

# Toward a Labour Force Strategy for Canada's Voluntary & Non-profit Sector



# HR Council<sub>for the</sub> Voluntary & Non-profit Sector

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## About the HR Council

The HR Council for the Voluntary & Non-profit Sector (HR Council) works with organizations, educators, labour and government to identify and address issues related to paid employment in the voluntary and non-profit sector.

Our priorities are to:

- Build and share knowledge
- Promote good HR practices
- Foster training and learning opportunities
- Provide leadership on HR issues
- Engage voluntary and non-profit organizations in our work



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## Introduction

The HR Council's Labour Force Study provides the first opportunity for sector stakeholders to work together to create an evidence-based understanding of the sector and its human resource needs.

### The context for a labour force strategy

There is growing concern about the labour force challenges facing the voluntary and non-profit sector. There are more signs that organizations are less and less able to recruit the talent they need in today's tightening labour market. At the same time, retaining employees is also a challenge. An effective labour force equals an effective sector. Without improving the ability of the sector to recruit and retain workers – and without finding ways to build employees' skills – the sector will be less able to deliver needed services to Canadians and won't be making the best contribution to a strong, resilient social fabric in communities and for the country as a whole.

Changing demands on the voluntary and non-profit sector and labour market trends fuel the sector's labour force challenges. A complicated array of social and economic policy directions, economic conditions and public expectations put demands on the sector. Of these demands, the withdrawal of governments from the direct delivery of health care and social services is the most noticeable. Labour market conditions are dramatically different today. Workers in the baby boom generation are edging towards retirement. The group of workers that will replace them is not only smaller in number, but they are also more ethnically and culturally diverse. They have different values and expectations for their careers that require employers to significantly reconsider the way things are done.

All of this adds up to two key challenges for the sector:

1. Understanding where labour force needs – and the capacity to meet those needs – are seriously out of alignment.
2. Finding ways, working as labour market partners, to ensure access to the necessary talent to meet missions and achieve goals in sector organizations.

Now is the time to address these challenges. The sector needs a comprehensive study of its labour force and must take action based on this research.

## The Canadian focus on paid employment in the sector

Overall, mechanisms for understanding and addressing this sector's labour force challenges are in a very early stage. In Canada, as in other countries, only recently has there been any kind of focus on paid employment in the voluntary and non-profit sector. Established in 1997, Quebec's Comité sectoriel de main-d'oeuvre - Économie sociale et action communautaire (CSMO-ESAC) has the longest history, however its scope is not exactly the same as that of the HR Council (see Appendix 5 for information about the CSMO-ESAC).

The increased focus on non-profit employment, in Canada, can be tied to the developments that led to the creation, in 2005, of the HR Council. The idea first came up in a 1998 study by the Canadian Centre for Philanthropy (now known as Imagine Canada) and Canadian Policy Research Networks(CPRN)<sup>1</sup>. The idea moved forward because of collaboration between Community Foundations of Canada and United Way of Canada - Centraide Canada on the Developing Human Resources in the Voluntary Sector (HRVS) project that started in 2002. The HRVS project addressed concerns raised by the Capacity Joint Table of the Voluntary Sector Initiative (VSI) and provided the sector with practical HR tools and information.

The sector's short history of paying attention to labour force issues - and how the forces that shape this sector work in a labour market context - is noticeable. Outside of Quebec, there are few established connections between sector organizations and activities or strategies that are focused on labour force analysis or labour force development activity (such as strategies to affect changes in working conditions or comprehensive efforts to identify and meet workplace training needs). In addition to CSMO-ESAC and the HR Council, more recently in 2007, the Alberta government and sector organizations began working on a workforce strategy for the sector in that province.<sup>2</sup>

## Timeline

Focusing on paid employment in the voluntary & non-profit sector

### Quebec at the forefront

Created in 1997, the Comité sectoriel de main-d'oeuvre - Économie sociale et Action communautaire (CSMO-ÉSAC) has a mission to promote and consolidate joint action and partnerships to address workforce issues common to enterprises and organizations in the sector. Operating in Quebec, the organization sees to the development of the sector's workforce by mobilizing and ensuring the participation of key stakeholders, maintaining a comprehensive knowledge of the labour market and preparing strategies for action and ongoing training programs.

### The VSI years

The Voluntary Sector Initiative was a joint effort from 2001 to 2006 of the Government of Canada and the voluntary sector to strengthen their relationship and ensure the capacity of the sector into the future.

### A new national body

Creation of the HR Council followed a Feasibility Study (October 2003 - April 2005) that confirmed widespread interest in collaborative action to address issues related to the paid labour force. The Feasibility Study heard from people and organizations throughout the sector that human resources require sustained attention so non-profit organizations and the people who work for them can better meet their missions and achieve their goals.

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## About the Labour Force Study

The goal of any labour force strategy is to make sure that a specific sector has access to the people and skills it needs. The HR Council is working toward this goal by conducting (between January 2007 and March 2009) the Labour Force Study, a comprehensive look at paid employment in the sector leading to a first-ever labour force strategy for the sector. The new information from this study will shape strategies to attract, develop, engage and retain appropriately qualified people to work in the sector. This study will diagnose the sector's short-term and longer-term labour force needs and provide recommendations leading to a national human resources strategy for the sector.

The Labour Force Study takes a major first step in filling a critical gap in labour force information by providing new survey-based information from both organizations' and employees' perspectives on challenges related to employee recruitment and retention as well as skill needs. These issues were identified as priority challenges in the Feasibility Study that led to the creation of the HR Council and they were subsequently included in the HR Council's Strategic Plan as matters needing attention in the short term.

### There are three main steps in the Labour Force Study:

- **Bring the sector's paid labour force into focus**  
What are the key trends and demands that shape the sector's need for people and skills? What factors affect the supply of talent and the sector's ability to find the people it needs?
- **Conduct Canada-wide surveys of sector organizations and employees**  
The survey of organizations will provide empirical evidence about recruitment and retention practices and challenges. It will also identify where there are gaps between the skills organizations need, now and in the coming years, and the skills employees currently bring to organizations. The survey of employees will provide a sector-wide statistical profile of the people who work in the sector. It will also provide informa-

tion about what employees like and don't like about their jobs and about their plans and expectations for the future. Findings from the surveys of organizations and employees will be available from the HR Council in the summer of 2008.

- **Develop recommendations for action**  
These recommendations will be grounded in current trends and developments in the sector and will be shaped by the survey results. The recommendations will be strengthened by validating them with sector stakeholders. A final report from the HR Council's Labour Force Study featuring the recommendations for action will be published in March 2009.

The initial task of the Labour Force Study was to build a framework for inquiry. The HR Council secured the expertise of Dr. Graham Lowe (Graham Lowe Group Inc.). Dr. Lowe brought to the project a wealth of experience in labour market research and long-range and human resources planning combined with knowledge of the sector. Based on his review of prior research (including the HR Council's 2006 *Situational Analysis of Labour Force Information*<sup>3</sup>), other sector studies and influential reports by Imagine Canada and CPRN, Dr. Lowe proposed a course for the Labour Force Study that incorporated surveys of the both employers and employees to capture both perspectives about factors related to recruitment, retention and skill needs in the sector.



The next task was to identify key trends in the sector and its environment that define the sector's labour force challenges and the sector's capacity to address these challenges. Key informants are thought leaders, researchers and representatives from stakeholder organizations whose combined knowledge and experience covers a wide range of perspectives about the sector as a whole and about the forces that are shaping the future for the sector's paid labour force. They are each knowledgeable in one or more of the following areas:

- The evolution and dynamics of the sector
- Capacity issues facing the sector and organizations
- The policy environment
- Education and leadership for people who work in the sector
- Issues facing the sector's labour force

Input from key informants was gathered in semi-structured telephone interviews conducted in May and June 2007. Their insights are reflected in the content of this report and their specific comments are included throughout to highlight key points or provide examples. A list of key informants and interview questions can be found in Appendix 1.

The Labour Force Study is guided by a Steering Committee whose members come from the HR Council's network of stakeholders across the country. The Steering Committee provides overall guidance for the Study by contributing perspectives, expertise and ideas that reflect the sector's scope, complexity and diversity. In addition to providing input along the way, the committee has the task in the later stages of the work to develop recommendations for follow-up activities that will lead to a labour force strategy for the sector.

## Labour Force Study Steering Committee

Lynda Binhas (Montréal, Quebec)  
Chargée de recherche, CSMO-ÉSAC

Sherman Chan (Vancouver, British Columbia)  
Director of Settlement Services, MOSAIC

Neil Cohen (Winnipeg, Manitoba)  
Executive Director, Community Unemployed Help Centre  
Chair, HR Council Board of Directors

John Coubrough (Pickering, Ontario)  
Former Territorial Director on Employee Relations,  
The Salvation Army

Joe Courtney (Ottawa, Ontario)  
Senior Officer - Research Branch, Canadian Union of Public  
Employees

Joey Edwardh (Burlington, Ontario)  
Executive Director, Community Development Halton

Cindy Fuchs (Regina, Saskatchewan)  
Regional Director, Red Cross in Southern Saskatchewan

Michael Hall (Toronto, Ontario)  
Vice-President of Research, Imagine Canada

Kathy Harrison (Winnipeg, Manitoba)  
Volunteer Coordinator, Cancer Care Manitoba  
President, Canadian Administrators of Volunteer Resources

Wendy Hollo (Edmonton, Alberta)  
Human Resource Coordinator Consultant, Alberta Council of  
Community Disability Services – Workforce Council

Marie-France Kenny (Regina, Saskatchewan)  
Chief Executive Officer, MFK Solutions

Richard McConnell (Ottawa, Ontario)  
Vice President, People and Organization, VON Canada

Keith Seel, PhD (Calgary, Alberta)  
Director, Institute for Nonprofit Studies, Mount Royal College  
Vice-chair, HR Council Board of Directors

Dick Stewart (Ottawa, Ontario)  
Member, HR Council Board of Directors

## About this report

The intent of this first report is to provide an introduction to the Labour Force Study. What you'll find in this initial report is a framework for understanding the sector's labour force as well as the trends and demands that contribute to the sector's labour force challenges:

- **Section 1** defines and classifies the sector.
- **Section 2** describes what is meant by a labour market.
- **Section 3** outlines what is already known about paid employment in the sector.
- **Section 4** looks at the labour market trends affecting the sector, the changing demands placed on organizations and emerging strategies to strengthen the sector and its labour force.

What you won't find in this report are solutions. At this stage in the process, it's about laying the foundation for a labour force strategy for the sector. Upcoming reports will feature the findings from the surveys of employers and employees (July 2008) and recommendations for follow-up action (March 2009).

## Acknowledgements

The HR Council thanks the members of the Labour Force Study Steering Committee and the organizations who spared them so they could participate. We also extend thanks to the 26 key informants who shared their observations and insights in interviews conducted in May and June 2007. We are also very grateful for the contribution of Dr. Graham Lowe, who lent his expertise to the early stages of framing the study and to the financial support provided by the Government of Canada's Sector Council Program.

