

Saskatchewan Nonprofit Partnership (SNP)

Saskatchewan Nonprofit Sector Study 2025



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Research Summary

At a Glance

Key Sector Insights

Overall, the 2025 findings illustrate **a sector at a crossroads** – one that continues to deliver immense social and economic value but requires strategic investment in capacity, people, and systems to remain resilient and relevant in a changing landscape.

- **Economic Contribution:** The nonprofit sector generates an estimated **\$8.24 billion in operating budgets** and **\$4.89 billion in annual payroll**, underscoring its major role in Saskatchewan's economy.
- **Persistent Funding Challenges:** Financial stability remains the top concern, with many organizations struggling to maintain consistent revenue streams amid inflation and funding competition.
- **Rising costs and inflation pressures:** Escalating costs for wages, rent, utilities, and supplies are eroding budgets and forcing difficult trade-offs in staffing and programming.
- **Workforce Pressures:** Recruiting and retaining qualified staff continues to challenge the sector, compounded by wage disparities, burnout, and leadership turnover.
- **Evolving Volunteerism:** Volunteer participation remains strong but shifting toward shorter-term and remote roles, reflecting post-pandemic engagement patterns.
- **Limited Growth Outlook:** Most organizations expect stable finances but limited expansion, citing cost pressures and uncertain funding as constraints.
- **Adaptation and Efficiency:** Nonprofits are responding to economic strain by improving operational efficiency, diversifying revenue, and leveraging partnerships.
- **Inclusion Gaps:** Women continue to lead in representation across staff and volunteers, but broader diversity in leadership and governance remains an area for growth.

Organization Profile

Saskatchewan’s nonprofit sector is diverse, with most organizations serving a specific community within the province. Saskatoon and Regina are the most common head office locations, while others operate across smaller centres and rural areas.

Social services, sport and recreation, and arts and culture make up the largest portions of the sector. Over half of nonprofits are registered charities, most commonly in faith-based, health, environment, social services, and arts and culture sectors.

Most nonprofits serve fewer than 500 people each year, while about one in ten reach more than 5,000. The majority target the general public, children and youth, and Indigenous individuals and families.

Over two-thirds of organizations have been operating for more than 20 years, underscoring a mature and well-established sector.

Challenges

Funding and financial stability continue to represent the most significant and persistent challenges for Saskatchewan’s nonprofit organizations, consistent with findings from 2017. However, the 2025 results reveal a growing complexity in the sector’s operating environment, characterized by heightened concerns over staffing shortages, volunteer recruitment, and rising operational costs.

Human resource challenges are widespread, with organizations struggling to attract and retain qualified employees, provide competitive compensation, and ensure effective succession planning. The availability of skilled board members and volunteers also remains a concern, reflecting broader capacity and governance pressures across the sector.

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Financially, nonprofits continue to face constraints related to maintaining balanced budgets, funding core operations, and generating sufficient fundraising and grant revenue. The increasing administrative and reporting requirements tied to government and grant funding have added further strain, particularly for smaller organizations with limited administrative capacity.

Collectively, these findings indicate that while funding remains a foundational issue, workforce sustainability and cost pressures have become more pronounced, underscoring the sector’s vulnerability to economic fluctuations and its continued reliance on external funding sources.

Human Resources & Volunteer Capacity

Saskatchewan’s nonprofit sector demonstrates strong organizational capacity in areas such as financial management and leadership. However, many organizations continue to face notable skill gaps in information technology, marketing and communications, grant writing, and fund development—skills increasingly critical for long-term sustainability and growth.

Employment within the sector is largely concentrated among smaller

organizations, with roughly one in five reporting no paid staff and about one in seven employing 26 or more individuals. In total, the sector is estimated to employ **146,400 people** across the province, highlighting its significant contribution to Saskatchewan’s labour force and economy.

Volunteer engagement remains central to the nonprofit sector’s operations. An estimated **345,000 volunteers** collectively contribute more than 7.3 million hours of service annually, underscoring the essential role of unpaid work in sustaining community programs. Governance capacity also remains robust, with most boards composed of five to nine members—representing an estimated **62,400 board members** province-wide.

