of NPOs in Ontario and Sarnia Lambton

There are about 50,900 NPOs in Ontario and 546 NPOs in Sarnia Lambton. The distributions of these NPOs by their primary type of activity are shown in the graph below.^v



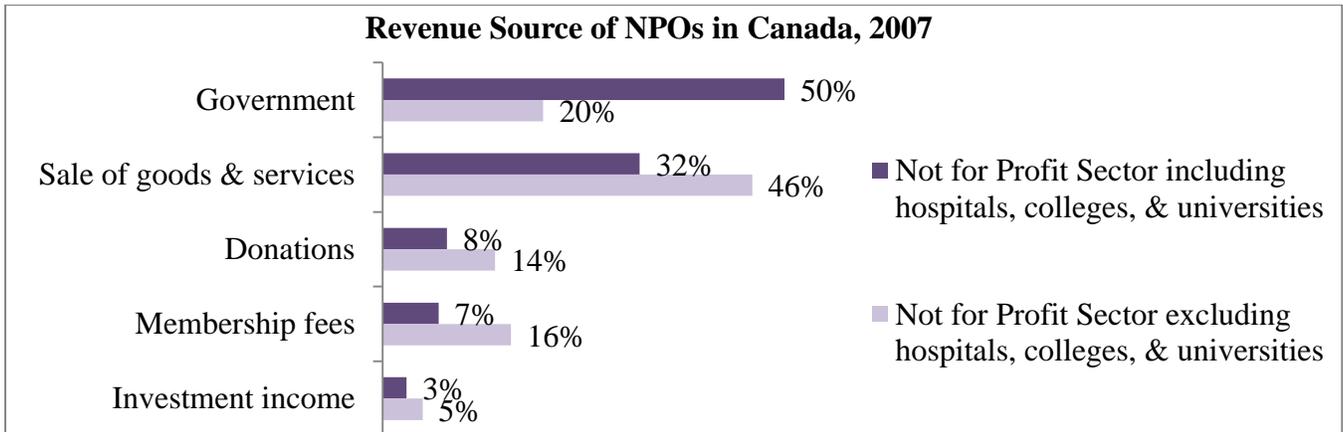
The distribution of NPO activities for Sarnia Lambton closely parallels that of Ontario. The top three types of NPOs include: culture & recreation, religion, and social services. There are also many NPOs involved in philanthropic & volunteerism; the money raised from these NPOs goes to scientific researchers of a particular cause (i.e., cancer) or other NPOs.



Not all NPOs hire employees. The distribution of employment across the different types of NPOs for Ontario is shown to the left. Employment numbers are not known for Sarnia Lambton but presumably employment is concentrated in the social services field like it is in Ontario. See page 2 for the variety of activities that fall under social services.

Where Does the Revenue Come From?

It is easy to assume that most NPOs rely heavily on government funding. Statistics Canada information shown in the graph below, however, presents the opposite picture; at least for how NPOs are defined in this report (excluding hospitals, colleges, and universities). The main source of income for these NPOs is from the sale of goods and services.^{vi}



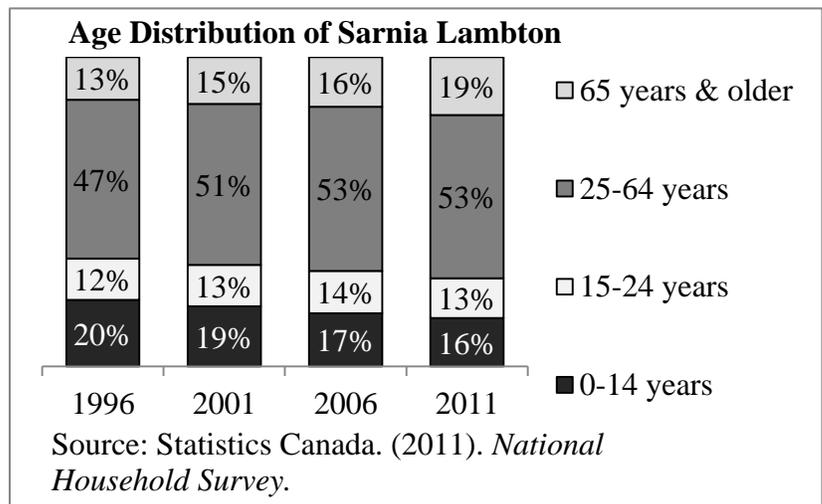
Some NPOs, however, are more reliant on government funding than others. The following types of NPOs receive the most government funding^{vii}:

- health
- philanthropic & volunteerism
- development & housing
- social services
- international activities

Remember, NPOs that provide health or social services are the top two sources of employment in the sector for Ontario. Their relatively greater reliance on government funding is an issue because of how funding is allocated. Typically, government funding is available only for short-term projects over 12-24 months. Rarely can NPOs receive funding that covers their operational costs and guarantees stability for a few years. For many NPOs, these circumstances create a lot of uncertainty for the viability of their organization and workforce.

How the Aging Population will Affect the Sector

It is no secret that our population is getting older. This demographic trend has been well documented and discussed at national and provincial levels.^{viii} Sarnia Lambton is no exception. As shown in the graph to the right, the percentage of residents under the age of 14 years is decreasing while the percentage of residents 65 years and older is increasing. These changes will continue over the next 10-15 years as fertility rates continue to be below replacement. At the same



time, the large group of Baby Boomers (born 1946-1966) are transitioning into being older workers or retirees.

The demographic trend of an aging population will have an effect on the not for profit sector. Below are three potential implications.

1. NPOs that offer services directed towards older people may see an increased demand

because there will be a higher number of older people than there are today. As the Baby Boomers age, there will be an increased number of people affected by the illnesses, diseases, and specific life circumstances that many older people experience. For example, many people choose to live in their own residences as opposed to a retirement home. These people may need transportation services, help to meet their daily living needs (i.e., bathing, eating), among other things. NPOs offering social services, health services and recreational activities will likely see the most increased demand.

2. Another implication of an aging population is an **aging workforce**. Like other industries, the not for profit sector will likely see many employees retiring over the next 10 years, especially from senior positions. In the Canadian not for profit sector, just over half of Executive Directors plan to leave their current position over the next few years.^{ix} A NPO's Board of Directors is responsible for the hiring of Executive Directors; strategic planning for these management positions needs to be a priority for Boards. The majority of local Executive Directors interviewed felt confident in their Board's readiness for this transition; the two parties had open communication or there was a procedure in place.

WHO WILL BE THE NEXT EXECUTIVE DIRECTOR?

This question captures the biggest challenge the aging population poses for local NPOs, according to local Executive Directors. The primary concern was not the loss of knowledge and experience but rather **who** the replacement will be and **where** they will come from.

Whether replacement of Executive Directors will occur internally depends on whether there are qualified and interested employees.

3. An aging population brings an **opportunity** for the not for profit sector: **a pool of knowledgeable individuals interested in working for NPOs**. On average, about 1 in 10 Canadians 50-69 years of age, return to work in another job after retiring from their primary career.^x The top reason why people return to work is a tie between financial considerations and the enjoyment of working or being active.^{xi} The working conditions of NPOs may be desirable for this group of older workers. There are options to work part-time hours or during parts of the year on specific projects. Some local Executive Directors note that their organization already attracts older workers.

Food for thought:

Will there be enough volunteers, members, & paid employees to sustain the # of NPOs operating in Sarnia Lambton? Will the demographic changes pressure NPOs to dismantle or merge together?

Top Workforce Challenges for NPOs

Past studies on NPOs in Ontario and Canada find that the top challenges experienced related to planning. Specifically, the difficulty to:

1. plan for the future of the organization
2. recruit and retain a qualified workforce
3. recruit and retain volunteers including board members^{xii}