"A healthy and sustainable  
voluntary and non-profit sector depends  
on a human resource strategy that  
helps stakeholders to successfully  
build a skilled, committed and  
stable labour force."<sup>4</sup>



## 1

## Defining and classifying the sector

Conceptually, the voluntary and non-profit sector is most often defined as the arena for non-market activity that goes on outside of government operations. Organizations are considered to be part of the sector based on their non-profit status as well as what they do.

Graham Lowe noted in his framework for the Labour Force Study, that classifying even part of this sector's activity can be a complicated, time-consuming undertaking. He pointed to the example of the cultural sector. The Cultural Human Resources Council and sector representatives have worked with Statistics Canada since the early 1990s to get to the point where it is possible to use census data to profile their sector – and their efforts did not extend to making the distinction between cultural activity in the public, for-profit and non-profit spheres.

With their broad scope of activities, voluntary and non-profit organizations work to address the full range of human needs, improving the quality of our lives and providing essential service on which Canadians have come to depend.

They provide social services, ranging from day-care centres for children and services for youth to caring for seniors. They also provide opportunities for Canadians to become engaged in their communities by participating in sports, recreation or the arts or by addressing social and environmental issues.

Voluntary and non-profit organizations provide education and training, housing and shelter, and provide places for people to attend to their spiritual needs.

Many address the needs of specific segments of the population, such as persons with disabilities, new Canadians or the homeless. These organizations often extend our social safety net to catch those who are not served by government or by private programs and services.<sup>5</sup>

As the main source of information to date about organizations in the sector, the 2003 National Survey of Nonprofit and Voluntary Organizations (NSNVO)<sup>6</sup> defines the sector as:

- Non-government (institutionally separate from governments)
- Non-profit distributing (no profits returned to owners or directors)
- Self-governing
- Voluntary (to some degree use voluntary contributions of time or money)
- Formally incorporated or registered under specific legislation with governments

There are blurry boundaries in defining the sector. We note the distinction made by the Canadian Centre for Philanthropy and CPRN between “public benefit non-profits” (these are the core organizations within the HR Council’s mandate) and “the more commercial non-profits such as mutuals and cooperatives.” We note, as well, that different boundaries exist in Quebec.

The NSNVO definition is based on the International Classification of Nonprofit Organizations (ICNPO) developed at Johns Hopkins University<sup>8</sup> – the most widely accepted, frequently used classification system that makes it possible to do cross-country comparisons. However, NSNVO and ICNPO definitions are more inclusive than the definition used by the HR Council, in general, and specifically for the Labour Force Study. The HR Council includes what the Satellite Account of Nonprofit Institutions and Volunteering<sup>9</sup> refers to as the “core non-profit sector” which excludes hospitals, colleges and universities. The NSNVO and the ICNPO classifications also include a group for “Business and Professional Associations and Unions” which falls outside the scope of the HR Council.

When it comes to analyzing the sector, ICNPO is the most widely used classification system. However, ICNPO doesn’t work as well when it comes to understanding the sector’s labour force. ICNPO, like most labour force classification systems, classifies activity by industry and occupation but the voluntary and non-profit sector (as it is defined and



classified by the ICNPO) covers a variety of industries and many occupations. Some efforts have been made to bridge ICNPO and industry classification systems, however, the work is incomplete and in some areas unclear. Appendix 2 identifies specific Industry categories (4-digit NAICS) in the North American Industry Classification System that capture activity in the sector and gives data on employment in these industry categories.

## 2

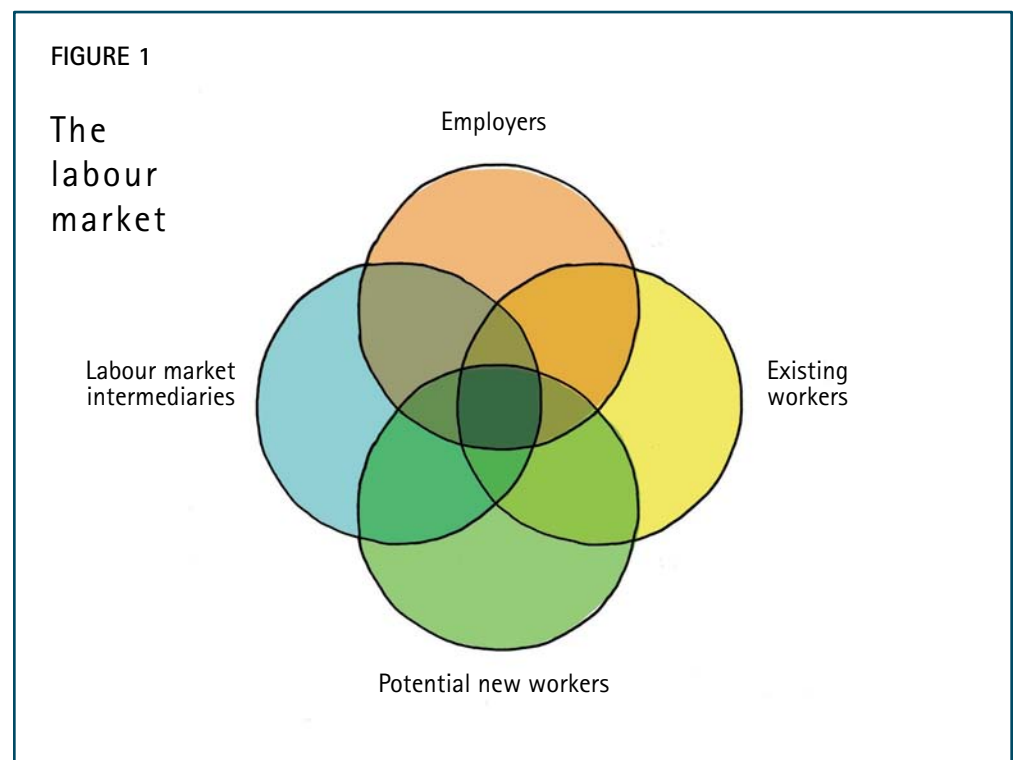
## Understanding the labour market

It is hard to make a distinction between employer and employee when the organization's management – that is, its executive director – is its only employee.

Thinking in terms of a labour market model is new to many in the voluntary and non-profit sector. This is particularly true of the very small organizations with few employees and minimal organizational infrastructure. **Figure 1** provides a picture of what is meant by the term *labour market*.

The labour market is made up of both individuals and organizations, including:

1. Employees and unions or associations that represent them
2. Employers and their associations or coalitions
3. A variety of intermediaries such as post-secondary institutions, community-based training providers, career centres, non-profit service organizations, governments and the HR Council itself



## Employers

There are nearly 69,000 independent voluntary and non-profit organizations with paid staff (each governed by a board of directors) in Canada, which means there are 69,000 employers in the sector. Both the boards of directors and the senior executives who manage organizations take on the role of employer. How boards and executives share these roles varies greatly within the sector and affects decision-making about the organization as a workplace and the relationships between the organization and its paid staff.

The estimate of 69,000 organizations is based on custom tabulations prepared for the HR Council from Statistics Canada's National Survey of Nonprofit and Voluntary Organizations (2003).

There seems to be a lot of confusion and debate in the sector about how to distinguish between *employers* and *employees*. This is largely due to the realities of the sector's smallest organizations. It is harder to make a distinction between *employer* and *employee* when the organization's management – that is, its executive director – is its only employee. Or, perhaps the Executive Director is one of two or three employees and the structure of the organization is set up so there is little differentiation between governance and operations.

Canada's non-profit employers are generally unconnected when it comes to addressing labour force issues. The networks, associations and umbrella organizations that currently connect the minority of organizations are typically regional or mission-focused. Where there are connections that relate to labour force or employment-related activity it is usually because:

- Networks of organizations have included labour force matters in their broader mandates
- Groups have come together for the particular purpose of addressing labour force matters

For example:

The Canadian Council for International Cooperation (CCIC)<sup>11</sup> is an umbrella for some 100 Canadian organizations working “to end global poverty and to promote social justice and human dignity for all”. Integrated with CCIC's efforts to monitor aid policy and practice and to provide information to members about issues in foreign policy, this organization carries out at least two specific efforts related to human resources in international organizations. The CCIC code of ethics, with which CCIC member organizations must certify compliance, establishes minimum standards in human resources management (among other aspects of their operations). In addition, CCIC's web site provides job postings in international organizations.

The Alberta Council of Disability Services (ACDS, formerly the Alberta Association of Rehabilitation Centres<sup>12</sup>) supports member rehabilitation service providers of community-based services for people with disabilities. ACDS' goal is to ensure quality service delivery for clients through education, accreditation and advocacy. Through its Workforce 2010 initiative, ACDS is building a well trained, stable and professional community disability services workforce.

British Columbia's Community Social Services Employers' Association (CSSEA)<sup>13</sup> coordinates human resources and labour relations for more than 200 member social service organizations that together employ upwards of 15,000 people. CSSEA also serves non-member associate organizations on a fee-for-service basis.

## Existing and potential workers

In Figure 1, the nearly 1.2 million workers already employed in the sector are deliberately shown separately from prospective or future workers. That is because there needs to be different approaches for retaining existing workers compared to recruiting tomorrow's workers.

The estimate of 1.2 million workers is based on custom tabulations from Statistics Canada's National Survey of Nonprofit and Voluntary Organizations (2003).

Compared to employees in other sectors, little information is available about the individuals who work in the sector. (In Section 3, there is a summary of what is currently known about paid employment in the sector.) There is very little research about career paths and the motivations that lead people to work in the sector. There are some educational programs that have direct paths to employment:

- Voluntary/non-profit leadership
- Volunteer management
- Arts administration
- Fundraising
- Social work
- Early childhood education
- Various health care professions

However, many of these programs are also paths to employment in private, for-profit businesses and/or public or quasi-public institutions in areas like health care, social services, education and the environment. Volunteering is another potential bridge to employment and there is a need for more research to examine this connection.<sup>14</sup>

Some non-profit workers are represented by a number of unions and a wide variety of professional and occupational associations. The Canadian Union of Public Employees and the provincially- and territorially-based unions affiliated with the National Union of Public and General Employees are major players in the sector, particularly in larger organizations in the health and social services sub-sectors. Many other unions such as the Service Employees International Union, Canadian Auto Workers and United Steelworkers in Canada represent sector employees across the country.

A few associations are more or less exclusive to the sector. Among the established professional groups with close connections to the sector are the Canadian Administrators of Volunteer Resources and the Association of Fundraising Professionals. In addition, the membership of the Canadian Society of Association Executives includes executive directors of community-based organizations.

## Labour market intermediaries

Labour market intermediaries in the sector include post-secondary institutions, community-based training providers, career centres, non-profit service organizations, governments, capacity builders, funders and other organizations that provide operations and management support and services to non-profit organizations as well as the HR Council itself.

One of the reasons that there is a wide range of professions and occupations in the sector, but not exclusive to the sector, is the fact that there are many potential intermediaries. For instance, the health sub-sector, because it is highly regulated has numerous bodies representing different groups of employees. The ongoing efforts to increase health care human resources means there are more connections between intermediaries in that sub-sector.