Women comprise the majority of the nonprofit workforce, accounting for **62% of employees and 55% of volunteers**, with slightly lower representation among board members (**51%**).

Employee benefits and retention practices vary substantially by organization type and size. Most nonprofits offer on-the-job training, health benefits, and professional development opportunities, though fewer provide pensions, bonuses, or remote work arrangements. Recruitment and retention remain ongoing challenges, particularly related to wage competitiveness and the availability of qualified candidates. About one-third of organizations report having experienced senior leadership turnover within the past three years, while another quarter anticipate leadership changes in the near future, reflecting continued pressure on leadership continuity and succession planning across the sector.

Finances

Most nonprofit organizations in Saskatchewan continue to operate with modest financial resources. Nearly one-third report annual operating budgets under \$50,000, while about one in ten manage budgets exceeding \$2 million. Collectively, the sector’s total estimated operating budget stands at **\$8.24 billion**, reflecting its substantial economic footprint across

the province.

Approximately three in ten nonprofits report having no payroll, consistent with the prevalence of smaller, volunteer-run organizations. Among those with paid staff, the total **annual payroll is estimated at \$4.89 billion.**

Nonprofits rely on a diverse mix of funding sources. **Earned income** from business activities such as sales and services accounts for the largest share of revenue, followed by **provincial government funding, individual donations, and fundraising efforts.**

Financial resilience varies across the sector: six in ten organizations hold cash reserves sufficient to sustain operations for at least three months, while one-quarter could operate for less than that period if revenues stopped. About one in four organizations have accessed their reserves within the past three years, and some have successfully replenished them.

Changing Circumstances and Outlook

Since 2017, the nonprofit sector has experienced **slower growth and increasing financial caution.** Fewer organizations are expanding programs or securing new funding sources, reflecting a more constrained and risk-averse operating environment.

Most nonprofits anticipate their financial situation will remain **stable over the next 12 months,** although optimism for improvement has declined since the previous study. Organizations expecting improvement most often attribute this to successful fundraising initiatives, diversification of revenue, and program expansion. Those anticipating deterioration cite declining funding, inflationary pressures, and government cutbacks as key contributing factors.

Rising **inflation and supplier costs** are the most common sources of financial strain, followed by **wage pressures and increased operating expenses.** In response, many organizations are prioritizing

operational efficiency, fee adjustments, expense management, and **enhanced fundraising efforts** to sustain service delivery and maintain long-term financial stability.

Study Overview

Background

In 2025, the Saskatchewan Nonprofit Partnership (SNP), with the financial support of the Community Initiatives Fund (CIF) contracted Insightrix to conduct a follow up study based on previous research conducted in 2017. The purpose of this research is to provide a profile of the nonprofit sector in Saskatchewan including an assessment of sector priorities, opportunities and challenges.

Objectives

- Develop a profile of the sector overall and by specific indicators (employees, charities, category of activity, clients served, etc.)
- Understand top challenges facing organizations
- Gain insight into employee and volunteer workforce
- Understanding the current state of nonprofits, their funding sources, and financial sustainability.
- Identify workforce development needs and strategies for recruitment and retention
- Assess perceptions of leadership stability, governance, and succession planning
- Analyze recent organizational changes and anticipated future outlook
- Estimate the overall economic and social impact of the nonprofit sector on the province
- Trend findings with results from the previous study conducted in 2017 where possible

Methodology

Sample Source

- A list of active nonprofit organizations accessed through Information Services Corporation (ISC).
- Sample records from previous research with the nonprofit sector that agreed to participate in future research.
- Third-party provided telephone sample to enhance representation and ensure coverage across the province.
- N=9,696.

Data Collection

- A blend of email and telephone invitations were used to contact potential respondents.
- The Saskatchewan Nonprofit Partnership (SNP) actively promoted the study through internal communication channels.
- An open survey link was distributed and shared by SNP to encourage additional participation from organizations not directly contacted.