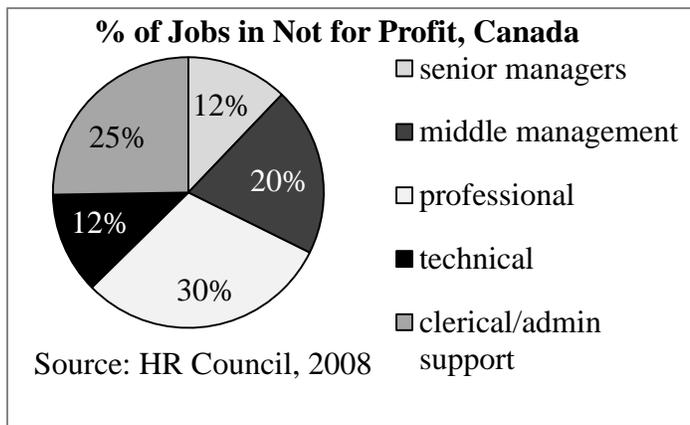
The first two issues are workforce challenges. Some NPOs have a difficult time planning for the future because they do not have a stable revenue source; these NPOs may be unable to give staff salary or wage increases and may have to rely on temporary workers. Wage issues, specifically the inability to pay competitive wages like businesses or the government, are the typical reasons given for why recruiting and retaining a qualified workforce is an issue for many NPOs.

Executive Directors of local NPOs were asked about the *workforce challenges* of their organization. Although most did not bring up recruitment and retention specifically, the financial issues often mentioned could be connected. The challenges mentioned the most include:

1. Financial:
 - having enough money for pay and benefits
 - unable to pay competitive wages
 - lose entry level staff to the for profit sector
 - lose technical staff (i.e., early childhood educator, personal support worker) to elementary schools and hospitals
 - difficult to recruit managers with business backgrounds
2. Board of Directors:
 - Executive Directors of NPOs report to the organization's Board of Directors. The relationship between the two parties can be strenuous if there is inadequate communication, there are personality conflicts, there are opposing opinions on how to operate the NPO, and/or the individual skill sets on the Board do not match up with the activities of the NPO
3. Legislative Requirements:
 - staying up to date with WHMIS, health and safety and other regulations
4. Workload of Executive Directors: Can be stressful
 - involves a range of activities that need to be re-prioritized as things come up
 - involves considering the perspectives of multiple parties: the Board of Directors, paid staff, volunteers, funders, and clients
5. Professional Development or Training for Employees
 - professional development workshops are not always available locally
 - it is hard to find time to send employees to workshops
 - training is needed for employees if they are to be an Executive Director

Working in the Not for Profit Sector

The majority of jobs in this sector fall under management, professional, or clerical/administrative support.



Examples of some of these jobs are provided in the boxes below.

Technical jobs

paralegals, licensed practical nurses, social or community service workers, early childhood educators & assistants, jobs related to museums/art galleries, photographers, video camera operators, graphic designers & illustrators

Clerical/administrative support jobs

admin/executive assistants, receptionist, event planners, purchasing officers, bookkeepers

Professional jobs

accountants, human resources, communications or marketing officer, engineers, statisticians, computer & information system, registered nurses, nutritionists, therapy & assessment professionals, instructors, teachers, lawyers, psychologists, social workers, family and marriage counsellors, minister, pastors, priest, rabbi, etc., employment counsellors, program officers, consultants, policy & program researchers, librarians, curators, writers, journalists, translators, creative & performing artists

Education Requirements: Postsecondary

About 3 out of 4 workers in the not for profit sector have a postsecondary education.^{xiii} Most of the jobs listed in the boxes above require a university, college, or apprenticeship education. Local Executive Directors agreed that postsecondary education is required for their employees. Some listed specific fields of study, which are shown below. Most mentioned that an applicant's individual strengths, attitude, work/volunteer experience, and aptitude to be trained are just as important as education.

health & social sciences

-nursing	-early childhood education
-nutrition	-personal support work
-kinesiology	-community service
-social work	-child and youth worker
-gerontology	-social service
-psychology	-massage therapy
-counselling	-sociology

other fields of study

- accounting or bookkeeping
- business administration
- finance
- communications or marketing
- divinity
- engineering
- environmental science
- law degree, paralegal

Skill Requirements: Technical and Non-Technical

Technical skills are learned through postsecondary education and work experience.^{xiv} Non-technical skills are sometimes referred to as soft skills.

technical skills for Executive Directors

- | | |
|---|---|
| -strategic visioning (long-term planning) | -fundraise money, resource development |
| -collaboration/partnerships | -knowledge of employment regulations |
| -financial (can manage a budget) | -administrative |
| -human resources management | -IT skills (beyond basic computer skills) |
| -marketing/communications/sales | -skills specific to the organization |
| -project planning and evaluation | |

IT skills: knowledge beyond basic computer skills and popular programs is required. Need to know which programs will help the organization and staff be efficient, how to use mobile technology and social media to be engaged with the community, and more. These skills can be learned as a specialization while enrolled in a postsecondary program or through specific courses and workshops.