Key informants interviewed for the Labour Force Study drew attention to government intermediaries as a group that particularly contributes to the complexity of the sector. Government intermediaries include a wide variety of departments, agencies and officials at the municipal, provincial and/or federal level who work with sector organizations in many different capacities and for many different purposes related to delivering services, supporting communities and fostering citizen engagement.

A substantial number of sector organizations land in more than one sphere of the labour market map. This is illustrated, for example, by the sub-sector that includes grant-making and fundraising organizations (including: United Way - Centraide and private and community foundations). This group is made up of organizations that may be both employers in the sector but also intermediaries that provide funding or offer a variety of capacity building or management supports and services to other sector organizations.



# 3

## What we know about paid employment in the sector

Canada's non-profit and voluntary sector is the second largest in the world when expressed as a share of the economically active population. It relies more on the efforts of paid employees than sectors in other countries.

### Current sources of labour force information

The 2003 National Survey of Nonprofit and Voluntary Organizations (NSNVO)<sup>15</sup> is the best available source of information on employment in the voluntary and non-profit sector. It provides basic information such as:

- The number of organizations
- Regional location
- Numbers of employees and volunteers
- Revenues
- Areas of operation
- Future challenges

However, other than giving the number of employees in different types of organizations, the NSNVO provides little labour force information.

The 1999 Workplace and Employee Survey (WES) was the basis for the series of voluntary sector human resource studies produced by CPRN.<sup>16</sup> The WES is a rich source of information on employers' human resource practices and provides a peek into three broad groups of non-profit establishments: culture, recreation and associations; health, education and social services; and, other. However, its relatively small sample size offers a limited view of the whole sector.

In spite of the fact that people working in this sector account for a large segment of the employed labour force overall, little is known about them, the organizations they work for, or the nature of their employment. The HR Council took stock in 2006 of available information and research about the sector that focused on paid employment.<sup>17</sup> The review of existing literature, national data resources and information about research and knowledge within the sector confirmed that the sector is truly in the very early stages of building a body of knowledge about paid employment in this sector (Appendix 6 provides

a reading list of research from 2001 to 2006 on paid employment in Canada’s voluntary and non-profit sector).

"If you can't draw a picture of what your workforce looks like then you have no capacity to plan and project what your needs are going to be and develop your recruitment strategies or your strategies to develop your workforce."

Susan Scotti  
Senior Assistant Deputy Minister  
Human Resources and Social Development Canada

## Future sources of labour force information

In advance of the Labour Force Study, Dr. Graham Lowe mapped out the essential labour force information needed to fill in the many gaps in knowledge about the sector (see Figure 2). Dr. Lowe also noted that for the voluntary and non-profit sector

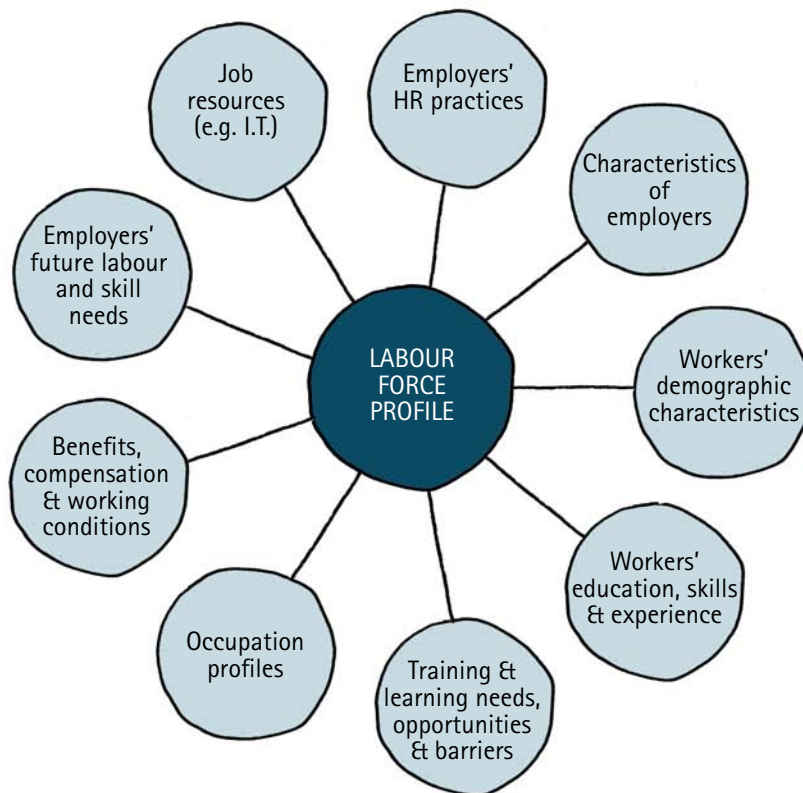
there are few sources of labour force information to access. The Labour Force Study survey of employers and employees (July 2008) will help by providing important knowledge of skill requirements, employers’ human resource practices and a variety of factors related to the recruitment and retention of employees.

There are a number of additional ways to find comprehensive labour force data for this sector.<sup>18</sup> Statistics Canada’s Business Registry (BR) is one solution to the problem of accurately determining the parameters of the sector. The BR is a regularly updated central database of all organizations providing goods and services and includes all entities that have filed a federal income tax return in the last three years, as well as unincorporated organizations that have employees and/or pay GST. The BR provides the sampling frame for all economic surveys conducted by Statistics Canada.

What makes the BR potentially useful is that it accurately differentiates between for-profit and non-profit entities by linking to Canada Revenue

FIGURE 2

### Essential labour force information



Agency's income tax files. This is perhaps the most accurate way of identifying voluntary and non-profit organizations. A BR custom tabulation could give counts of non-profit organizations (compared to for-profit) by:

- Three digit and four digit NAICS
- Revenue
- Employee size (by eight or 12 size groups, beginning with one to five employees)
- Province or territory

Another solution to mapping the non-profit sector was developed by U.S. researchers<sup>19</sup> and the possibility of adapting it for use in Canada is worth technical discussions with Statistics Canada. Like most nations, the United States had little information available on non-profit organizations. To help fill this data gap, researchers used the US Bureau of Labor Statistics' Quarterly Census of Employment and Wages (QCEW)<sup>20</sup> to obtain new information on non-profit organizations. They included an identifier in an employer survey that determined if an organization was a tax-exempt non-profit. Employment measures are more reliable than other indicators of non-profit activity and, as these researchers observed, employment is "one of the most reliable

and useful facets to capture non-profit operations in empirical terms.<sup>21</sup>"

## Available statistics

There are 1.2 million paid employees – 7.2% of the country's total labour force – working in voluntary and non-profit organizations.<sup>22&23</sup> In proportion to its total labour force, Canada has a huge voluntary and non-profit sector.

As shown in Figure 3, the largest number of employers falls under the category of Religion, followed by Social Services and Sports & Recreation. The largest number of employees is in Social Services, followed by Health, Development & Housing and Sports & Recreation.

The sector's employers and employees are widely spread out across the country in communities of all sizes. However, there are concentrations that reflect the distribution of the population and sector activity. More than half of Canada's non-profit employers are in Ontario and Quebec. About 19,600 organizations in each of these provinces together account for 57% of the total number of organizations in the entire country. Another 11% are located in each of Alberta and British Columbia and the remaining 32% are distributed across the remaining provinces and territories.<sup>25</sup>

FIGURE 3

Distribution of sector employers and employees by main area of activity<sup>24</sup>

Area of Activity	Employers		Employees	
	#	%	#	%
Arts & Culture	5 084	7.4	72 798	6.1
Sports & Recreation	8 921	13	130 913	11
Education & Research	4 626	6.7	100 591	8.5
Health	3 689	5.4	193 798	16.3
Social Services	13 124	19.1	297 250	25.1
Environment	1 367	2	14 848	1.3
Development & Housing	5 436	7.9	182 337	15.4
Law, Advocacy & Politics	1 696	2.5	15 915	1.3
Philanthropy & Volunteerism	2 942	4.3	28 642	2.4
International	413	0.6	5 081	0.4
Religion	19 853	28.9	109 307	9.2
Other	1 477	2.2	35 282	3
All Areas	68 628	100.0	1 185 762	100.0

Source: Statistics Canada. Custom tables from the NSNVO, 2003. This table does not include universities and colleges, hospitals, unions or business and professional associations.

According to Statistics Canada's custom tabulations prepared for the HR Council from the 2003 National Survey of Nonprofit and Voluntary Organizations, 44% of funding came from government sources: 18% of funding came from government payments for goods and services and 26% came from government grants and contributions.

Sector employment is concentrated in the largest organizations. While employers of 100 or more employees make up only three per cent of the sector, they account for 53% of its employees. On the flip side, 58% of sector employers have fewer than five employees. Together, they account for seven per cent of all paid employees<sup>26</sup> (Appendix 4 shows the distribution of employees and organizations by province and territory and number of employees in the organization).

For more information about funding issues and their implications for the non-profit sector:

Eakin, L. (2005), *The policy and practice gap: Federal government practices regarding administrative costs when funding voluntary sector organizations*. Voluntary Sector Forum<sup>27</sup>

Eakin, L. (2007), *We Can't Afford to do Business this Way: A Study of the Administrative Burden Resulting from Funder Accountability and Compliance Practices*. Wellesley Institute<sup>28</sup>

Scott, K. (2003), *Funding Matters: The Impact of Canada's new Funding Regime on Nonprofit and Voluntary Organizations – summary report*. Canadian Council on Social Development<sup>29</sup>

Smith, A. (2003) *The dance: Seeking, administering and accounting for funding in the volunteer sector*. The Muttart Foundation<sup>30</sup>

## Characteristics of employers

Employers in the sector are independent organizations governed by volunteer boards of directors and they operate within legal parameters that determine how they access and use revenues. For the two-thirds of sector employers that are registered charities, these parameters include legislation administered by the Canada Revenue Agency.

Most organizations rely on revenues that come from sources outside the organization and that means accessing money is a key concern for most. Findings from the National Survey of Nonprofit and Voluntary Organizations showed that 44 in 100 sector employers rely mostly on government sources and that the larger the organization, the greater the proportion of government funding (as a percentage of their total revenues). The stability of financial resources and the strings attached to funding affect the activities of organizations in many ways – from determining its very existence to shaping its activities. Plus, reliance on external funding (regardless of the source) requires effective, externally-focused relationships as part of doing business.

Whatever form that revenue comes in – payments for goods and services, membership fees, investment income, grants and contributions, personal or corporate donations, from governments or grant-making bodies – financing is intricately woven into staffing requirements. Revenue affects the work that is required of staff, skills needed and many aspects related to the quality of work.