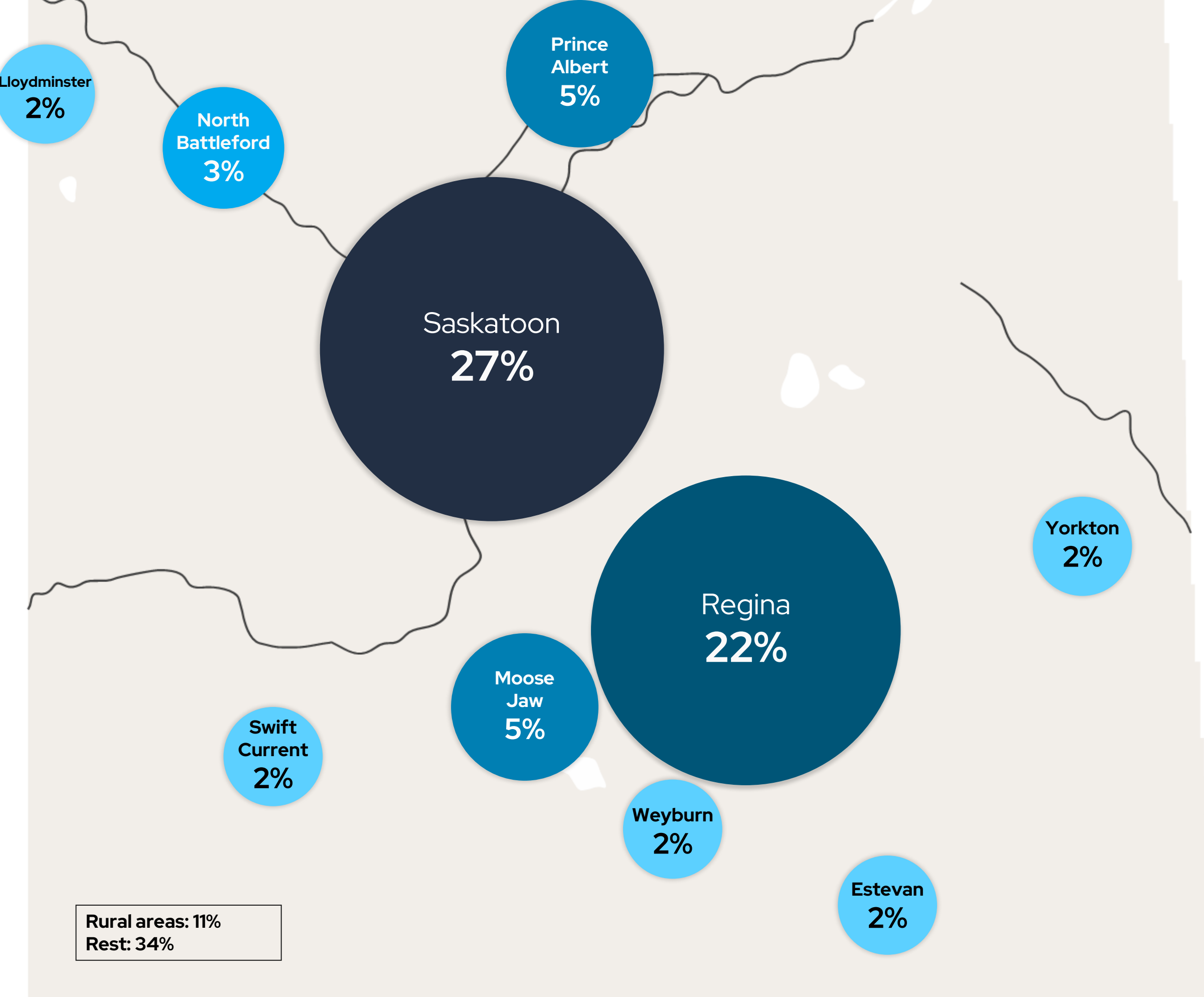
Fieldwork

- Data collected between August 6th and October 20th, 2025.
- Total responses: n=1,168.
- Method: Online (n=1,137), Telephone (n=8), Open link (n=23).
- Margin of error: ± 2.7 percentage points, 19 times out of 20.