Marketing/communications/sales: can pitch your point in less than a minute. Persuasive communications is necessary in order to develop funds. Need to sell the NPO's concept in a way that speaks to the potential donors' or funders' own needs.

Financial, HR management, resource development, and other business skills: being an Executive Director of some NPOs is like being a Chief Executive Officer (CEO) of a company. People in these positions are accountable for large budgets, which require financial or accounting skills; while at the same time, they need to think of ways to increase funds for the organization. Training in HR management is also necessary especially if there is more than a few staff.

technical skills for other jobs

- | | |
|---|--------------------------------------|
| -fundraise money, resource development | -marketing/communications/sales |
| -financial (can manage a budget) | -skills specific to the organization |
| -IT skills (beyond basic computer skills) | |

non-technical skills for ALL jobs

- | | |
|---------------------------------------|--|
| -cause-driven, can empathize, passion | -organizational/time management/multi-task |
| -communication | -problem assess and solve |

** Experience being a Board of Director for an organization is an asset for potential Executive Directors*

WHERE to LOOK for Jobs?

*connectjobs.ca
*a NPO's website

*workinnonprofits.ca
*personal contacts

*charityvillage.com

Working in the Not for Profit Sector: Fact or Fiction?

There are many myths about working in the not for profit sector, including the three below.

“Working in the not for profit sector is not a viable career choice.” FALSE

- Many current Executive Directors have had entire careers in the not for profit sector; sometimes this experience is across different NPOs^{xv}
- Temporary jobs could lead to permanent ones in the same organization or another NPO
- Most jobs are at management or professional levels; this work experience transfers well to other jobs in the not for profit and for profit sectors

“All jobs are temporary or part-time.” FALSE

- Jobs are more likely to be permanent and full-time (at least 30 hours per week) than temporary and part-time^{xvi}
- Temporary jobs are most likely to be in religious, sports, recreation, arts, and culture organizations^{xvii}
- Part-time jobs are most likely to be in health and social services organizations – this is also true for full-time jobs because these types of organizations have the most number of employees in the sector

However, the prevalence of temporary and part-time jobs is higher in the not for profit sector compared to the for profit sector.^{xviii}

“People who work for not for profit organizations work long hours.” FALSE

- on average, full-time employees work 40 hours a week and part-time employees work about 16 hours a week^{xix}
- if longer hours are worked, some employees take the same amount of time off of work (except where applicable employment legislation requires overtime pay)
- longer hours are more likely worked by Executive Directors than other employees

How does the Not for Profit Sector Compare to the For Profit Sector?

Similarities

Small organizations dominate the sector

In both the not for profit and for profit sectors, about 75% of employers have <10 employees.^{xx}

Compared to their larger counterparts, small organizations and businesses:

- offer fewer paid benefits
- are more likely to use informal practices for HR activities
- the Executive Director or small business owner is typically in charge of HR duties
- have few opportunities for employees to “move up the career ladder” within the organization^{xxi}

A possible outcome for employees working in small organizations is the variety in one’s job; completing different types of tasks could enhance an employee’s skill set.

Management job duties^{xxii}

The duties of Executive Directors of NPOs and of CEOs/senior managers of businesses are similar: budgeting, managing staff, strategic prioritizing, reporting to a Board of Directors (if a publicly traded business), among others.

Differences

Pay

Employees of NPOs earn about \$2-4 an hour less than employees in other businesses.^{xxiii}

80% of full-time employees of NPOs reported annual salaries to be less than \$60,000.^{xxiv}

Salaries vary among Executive Directors. A recent study by the Ontario Nonprofit Network found that about half of Executive Directors earned at least \$70,000 a year; 18% earned less than \$50,000 a year.

What drives the organization & management^{xxv}

For profit businesses are profit driven. The concern about profitability is at the root of most decisions about the business’s services and employees.

NPOs are said to be people driven. In an NPO, the concern about providing certain services for clients or the community is at the root of most major decisions. Also, people keep the organization running; volunteers and paid staff need to be appreciated and thanked in order for them to keep being involved. Feelings count in decisions about how NPOs operate.