Overall, employers make up a very complicated group. They are engaged in wide variety of different activities. Some are very large, highly structured organizations whose operations are very “business-like.” Others, the vast majority, are small and many of them exist in a precarious state, operating on a shoestring to achieve their community-focused mission. Small organizations typically have very limited infrastructure and a small number of employees who carry out, perhaps alongside volunteers, all of the work that gets done. The CPRN report *Building Blocks for Strong Communities – A Profile of Small and Medium Sized Organizations in Canada* provides a closer look at the realities of small and medium-sized organizations.<sup>31</sup>

## Characteristics of employees

As mentioned earlier, there are 1.2 million paid employees working in voluntary and non-profit organizations.<sup>32</sup> This number does not include people who work in colleges, universities and hospitals, which are sometimes considered to be part of the sector (See Section 1 for a description of what types of organizations are included – and not included – in the Labour Force Study). More than half of the sector's paid employees work in Social Services, Health or Development & Housing.

Nearly two-thirds of the sector's paid employees hold permanent positions with the remainder holding positions for a fixed length of time. Permanent employment is most prevalent in Development & Housing and Religion. It is least prevalent in Sports & Recreation and Arts & Culture.<sup>33</sup>

Overall, about 61% of the sector's employees work full-time and about 36% are in part-time positions. The highest level of full-time employment is in Development & Housing while the lowest level of full-time employment is in Sports & Recreation.<sup>34</sup>

CPRN compared paid employment in non-profit organizations, for-profit companies and quasi-government organizations such as schools and hospitals. Their profile of the non-profit labour force found that:<sup>35</sup>

- 74% are women – more than in quasi-government (66.5%) and for-profit organizations (47.5%)
- 39% are over 45 years old – the workforce in non-profit organizations is younger than in quasi-government organizations but older than in for-profit organizations
- 1/3 are in professional occupations – fewer than in quasi-government organizations but more than in for-profit organizations
- Nearly 60% have post-secondary education – fewer than in quasi-government but more than in for-profit organizations
- Approximately 14% are immigrants – similar to quasi government and lower than for-profit organizations
- Approximately 40% of the sector's paid employ-

ees are union members or covered by collective agreements. Most of them work in larger organizations

Also from CPRN's research:<sup>36</sup>

- Managerial and professional employees in non-profit organizations have more flexibility in scheduling their work than do employees in other sectors. However, there is less flexibility for clerical and administrative staff in non-profit organizations than there is in for-profit organizations.
- Managers and professionals in the sector earn significantly less than their counterparts in the quasi-government and for-profit sectors.
- Overall, benefit coverage for sector employees is on par with for-profit sector employees. Within the sector, benefit coverage varies considerably by area of activity. It is highest in Health, Education and Social Services and lowest in Sports & Recreation and Arts & Culture.
- While employees in non-profit organizations seem to have more access to training than employees in for-profit organizations, comparably more of them feel that available training does not meet the demands of their work.

The HR Council's initial look at the widely-used National Occupational Classification (NOC) concluded that work in the sector would fall into a wide variety of occupations and, at the same time, raised concerns that there might be no existing classification that fits jobs in small organizations, where many functions are filled by only a few people.

## Distinctive characteristics of paid employment in the sector

### Variety of occupations

There are several aspects of paid employment in the sector that distinguish it from the national labour force as a whole, including the wide variety of occupations within one sector. There is no actual inventory of occupations and professions for the sector. Nonetheless, it is possible to get a sense of the range of occupations from several other sources.

Consider for example the cultural sub-sector, which has been the focus of research over the past decade by the Cultural Human Resources Council. Their *Cultural Sector Fast Stats*<sup>37</sup> identifies 45 cultural sector occupations based on census data from 1991 and 2001. Although we do not know whether all of these professions are practiced in non-profit agencies, it is likely that many of them are. A survey of non-profit compensation in the US gathered data for 92 different jobs.<sup>38</sup> Possibly the best indication of the wide variety of professions and occupations in the sector comes from recent efforts of the CSMO-ESAC in Quebec. Based on input from stakeholders, they developed an inventory of 300 different occupations and professions (For more information, see [www.csmoesac.qc.ca](http://www.csmoesac.qc.ca)).

Dealing with this many occupations and professions has many implications for understanding and addressing the sector's labour force challenges. Above all, it cautions about generalizing the nature of work and the issues that need attention. The HR Council's Labour Force Study key informants raised a number of considerations:

- Highly regulated occupations and professions are generally easier to understand because there is more information readily available about the work they entail and the training they require.
- While there are some clear routes between education programs and work in the sector (e.g., non-profit leadership, volunteer coordinator, health professions, social worker), there is a long way to go in identifying fields of study that the sector draws employees from and understanding the paths from education to work in the sector.

### Connections between paid work and volunteering

Another distinguishing factor between public or for-profit sectors and the sector is the reliance on the combined efforts of volunteers and paid employees. In keeping with the scope of the HR Council, the Labour Force Study examines paid employees and the work they do. Nevertheless, this study touches on certain aspects of volunteering and the contribution volunteers make through their involvement with organizations. In particular, it takes into account that:

- Volunteers who serve on boards of directors affect paid employment in the way they govern organizations, in general, and through their decisions about engaging paid staff, terms and conditions of employment and the allocation of organizations' funds.
- Over its life cycle an organization may at times rely on the combined efforts of volunteers and paid staff. At other times, an organization may have only volunteers or only paid staff (other than the board of directors).
- An organization's capacity to engage volunteers and provide them with opportunities to make their best contribution rests on the efforts of paid staff.

The labour force implications are uneven across the sector. For example, in areas of activity where there are a lot of volunteers, the Manager of Volunteer Resources is a more common occupation and organizations will have more policies and processes for determining which work will be done by volunteers and which work will be done by paid staff (and for integrating the work of the two groups).

Custom tabulations from the 2003 National Survey of Nonprofit and Voluntary Organizations show a concentration of volunteers in larger organizations in Social Services and in Sports & Recreation. Volunteers are concentrated among a small number of organizations – only 10% of employers in the sector have 200 or more volunteers and they account for 81% of all volunteers reported by sector employers. Sports & Recreation organizations account for

approximately 29% of all volunteers even though they account for only 13% of all employers.

Stone and Nouroz (2007)<sup>39</sup> examined the contribution of volunteers in relation to paid employment and also found that it varies greatly across the sub-sectors. According to their findings, volunteers' share is higher in Philanthropy & Volunteerism, Sports & Recreation and Environment and the lowest in Development & Housing.

"Questions also arise around the balance we wish to strike in society between the amount and kind of work we expect to be done for free, who we expect to do this work, and the effects on similar work that we value monetarily. Given the gender demographics of the non-profit sector, and the gender equality goals of government, these questions must be filtered through a gender lens if we are to understand the full implications of their answers."<sup>40</sup>





# 4

## Understanding the environment, trends and demands on the sector

As in any sector, many different forces drive employment demand and supply, contribute to the nature of the work, fuel labour force challenges and determine effective solutions.

For the purposes of this initial report of the Labour Force Study, a number of labour market trends affecting the sector were identified and the changing demands placed on voluntary and non-profit organizations examined.

### Labour market trends

Almost all key informants mentioned demographic change as one of the most significant trends affecting employment in the sector. They referred in particular to the upcoming exit of the baby boomers from the labour force as well as the increasing ethnic and cultural diversity of Canada's population and therefore, labour force.

### Aging workforce

While the proportion of the working age population that is active in the labour force (either employed or unemployed) is decreasing, there is actually an increase in the labour force participation of Canadians aged 55 and over. In 2005, according to Statistics Canada, the influx of baby boomers into this 55+ age group reversed the previous trend of increasing early retirements<sup>41</sup> – particularly in public sector health and education.

This will buy some time for the sector to develop and implement plans to deal with the eventual retirements of baby boomers. However, it is important to be realistic and the retirement of this large group over the next couple of decades will inevitably change the whole labour force and the effect will certainly be felt by the voluntary and non-profit sector.

"I expect the greatest impact will be the demographics. With the turnover of such a high percentage of paid staff that are in their 50s, combined with increased demands – depending on the economy and the ongoing devolution of services from government – we've got a tough combination."

While it is good to have time to plan, there are concerns: will a significant number of workers currently in the sector, particularly women, extend their careers because they cannot afford to leave? If access to public income support is delayed, would the options be limited even more? There is also concern in the sector that people need to move out to make room for the younger generation – that the vitality of the sector and the development of tomorrow’s leaders depends on opportunities to make way for new people.

What about the retirement of baby boomers from other sectors? With closer links between corporations and non-profits, key informants predicted a potential pool of experienced workers who seek opportunities to work, either for pay or as a volunteer, in sector organizations. This group may have skills and experience that could benefit the sector. However, optimism is cautious. Key informants expressed reservations about the “corporatizing” influence they could bring to the sector. Several raised concerns that the benefits for this sector may not be entirely positive if the influx of people from public sector and corporate environments erodes the values and ethos in the sector in favour of a “more business-like” approach. The sector needs to carefully think through strategies for tapping this pool of talent, taking into account both the wealth of skills and experience and the potential implications for change in the culture of organizations towards corporate or business models.

Finally, a number of key informants stated that the departure of the old guard could open up opportunities for change. Some were very optimistic about the possibilities for rejuvenating the sector but there was still pessimism about the capacity and the willingness of organizations to take advantage of these opportunities.

“Older people who want to switch to working in the [voluntary and non-profit] sector seem to be saying, ‘I really want to do good and I have something to teach the sector! Those two things don’t always go together.’”

Monica Patten

President and CEO, Community Foundations of Canada

“Just yesterday I had a conversation with a fellow who was for, I think, 25 years in industry, and he is now running one of Canada’s major charitable organizations. He’s got another good 15 years left in him, I would say, and I think we haven’t yet focused on these kinds of people – people who have skill sets, who are looking to be still gainfully employed, either on a full-time or part-time basis. We used to think of them just as volunteers, but I think what we’re going to start seeing is that some of those people might also be a pool on which we could draw.”

Georgina Steinsky-Schwartz  
President and CEO, Imagine Canada

## Leadership deficit

There is widespread awareness that the departure of baby boomers will mean the loss of experienced workers from the sector, particularly the loss of people from leadership positions, and that means succession challenges. The Bridgespan Group Inc. captured a lot of attention with their 2006 study that predicted a huge leadership deficit in U.S. non-profits – the need over the next decade for some 640,000 new senior managers (or 2.5 times as many people as are currently in these kinds of jobs).<sup>42</sup> Boland et al (2005)<sup>43</sup> studied the same issue in Canada and concluded that non-profit organizations in this country will also have a challenge to find future leaders and that the sector is weak when it comes to succession planning. Boland states two contributing factors:

- Thin leadership layers in organizations that do not allow upward mobility within their organizations
- A lack of clarity about how boards of directors and organization executives figure out responsibilities for managing succession

In the smallest organizations, the challenges are likely larger because of the smaller number of staff positions, and therefore fewer opportunities to develop leadership, and minimal infrastructure to support smooth transitions and manage change.

Aside from the recruitment challenges to replace departing baby boomers, there is also the concern about retaining corporate knowledge. Sector organizations, and possibly the sector as a whole, could be vulnerable to a loss of knowledge when this large group of baby boomers retires. Again, this may especially be the case for small organizations where one person can be the guardian of most of the corporate history and there are minimal resources or procedures in place to support smooth transitions.

### Cultural diversity

The Labour Force Study's survey of employers and employees will verify if the cultural and ethnic backgrounds of employees in voluntary and non-profit organizations are less reflective of the population than the general labour force. It appears that organizations are not as culturally diverse as their communities – especially in large urban areas and in certain areas of activity within the sector, notably Health and Social Services. Anecdotal evidence suggests that the sector is slower to embrace diversity in the workforce than the public or the for-profit sector. Several key informants observed that, apart from organizations within the sector that provide immigrant and settlement services (or work in other ways on behalf of particular ethnic or cultural groups), there is little evidence that the sector currently reflects the diversity of Canada's population. There is also a growing awareness that the sustainability of the sector will depend on the capacity of organizations to draw from the increasingly diverse pool of potential employees and to make good use of the talents of people from all backgrounds.

Several key informants expressed strong views that change is not happening fast enough in hiring practices, work environments and working conditions. They suggested a variety of reasons for this, many of them connected to the capacity of organizations and the sector to implement change. Some key informants also voiced concerns that part of the problem is that dealing with the challenge requires uncomfortable reflection and the need to face difficult questions.

It is important to keep in mind that this sector includes organizations that advocate on behalf of immigrants and refugees and provide services to them.

As they carry out their mission and responsibility, many of these organizations play a leadership role in immigrants' and refugees' integration into Canada's labour force. This means the sector contains the knowledge and experience that comes from direct service delivery, participation in policy development and advocacy work. We have a tremendous resource within the sector and these organizations also set the standard high for other organizations.

"I'm fairly concerned about the discourse around shortages of qualified people in the sector, that there's a leadership gap or succession crisis – a looming disaster because there will not be enough qualified people to lead in the sector. I'm not buying it. There are phenomenally capable emerging leaders and young people who are ready to step into leadership. But very few of them are straight, white males or straight, white females of middle class backgrounds, born in Canada with English as a first language and corporate experience or corporate ties. I think we have to start changing the face of who is leading. There are lots of people in the sector who are wonderful and capable but they are not as able to access the social capital as some of the traditional leaders. And I really worry that there is a subtext of racism informing this. It may be they're not staying in the sector because it's just too chilly a climate or a poisonous work environment. This is going to be a really hard thing to talk about: how do we work together if we come from different cultural backgrounds, different races, different age groups, different social classes, if some of us have come from countries where we've experienced incredible wars and violence and if we come valuing different things. But the voluntary sector has got to be the place where the courageous leadership on this takes place. And so the capacity to deal with our own internalized anxieties, fears, racism, sexism, is going to be the cutting edge and I'd love to see some more engagement with that."

## New generation of workers

People who will enter Canada's labour force in the coming years will be a smaller sized group compared to the population that is now active in the labour force. Descriptions of the new generation of workers (born after 1980) often refer to their high expectations and confidence, their different attitudes, values and skills. Studies agree that the new generation of workers expect work to be challenging and rewarding and they are prepared to move to other jobs if their expectations are not fulfilled. They are thought to be motivated by causes and work that makes a difference rather than by loyalty to an organization. They are seen as a generation that will demand work-life balance and flexibility so that work fits into other priorities. This is a highly educated generation that is ethnically and culturally diverse and more accepting of diversity than previous generations. It is a generation that grew up with technology and so they assume they will have access to it in their workplace. They thrive on multitasking and creative problem-solving and seek opportunities to learn – including mentoring and coaching.

We understand that young people who come to this sector often do so because they are attracted by the opportunity to make a difference and to gain a wide range of work experience in a short time. A couple of key informants observed that we may be seeing a small resurgence in activism, which they felt appeals in particular to young people.

We expect that the need to attract young people will lead to pressure for change in a number of areas, including:

- Working conditions and work "rules" that offer more flexibility overall
- An expanding definition of "legitimate" alternatives to working regular, fixed hours each day in a week
- Access to technology-based tools

"Young people are not looking at social services as being an interesting career option. At the senior levels the job is not one of passion and leadership in addressing social ills. The

job has become a grant-writing clerical job where you struggle to produce the data and fill out the forms in time for the next deadline. Younger people take a look and say, 'It's not a job that I want to do.'"

Lynn Eakin  
Consultant, Lynn Eakin & Associates

"I think young people or people starting out are looking for careers right from the beginning. In previous generations we may have seen more people take on jobs from which their careers emerged. Increasingly, I'm seeing young people really focused on a career plan. I am noticing my students at a very young age seek benefits, pensions, promotability and they want to know whether they're going to get professional education opportunities."

Brenda Gainer  
Royal Bank Professor of Nonprofit Management and  
Director, Nonprofit Management and Leadership Program  
Schulich School of Business, York University

A number of labels have been given to this generation including Generation Y, Nexters, Millennials, Echo boomers and the Nexus generation. For more information:

Barnard, Robert et al. (1998) *Chips and Pop: Decoding the Nexus Generation*. Toronto: Malcolm Lester Books

Eakin, L. (2007), *We Can't Afford to do Business this Way: A Study of the Administrative Burden Resulting from Funder Accountability and Compliance Practices*. Wellesley Institute

Foot, David K., and Daniel Stoffman (2001) *Boom, Bust & Echo: Profiting from the Demographic Shift in the 21st Century*. Toronto: Stoddart Publishing

Neely, Heather (2007) *The Next Wave of Young Workers*, Rainmaker Thinking Inc.

Martin, Carolyn and Bruce Tulgan (2006) *Managing the Generation Mix 2007*. Rainmakerthinking, Inc.

Zemke, Ron et al., (1999) *Generations at Work: Managing the Clash of Veterans, Boomers, Xers and Nexters in Your Workplace*

### Tightest labour market in decades

The labour market is increasingly a seller's market. That means that employees have more options and employers have to work harder at attracting and keeping staff. Canada's unemployment rate has been on a general downward trend since the mid 1990s and it currently sits below six per cent – the lowest rate in more than 30 years. In addition, an unprecedented decline in the 2005 labour force participation rate began what is considered an inevitable downward trend as the population ages. Overall, Statistics Canada projects slower labour force growth over the next 25 years because of a combined lower birth rate and an aging population.<sup>44</sup>

The labour force participation rate is the proportion of the working age population that is in the active labour force – either employed or unemployed.

Statistical data is not available to show how overall labour market trends will play out in the sector. However, this sector could be especially vulnerable to a tighter labour market. First, three-quarters of the labour force is made up of women and the unemployment rate for women is consistently lower than the unemployment rate for men. Second, the unemployment rate is also consistently lower in service industries (where the activity of voluntary and non-profit organizations is found) compared to goods-producing industries like manufacturing.

The pressure for higher wages means a heavier burden on the already stretched financial resources of organizations and makes it even more difficult to attract and retain employees. More labour force mobility in a tighter labour market could cause serious problems to voluntary and non-profit organizations – particularly those with skeletal infrastructure and minimal resources for replacing workers who leave. These concerns are the basis for the upcoming Labour Force Study surveys of employers and employees which will focus on factors related to recruitment and retention. Findings from these surveys will be released in the summer of 2008.

In addition to an overall labour market squeeze, it is important to consider looming labour shortages in some occupation groups. Available national projections of skill shortages do not provide estimates specific to employment in the sector. However, projections show imbalances in the supply and demand for several relevant occupation groups including a number of health care professions and the management group, which includes managers in non-profit organizations.<sup>45</sup> Anecdotal evidence from key stakeholders identified these occupations as sources of growing competition with employers in other sectors. The competition will grow stronger because health care human resources (including health care human resources in community-based organizations as well as quasi-public health institutions that are not considered to be part of the sector) have already done considerable labour force research and strategy development that is just now starting for the voluntary and non-profit sector as a whole.

By 2002, the government of the Northwest Territories (NT) had already identified pressures on the territory's non-profit labour force:

"In the NT and elsewhere in Canada, a variety of non-profit and private agencies now deliver many human services once provided directly by governments. Within this environment, the quality, cost and accessibility of health, social, education, cultural, sport and recreation services is debated widely. Access to skilled human service workers is one factor fuelling this debate. These workers are in demand around the world. NT employers are among those searching the globe for skilled and knowledgeable medical, educational and social service professionals."

Furthermore, this report recognized that the Territory's "non-profit and Aboriginal organizations/councils experience tremendous difficulty attracting and retaining trained, skilled workers."<sup>46</sup>

Key informants expressed a lot of concern about how the sector will fare in a more competitive labour market with for-profit businesses and with the public sector. Their concerns were based on doubts that employers in this sector have access to the resources (or the necessary flexibility to make decisions about how they spend the resources they have) especially when it comes to dealing with the pressure to increase wages and benefits.

### Technology and globalization

Concern about the effect of technology has to do with how organizations carry out their business as well as the problem of information overload due to the internet and the new skills that staff need to make good use of information and communication technologies. With the internet and access to non-stop information from around the world, the frame of reference for the sector is broader today than ever before. In some sectors, the global competition for talent has expanded efforts to recruit employees even beyond national boundaries.

Since the establishment of the HR Council in 2005, more attention is starting to be focused on paid employment in the sector. Perhaps this is the beginning of a realization that a vital, effective voluntary and non-profit sector labour force is contingent on sufficient and sustainable funding.

### Demands on the voluntary and non-profit sector

#### The sector is growing

According to Statistics Canada’s Satellite Account of Nonprofit Institutions and Volunteering,<sup>47</sup> economic activity in the core non-profit sector grew significantly faster than the economy as a whole between 1997 and 2004. Growth in the core non-profit sector from 1997 to 2004 also outpaced hospitals, universities and colleges, which are beyond the scope of the Labour Force Study. Annual growth in the Gross Domestic Product (GDP) ranged across areas of activity within the non-profit sector from just over 2% in Health (other than hospitals) to

about 11% in Education & Research (outside of universities and colleges). Growth in the sector as a whole was led largely by 9% annual average growth in Social Services, the largest sub-sector accounting for 24% of economic activity.

### Greater demands for service delivery

Governments’ withdrawal over the past couple of decades from service delivery has meant greater reliance on non-government organizations to deliver services, particularly in Health and Social Services. Overall aging of the population will continue to increase the demand for health care and social services. This has already resulted in ringing the alarm bells that something needs to be done about shortages of health care professionals, whether they work for non-profit organizations that fall within the scope of the HR Council, or for hospitals and other inpatient care facilities.

The increase in service delivery activity shows up in national statistics on employment in particular industry groups (see **Figure 4**, below).

**FIGURE 4**  
Increase in service delivery<sup>48</sup>

Industry Classification	Employment		% change
	2001	2006	
Individual and family services (NAIC 6241)	93 933	109 726	16.8
Community food, housing, emergency and other relief services (NAIC 6242)	5 268	7571	43.7
Vocational rehabilitation services (NAIC 6243)	34 102	37 621	10.3

Charts showing employment levels in each year for these three groups can be found in Appendix 3 and descriptions of the kinds of activity included in each Industry Classification are provided in Appendix 2 (keeping in mind that these classifications do not necessarily include only non-profit activity).

Employment in Grant-making and Giving Services also grew steadily, increasing by 20.6% over the same period.