Strategies to Raise Wages

As mentioned earlier in this report, NPOs in Canada and in Ontario typically do not pay their employees competitive wages compared to businesses or the government. Given this finding, local Executive Directors were asked about potential strategies that would free up money that could then be used to pay employees higher wages. Identified strategies include:

1. Share costs with other NPOs through:
 - job sharing (share administrative, IT, web developer, and other jobs)
 - shared space (reduces rent costs; opens up possibilities for other shared costs)
 - shared administrative costs (such as office equipment and supplies)
 - shared costs for activities – option for NPOs with counterparts that operate in a different region (e.g., Chatham or London)
 - ❖ requirements:
 - innovative Board of Directors willing to do things differently
 - a champion from each NPO leading collaboration
 - coordination of the technology platforms and programs used
 - go beyond the politics and focus on the bigger outcome
 - address confidentiality issues regarding clients
 - be specific about how NPOs will share an employee
2. Merge 2 NPOs together
 - can reduce the number of staff, including the number of Executive Directors
 - reduces competition for government grants and community donations
 - ❖ requirements:
 - innovative Board of Directors willing to do things differently
3. Use technology in a way to help reduce costs (e.g., administrative)
4. Offer other incentives so employees feel appreciated. Examples include:
 - flexibility in the work schedule (when start/end day; time off for appointments or children's events)
 - paid health care benefits
 - training workshops

Some local Executive Directors raised issues about the possibility to find extra money, especially for NPOs dependent on government funding or donations. Some believed that lower wages is something employees have to accept as something that comes with working in the not for profit sector.

Conclusions

Sarnia Lambton is home to many Not for Profit Organizations (NPOs). Similar to the province, the three most common types of NPOs are culture & recreation, religion, and social services. Local employment numbers for this sector are not known. Based on past research, however, we can reasonably assume that social services organizations hire the most employees in the sector.

The local not for profit sector can be a source of employment for different kinds of workers:

- for postsecondary graduates:
 - job experience in one NPO is transferrable to work in other NPOs or some businesses
 - there are networking opportunities to meet more people within the not for profit and for profit sectors
 - will have time for personal life activities
- for people with a business background (education, experience):
 - many NPOs will need new Executive Directors in coming years
 - the skills required and duties parallel those of business managers
- for people retired from primary career:
 - many NPOs offer desirable work conditions for people looking to keep busy and earn money

Please give us your feedback on this report by answering a 3 question survey. Survey link: <https://www.surveymonkey.com/s/R2C9Z59>.



End Notes

- ⁱ Statistics Canada, 2009
- ⁱⁱ Pollara, 2013; Scott et al., 2006
- ⁱⁱⁱ Salamon, 1999
- ^{iv} Halton Community Development, 2007, Pollara; 2013; Statistics Canada, 2009
- ^v Pollara, 2013
- ^{vi} Statistics Canada, 2009
- ^{vii} Pollara, 2013
- ^{viii} Statistics Canada, 2012
- ^{ix} HR Council, 2012
- ^x Hébert & Luong, 2008
- ^{xi} Jungwee, 2011
- ^{xii} Halton Community Development, 2007; Hall et al., 2005; Pollara, 2013; Saunders, 2004
- ^{xiii} HR Council, 2008; ONN, 2013
- ^{xiv} HR Council, 2008; ONN, 2013; McMullen & Schellenberg, 2003a; SLWDB, 2015
- ^{xv} ONN, 2013
- ^{xvi} HR Council, 2008; McMullen & Schellenberg, 2003b; Pollara, 2013; Scott et al., 2006
- ^{xvii} Pollara, 2013
- ^{xviii} McMullen & Schellenberg, 2003b
- ^{xix} HR Council, 2008
- ^{xx} McMullen & Schellenberg, 2002; Statistics Canada, 2014
- ^{xxi} McMullen & Schellenberg, 2002
- ^{xxii} SLWDB, 2015
- ^{xxiii} McMullen & Schellenberg, 2003b; Toronto Workforce Innovation Group, 2011
- ^{xxiv} HR Council, 2008
- ^{xxv} SLWDB, 2015

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