FIGURE 5

Employment in grant-making and giving services<sup>49</sup>

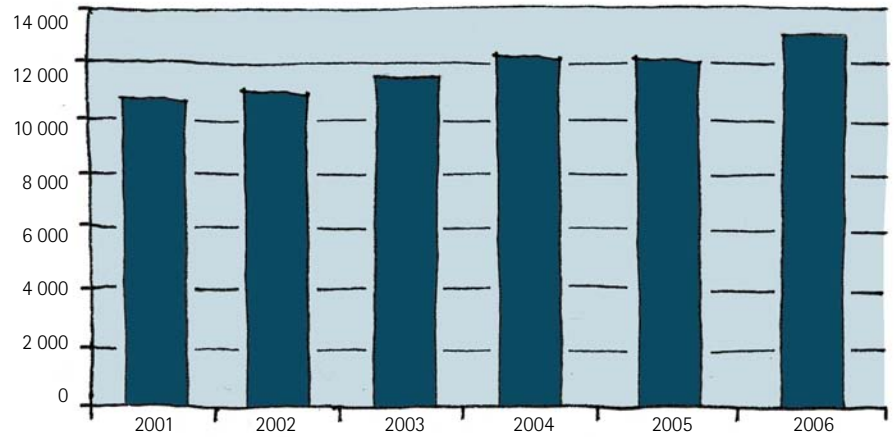


FIGURE 6

Employment in social advocacy organizations<sup>50</sup>

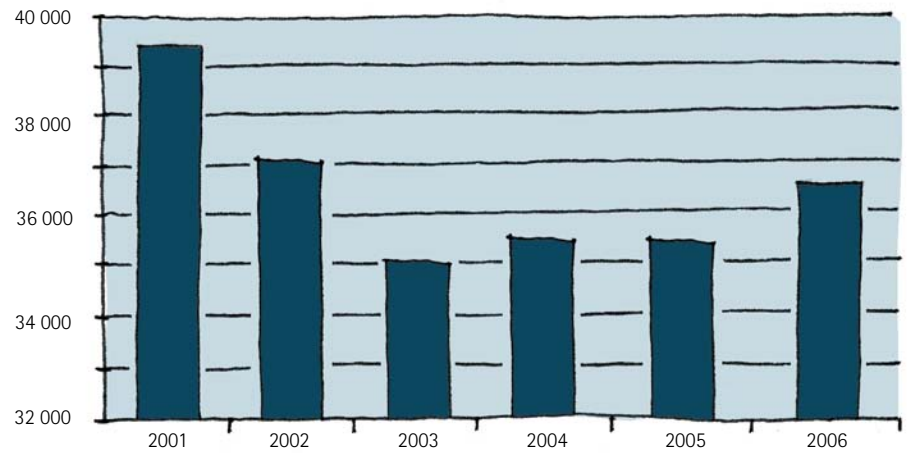
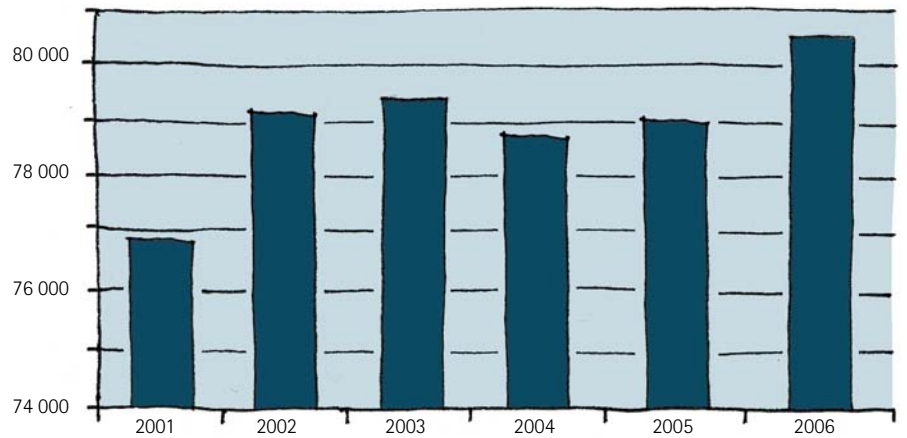


FIGURE 7

Employment in civic and social organizations<sup>51</sup>



In contrast, we see a 6.9% decrease in employment in Social Advocacy Organizations from 39,277 in 2001 to 36,566 in 2006. We note, however, that employment levels in this group have risen in the last three years from a low point in 2003.

Several key informants anticipated a possible growth in activity focussed on the environment, although they tended to feel it was difficult in the current political environment to predict how much of this activity would end up being the responsibility of the voluntary and non-profit sector.

"Twenty years ago, employment insurance offices provided counseling to unemployed people. That service and many others now reside in the community through a complicated array of grants and contributions and service agreements. What has not accompanied this change is an understanding of appropriate compensation for providing these services. It's now a standard, accepted practice that community agencies will pick up the call for service because that's their mission. And it's okay for them to hire people at sub-par wages with little or no benefits. The downloading of services has created an under class of employees."

Ratna Omidvar  
Executive Director, Maytree Foundation

"Policy decisions indicate that governments are happy to devolve a lot of work towards that sector, but they aren't always happy to put up enough money to support it all. So that makes again for difficulty in getting enough people and keeping them. At the same time the devolution to the sector from government means increasing demand on the social and health sectors. So you get increasing demand for professional and other staff in these organizations, but a decreasing ability to pay for them. That's not a great trend."

Dr. Victor Murray  
Public Administration, University of Victoria

## Funding

Key informants made it very clear that understanding the sector's labour force challenges means looking at the funding of organizations. A considerable amount of effort has gone, in particular, into examining the effect of reduced government funding and increased accountability requirements. However, regardless of the source, funding affects paid employment. Consider how funding influences:

- The overall stability of the organization
- Organizational capacity (governance, structure, policies and processes – including human resource management)
- The ability to plan and adapt to change
- How many staff are hired and what they are required to do

Funding challenges mean human resource challenges because of the time and resources required of organizations to access funds and to account for them. Financial resources and decisions about how to spend funds also have an effect on the physical work environment, salaries and benefits, employee training and development and many other aspects that make work in the sector either attractive or unattractive.

With the growing reliance on the sector for service delivery, only the most optimistic key informants suggested that there might be a growing recognition that a sustainable, effective sector requires resources to support a vital labour force. Key informants based this glimmer of hope on some instances where provinces and municipalities are getting more involved again and in changing funding practices of some non-government granting agencies. However, most of the key informant input focused on the nature of funding and the resulting chronic, damaging effects on employment. Most felt that funding pressures will continue and the strings attached to funding will continue to impede long-term planning and strategic operations, including human resources management.

You have straws in the wind like the Blue Ribbon Panel, which looked at the implementation of grants and contributions in the Federal government. Treasury Board has said it wants to work to implement some of these recommendations, but the wheels grind really slowly in government – unfortunately. And I don't see a lot of pressure, aside from this panel report, to relax the requirements that have been imposed on the grants and contributions process. I think there are more forces in the other direction – more accountability, more reporting, more delays, more reluctance to release money, more auditing.

Hillary Pearson  
President and CEO, Philanthropic Foundations of Canada

It's understandable but I also think it's a real shame – the over-emphasis on accountability. I absolutely believe that we have to be accountable and we have to measure results and we've got to get much better at that. But, I think our pre-occupation with it and almost our paranoia around it has really stifled innovation. People are much more cautious, much less innovative, much more risk adverse. That's unfortunate.

Al Hatton  
President and CEO, United Way of Canada - Centraide Canada

## Relationships with governments

Organizations and governments at all levels have many and varied connections and relationships. For organizations, government departments and agencies can be any or all of the following:

- Funder
- Contractor
- Policy-making body
- Regulatory body
- Seeker of advice and grassroots information

Government departments and agencies can be partners in achieving mission, obstacles to achieving mission or both of these simultaneously. The specific nature of relationships with governments, and their implications, varies across the different areas of activity within the sector as well as from one organization to the next. The result is that governments' priorities, policies, programs and operations have widespread and varied effects throughout the sector.

## Emerging labour force strategies

Provincial and territorial government efforts and programs are increasingly focused on labour force development. This is due to the implementation over the last ten years of bilateral labour market development agreements. With the increased provincial/territorial activity in both the development of the sector and in the implementation of labour force strategies, there will be a greater need for coordinated efforts to bring stakeholders together. It really is just the beginning of understanding the opportunities and addressing a broad array of interconnected challenges for a very complex sector.

As noted previously, Quebec's CSMO-ESAC was the first major initiative in Canada focused on labour force needs in the sector. Around the same time that the CSMO-ESAC was created, labour force strategies in other jurisdictions were also beginning to acknowledge the sector including a 1998 Yukon Training Strategy that identified training trust funds as a potential way to address organizations' training needs.<sup>52</sup>

Other than in Quebec, Alberta has done the most work to date in considering paid employment when it looks at the development of the sector overall. In 2007 Alberta developed a labour force strategy specific to the voluntary and non-profit sector<sup>53</sup>. This strategy is a collaborative effort of the Alberta government and non-profit stakeholders led by the Edmonton Chamber of Voluntary Organizations and the Calgary Chamber of Voluntary Organizations. Based on input from a wide variety of stakeholder organizations, the strategy identified key challenges and strategies for action that will be monitored over the next ten years.



Recent reports about provincial voluntary and non-profit sector initiatives:

Strengthening the Relationship, Proceedings from a Roundtable on Government and Non Profit Relations in British Columbia, May 30, 2007<sup>54</sup>

Ensuring a Strong and Sustainable Nonprofit and Voluntary Sector in Alberta, Prepared for the ANVSI Leaders' Council by The Ascend Group, June 1, 2007<sup>55</sup>

Saskatchewan's Voluntary Sector: Reflecting our Strength. The Premier's Voluntary Sector Initiative, 2006 Update, April 2007<sup>56</sup>

Blueprint for Action: Building a Foundation for Self-Sufficiency. Report of the New Brunswick Premier's Community Non-profit Task Force, September 2007<sup>57</sup>

# 5

## Conclusion

The voluntary and non-profit sector faces some major labour force challenges due to labour market trends and changing demands for the sector's services. There are a lot of possibilities to explore. There is a lot of important work to be done.

The Labour Force Study will fill a critical gap in labour force information for the sector, provide statistical information and make recommendations that will lead to the first national human resources strategy for the voluntary and non-profit sector.

This first report released as part of the Labour Force Study provides a framework for:

- Defining and classifying the sector
- Understanding the concept of a *labour market*
- Identifying what is already known about paid employment in the sector
- Recognizing the trends affecting the sector, the changing demands placed on voluntary and non-profit organizations and emerging strategies to strengthen the sector and its labour force

The information contained in this first report provides the foundation for the next steps in the Labour Force Study. Findings from the Canada-wide surveys of sector employers and employees will be available in the summer of 2008. The survey of employers will provide empirical evidence about recruitment and retention practices and challenges as well as gaps between the skills needed and what employees currently bring to organizations. The survey of employees will provide a sector-wide statistical profile of the people who work in the sector. It will also provide information about what employees like and don't like about their jobs and about their plans and expectations for the future.

The third, and final, step will be to develop recommendations for action. These recommendations will be grounded in current trends and developments in the sector and will be shaped by the survey data. The recommendations will be strengthened by validating them with sector stakeholders. A final report from the HR Council's Labour Force Study, featuring the recommendations for action, will be published in March 2009.

## Appendix 1 Labour Force Study: Conversations with key informants

### Main Purposes of Conversations with Key Informants

- To identify overarching trends and developments within the sector and trends and developments in its environment affecting paid employment in the sector (within the next 5 years); to document how these trends and developments are expected to affect paid employment in the sector.
- To identify trends and developments within the sector and in its environment that will affect the sector's capacity to work collaboratively over the next 5 years to identify, understand and address labour force issues; to document how these trends and developments are expected to affect the sector.

### Questions

1. What trends or developments in the sector's environment do you see affecting paid employment in the voluntary and non-profit sector within the next 5 years? How do you think these trends and developments will play out?
2. What aspects or characteristics of the sector itself do you see affecting paid employment in the sector? What do you think are their major implications?
3. What would you say are the main factors that affect the sector's capacity to identify and address issues related to paid employment? What changes are you seeing in the sector's capacity in this regard?
4. Overall, what do you think will have the greatest impact on paid employment in the voluntary and non-profit sector within the next 5 years?
5. Who else do you think we should hear from to get a full range of perspectives on the "big picture" of paid employment in the sector?

### Key Informants

Pat Bradshaw  
 Robin Cardozo  
 Susan Carter  
 Marlene Deboisbriand  
 Lynn Eakin  
 Sid Frankel  
 Brenda Gainer  
 Al Hatton  
 Stephen Huddart  
 Marcel Lauzière  
 Evert Lindquist  
 Claudine Lowry  
 Agnes Meinhard  
 Colette Murphy  
 Vic Murray  
 Kathy O'Hara  
 Ratna Omidvar  
 Monica Patten  
 Hillary Pearson  
 Penelope Rowe  
 Katherine Scott  
 Susan Scotti  
 Keith Seel  
 Paula Speevak-Sladowski  
 Georgina Steinsky-Schwartz  
 Bob Wyatt

## Appendix 2 Selected North American Industry Classifications (NAIC) that capture voluntary and non-profit activity

This list includes industry groupings which, based on the descriptions of activities within each of them, would be expected to be predominantly undertaken within the non-profit realm. It does not include health care classifications, which involve public institutions as well as for-profit and non-profit organizations in combinations that vary significantly across the country's jurisdictions.

### Individual and family services (NAIC 6241)

This industry group comprises establishments primarily engaged in providing non-residential social assistance services for individuals and families. Sub-groups include:

Child and youth services – adoptions services; aid to families with dependent children; Big Brothers Big Sisters; children's aid and support services; family service friendship and counselling to young people; youth centres and youth self-help organizations.

Services for the elderly and persons with disabilities – adult day-care centres; homecare and homemaker services; senior citizen centres.

Other individual and family services – clinical psychological and psychiatric counselling; alcoholic and drug addition self-help organisations; crisis intervention; marriage and family counselling; friendship centres; offender rehabilitation and self-help; parenting services; rape crisis centres; refugee services; suicide crisis centres; telephone counselling services.

### Community Food, Housing, Emergency and Relief Services (NAIC 6242)

This industry group comprises establishments primarily engaged in the collection, preparation and delivery of food for the needy; providing short-term emergency shelter; and providing food, shelter, clothing, medical relief, resettlement and counselling to victims of domestic or international disasters or conflicts.

Examples: Community and neighbourhood meal services; food banks; soup kitchens; shelters for victims of domestic violence, sexual assault or child abuse; temporary residential shelter for the homeless, runaway youths and patients and families in medical crisis; transitional housing for low-income individuals and families; volunteer housing repair organizations.

### Employment in Vocational Rehabilitation Services (NAIC 6243)

This industry group comprises establishments primarily engaged in providing vocational rehabilitation or habilitation services, such as job counselling, job training, and work experience, to unemployed and underemployed persons, persons with disabilities, and persons who have a job-market disadvantage because of lack of education, job skill or experience; and training and employment to mentally and physically handicapped persons in sheltered workshops. It does not include vocational training in high school, or technical and trade schools.

Example activities: community employment training programs, handicapped workshop, rehabilitation counselling and training, sheltered workshops, vocational rehabilitation services

### Grantmaking and giving services (NAIC 8132)

This industry group comprises establishments primarily engaged in awarding grants from trust funds, or in soliciting contributions on behalf of others, to support a wide range of health, educational, scientific, cultural and other social welfare activities.

Example activities: Management of bursaries; charitable trusts; conservation foundation; educational trusts, federated charity organization; grant-making foundation; health awareness fundraising organization, philanthropic trusts, scholarship trusts, religious trusts, united fund councils, voluntary health organization.

### Social advocacy organizations (NAIC 8133)

This industry group comprises establishments primarily engaged in promoting a particular social or political cause intended to benefit a broad or specific constituency. Organizations of this type may also solicit contributions or sell memberships to support their activities.

Examples: Advocacy groups – antipoverty; community action; conservation; drug abuse; drunk driving prevention; environmental; human rights; national resource preservation; neighbourhood development; peace; public safety; social service, taxpayers; tenants; wildlife preservation; world peace and understanding; accident prevention association; animal rights organizations; associations for retired persons; civil liberties groups; developmentally handicap organizations; humane society; public interest groups; temperance organizations; veterans' rights association.

### Civic and Social Organizations (NAIC 8134)

This industry group comprises establishments primarily engaged in promoting the civic, social or other interests or purposes of their members. Establishments of this type may also operate bars and restaurants and provide other recreational services to members.

Example activities: Alumni associations; athletic associations; booster clubs; businessmen's clubs; civic and social associations; community associations; fraternal lodges/organizations; girl guiding/scouting organizations; historical club; membership associations; parent-teacher associations; public speaking improvement clubs; retirement associations; senior citizens' clubs; students' associations.

Source: Statistics Canada. North American Industry Classification System (NAICS) 1997 – Canada Retrieved on November 5, 2007, from <http://www.statcan.ca/english/Subjects/Standard/naics/1997/naics97-menu.htm>

## Appendix 3 Employment from 2001 to 2006 in selected industries

FIGURE 8

Employment in Individual and Family Services (NAIC 6241) 2001-2006<sup>58</sup>

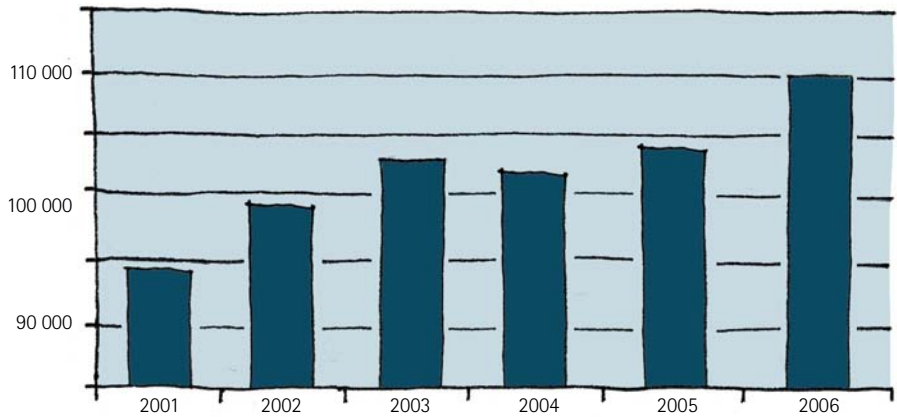


FIGURE 9

Employment in Community Food, Housing, Emergency and Relief Services (NAIC 6242) 2001-2006<sup>58</sup>

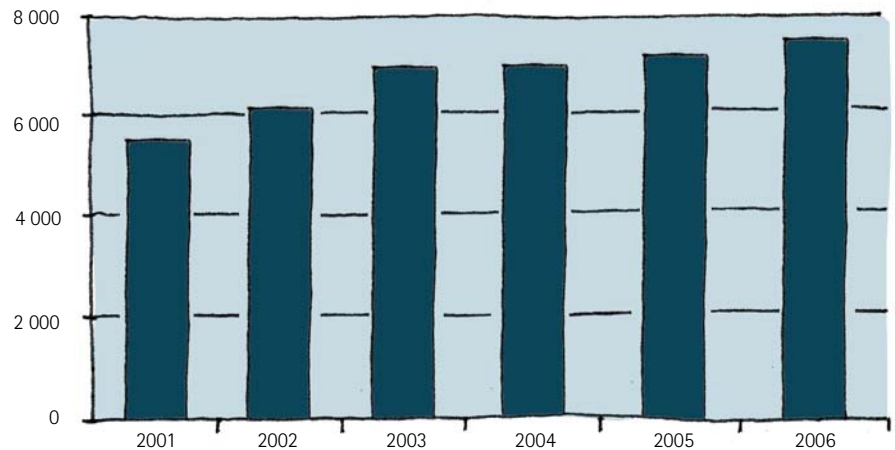
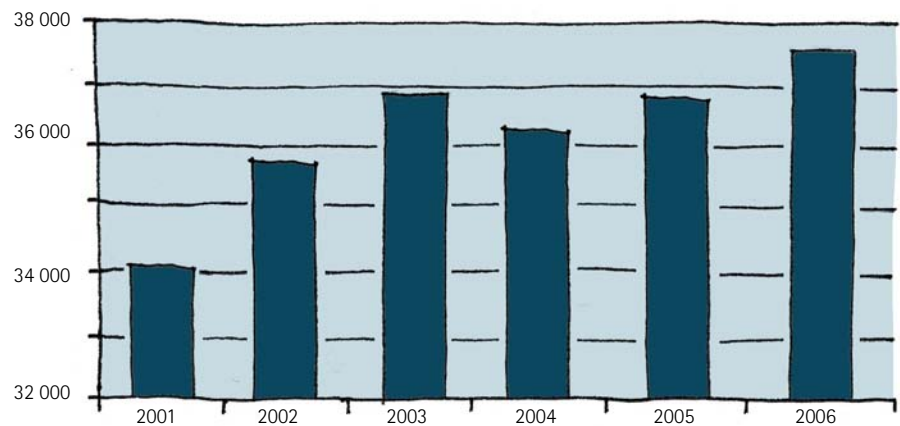


FIGURE 10

Employment in Vocational Rehabilitation Services (NAIC 6243) 2001-2006<sup>58</sup>



## Appendix 4 Distribution of voluntary and non-profit organizations and employees

FIGURE 11

Distribution of voluntary and non-profit organizations and employees by number of employees in the organization (2003)

Number of employees	Distribution of organizations %	Distribution of employees %
1 to 4	57.5	6.9
5 to 9	17.0	6.3
10 to 24	14.2	11.9
25 to 99	8.3	21.5
100 or more	3.1	53.4 <sup>E</sup>

Note: Percentages may not total 100 due to rounding.

E - Indicates estimates to be used with caution.

Source: Statistics Canada. Custom tables from the NSNVO, 2003. This table does not include universities and colleges, hospitals, unions or business and professional associations.

FIGURE 12

Distribution of voluntary and non-profit organizations and employees by province or territory (2003)

Province or territory	Distribution of organizations %	Employees %
Newfoundland & Labrador	1.9	2.0
Prince Edward Island	0.8	0.3
Nova Scotia	3.4	2.1
New Brunswick	3.0	2.1
Quebec	28.6	25.6
Ontario	28.6	41.6 <sup>E</sup>
Manitoba	6.6	4.9
Saskatchewan	4.6	3.3
Alberta	11.1	8.6
British Columbia	10.9	9.2
Territories	0.5	0.4

Note: Percentages may not total 100 due to rounding.

E - Indicates estimates to be used with caution.

Source: Statistics Canada. Custom tables from the NSNVO, 2003. This table does not include universities and colleges, hospitals, unions or business and professional associations.

## Appendix 5 About the CSMO-ÉSAC

(Translation of information available in French on the CSMO-ÉSAC website: [www.csmoesac.qc.ca](http://www.csmoesac.qc.ca))

### Mission

Created in 1997, the Comité sectoriel de main-d'oeuvre - Économie sociale et Action communautaire (CSMO-ÉSAC) has a mission to promote and consolidate joint action and partnerships to address workforce issues common to enterprises and organizations in the sector. Operating in Quebec, it sees to the development of the sector's workforce by mobilizing and ensuring the participation of key stakeholders, maintaining a comprehensive knowledge of the labour market and preparing strategies for action and ongoing training programs.

In founding the organization, specificities of the sector were taken into account, including the diversity of its workforce and activities, the collective nature of the enterprises and organizations, its roots in all regions of Quebec and the values it promotes: democracy, independence, primacy of the individual and work on capital, equity, solidarity, participation, and taking charge as individuals and as a group.

### Mandate

- To establish and update workforce diagnostics, taking into account the characteristics of sub-sectors and networks, and to establish specific plans of action.
- To develop continued training programs by identifying current and future workforce skills required in the sector and identifying trades and professions that require a training and qualification plan, and participating in its development and implementation.
- To identify the sector's needs in human resources management and to develop courses of action and means of intervention to meet these needs and resolve sectoral problems.
- To prepare relevant measures to stabilize employment and maintain jobs in the sector.
- To take into account workforce issues in the sector that concern target groups (youth, women, immigrants, persons with disabilities, persons 45 years +, native people), and to propose possible solutions.
- To ensure the sharing of information among the employees, enterprises and organizations in the sector in Quebec.
- To create networks with advisory committees, workforce adjustment committees (comités d'adaptation de la main-d'oeuvre – CAMO) for immigrants and persons with disabilities, sectoral committees active in the social economy and community action sector as well as with government departments and agencies.

### History

The CSMO-ÉSAC emerged as a new creature in a new world. Its arrival was part of a major drive to create sectoral workforce committees, triggered by the preparation and implementation of the sectoral intervention policy by the Société Québécoise de Développement de la Main d'oeuvre (SQDM) in 1995. The SQDM's adoption of a sectoral intervention focus in 1995 was spearheaded by an active policy on the labour market and manpower development, focussing on deploying training and supported by an organically organized sectoral and regional partnership. The Commission des partenaires du marché du travail

(CPMT), with its provincial role and regional councils, was created in June 1997, completing the circle of this pro-active approach and bringing its sectoral and regional partners together at the provincial level.

This movement was also propelled by the adoption of the Act to foster the development of workforce training (the 1% bill) which was designed to ensure that organizations took charge of developing training programs. At the same time, several other new approaches were coming into play. Arising from the Socio-Economic Summit in 1996, the concept of the social economy which, until then, had been practically unknown in the left or progressive wing of the cooperative movement and intellectual environments, was, for the first time, publicly acknowledged and officially validated. The 1996 summit was also the first time that community sector joined the ranks of other leading partners in the world of business and labour. This opening was also made possible by the institutionalized recognition of community action by the province the preceding year with the creation of SACA (Secrétariat à l'action communautaire autonome). This orientation was then reconfirmed the following year, in 1997, by the integration of community work within the Commission and the Conseils régionaux des partenaires du marché du travail.

Along with the new approaches mentioned, other organizations also appeared which, by their nature, would become close and intimate partners of the CSMO-ÉSAC. These were the Chantier de l'économie sociale, also created following the Socio-Economic Summit, and the Réseau d'investissement social du Québec (RISQ), created during the same period. It was also within this context that the Centres locaux de développement (CLD) were assigned responsibility and budgets to take care of the social economy, and that the Comités régionaux d'économie sociale (CRES) took on representation within the Corporations de développement régional (CRD). The CLD still exist, but in 2004, the CRD were replaced by the Conseils régionaux des élus (CRÉ).

### A very special sectoral committee

The creation of the CSMO-ÉSAC occurred during the movement toward new approaches in two ways. On one hand, a sectoral committee was established based on a form of enterprise and organization rather than a particular economic branch or goods or service production niche. For example, the industrial metallurgical manufacturing CSMO, or even the CSMOs for doors and windows, furniture and kitchen cabinets, are supported by a specific economic production content, while the CSMO-ÉSAC represents the form of enterprise or organization which carries out this production rather than the actual content of the production of a particular product or service. The Fédération québécoise des coopératives de travail is a member of the CSMO-ÉSAC because production in a cooperative form is part of the social economy. Nevertheless, there could very well be work cooperatives in the metallurgy or doors and windows manufacturing sector. This is also the case for integration enterprises. They are members of the CSMO-ÉSAC due to their integration aspect, but enterprises organized around this dimension may also be found in all sectors of activity. Thus, Formétal coordinates with the metallurgy CSMO, while it is also related to the CSMO-ÉSAC through the Collectif des entreprises d'insertion du Québec. This is also true for forestry cooperatives which, as cooperatives, are part of the CSMO-ÉSAC, while also being members of the forestry management CSMO, participating in its activities and even its administration. The situation is similar in waste sorting and recovery centers, which can be found in the Environmental CSMO. This unique aspect of the CSMO-ÉSAC as a sectoral committee must necessarily have an influence when training the workforce, eventually involving systemic partners with other CSMOs to carry out training programs more closely related to production.

The second aspect of the CSMO-ÉSAC's approach is the two-fold identity of the sector in which it is formed, bringing the social economy and community action sectors together, creating one sector. It is evident that it is due to their social "mystique", their priority in regard to the human being on the concept of profit, their democratic nature and strong commitment to fundamental human values and rights, in short

the fact that they are the product of historical democratic growth in dealing with major social problems, that these two social “movements” have been joined into one sector within a single sectoral committee. It is important to note that this consolidation opens a very wide, still undefined sectoral space, and places significant emphasis on the challenge of ensuring a tight and unified membership in the CSMO-ÉSAC by all its members, from the community-based with the mosaic of their colours and particularities, to the “economic” non-profit organizations and the “economic” cooperatives.

## The sector

The social economy and community action sector represents some 14,000 enterprises and organizations grouped within some 100 provincial associations and federations, not to mention regional groups. These enterprises operate in over 20 fields of activity, defined by the services offered or the type of clientele served.

The enterprises and organizations in the sector have certain common characteristics. They are democratically managed non-profit organizations or cooperatives. These enterprises and organizations have managerial autonomy and their objectives are social in nature, and, in the case of social economy enterprises, economic as well. Social economy enterprises generate a percentage of their revenues themselves. In the community sector, a percentage of revenues are also self-generated. Social economy enterprises sell products or services related to their economic mission in response to the needs of the community. The work of organizations in the community sector is based on the needs in the community and is focused on improve the quality of life of individuals in the community.

We conservatively estimate that these collective organizations, cooperatives and non-profit organizations (NPO) generate nearly 120,000 jobs throughout Quebec. The following data refers to social economy enterprises:

- NPO: nearly 4000 enterprises and 45,000 jobs
- Cooperatives: nearly 2400 cooperatives and nearly 20,000 jobs

The SACA estimates that there are nearly 8000 community organizations, 4000 of which are independent. Application of the Government of Quebec’s recognition policy has allowed basic funding for certain organizations to be consolidated, as well as acknowledgement and funding of other community organizations. According to the SACA, the number of jobs has been evaluated at 55,000 and the number of volunteers involved in independent community action initiatives at over 100,000.

In terms of organizational longevity, 65% of the organizations in the sector have existed for more than 10 years and 22% for more than 20 years. The number of organizations that have operated for more than 20 years increases significantly in the recreation and recreational-tourism sectors (65%), consumption (44%), accommodations (40%), cooperatives (37%) and day-care centres (25%). Others are younger (5 years or less), for example, in the housekeeping assistance (62%), employment and social integration (40%), local and regional development (39%) and environment (38%) sectors.

In 2000, 60% of employees in the sector were over the age of 35 years, the majority in NPOs were women (76%) in NPOs and significantly more women (56%) than men in cooperatives. In addition, 65% of employees had more than 10 years seniority. In regards to education, 43% had completed university training, 31% had attended college and 22% held a secondary school diploma. Only 4% of employees did not have a secondary school diploma. It should nevertheless be noted that this rate of 4% increases to 15% in the housekeeping assistance and environment sub-sectors.

## Sub-sectors

The sub-sectors of social economy and community action include: early childhood; the perinatal period; employment and social integration; the environment; housekeeping assistance; local and regional development; consumption; agro-food; general education and literacy training; community media; culture; information and communications technologies; defence of social rights; housing; recreation and recreational-tourism; volunteer action; health and social services; public transit; the family; immigration; cultural communities and refugees; women; the elderly; persons with disabilities; funeral services and youth.

## Joint action

The birth of the sectoral committee, its constitution and bylaws as well as its mission, are founded on joint action and partnership among the social economy and community action partners and the unions. The Board of Directors of the Sectoral Committee is a forum for representatives of community action, social economy and the labour movement and is therefore an important meeting place, enabling partners in the labour market to coordinate their workforce development initiatives.

We also work on each of our files in partnership with the representatives of specific sub-sectors. The CSMO-ÉSAC works in response to needs in the environment and in keeping with its mission and mandate, through requests from provincial groups or proposals made by its board of directors. Joint action groups have been set up to work on major issues, such as day-care centres. Framework or steering committees also support us in carrying out our projects. We also work with provincial organizations in our sector, including groups or organizations that focus on training or workforce development.

## For more information

To find out more about l'économie sociale (in French) consult the Chantier de l'économie sociale at: [www.chantier.qc.ca](http://www.chantier.qc.ca).

To find out more about l'action communautaire (in French) consult the site of the Comité aviseur de l'action communautaire autonome: [www.comavis-aca.org](http://www.comavis-aca.org) or the site of the Secrétariat de l'action communautaire autonome (SACA): [www.messf.gouv.qc.ca](http://www.messf.gouv.qc.ca).

To find out more about cooperatives (in French), consult the site of the Conseil québécois de la coopération et de la mutualité at: <http://www.coopquebec.coop/>.

## Appendix 6 Reading list

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