Reporting notes

- Data have been rounded to zero decimal places; therefore, percentages may not add up precisely to 100% on some graphs.
- Open-ended questions have been themed and coded into categories. The percentages from individual codes could total more than 100%, as comments from each respondent could be relevant to more than one code.
- Questions that have multiple response options will result in percentages that could add up to more than 100%.
- Data have been trended with 2017 results wherever possible to allow for comparison overtime.
- Breakdown of results is presented by organization type wherever possible. Organization types with sample sizes below n=10 have not been reported in the breakdown.
- Responses from organizations belonging to the MUSH sector (municipalities, universities, schools and hospitals) are excluded from analyses of selected questions due to being considered outside of the intended scope for this audience. In these cases, as total of 30 MUSH organizations in the respondent sample have been excluded from analysis.

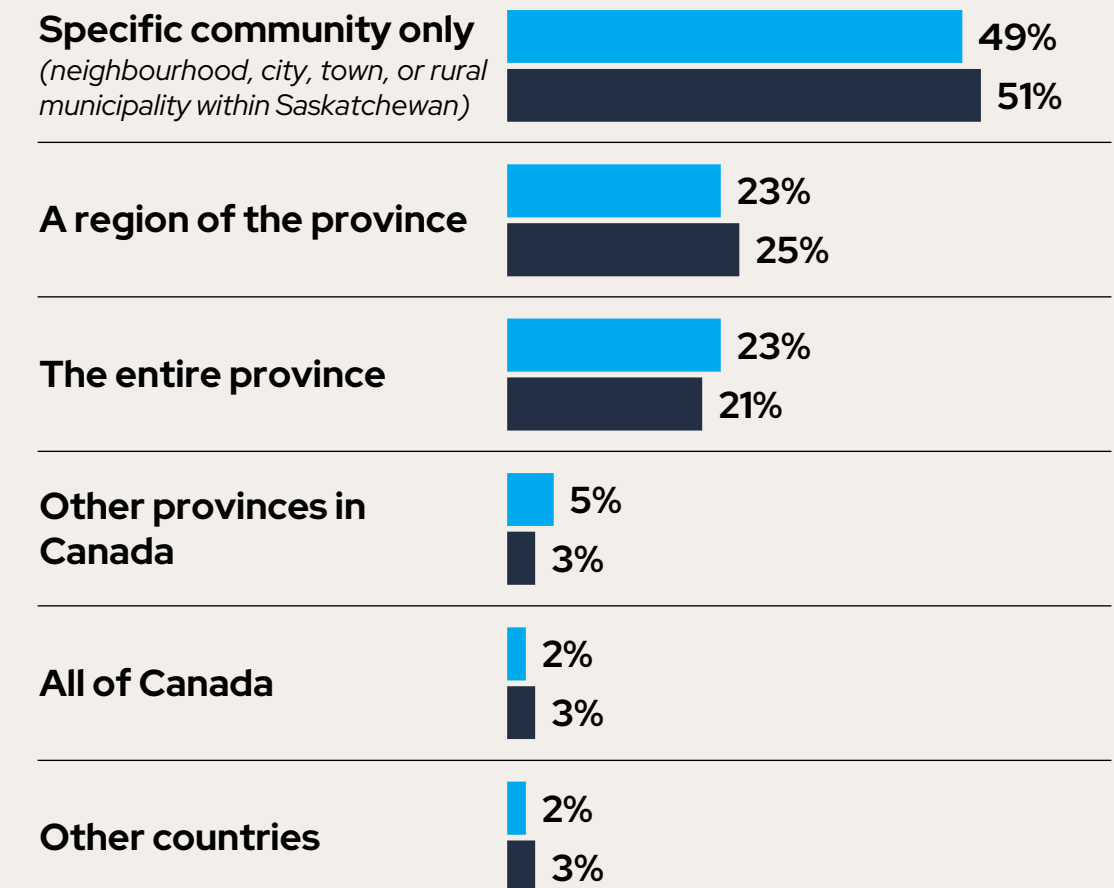
Organizational Profile



Location & reach

Reach of Service

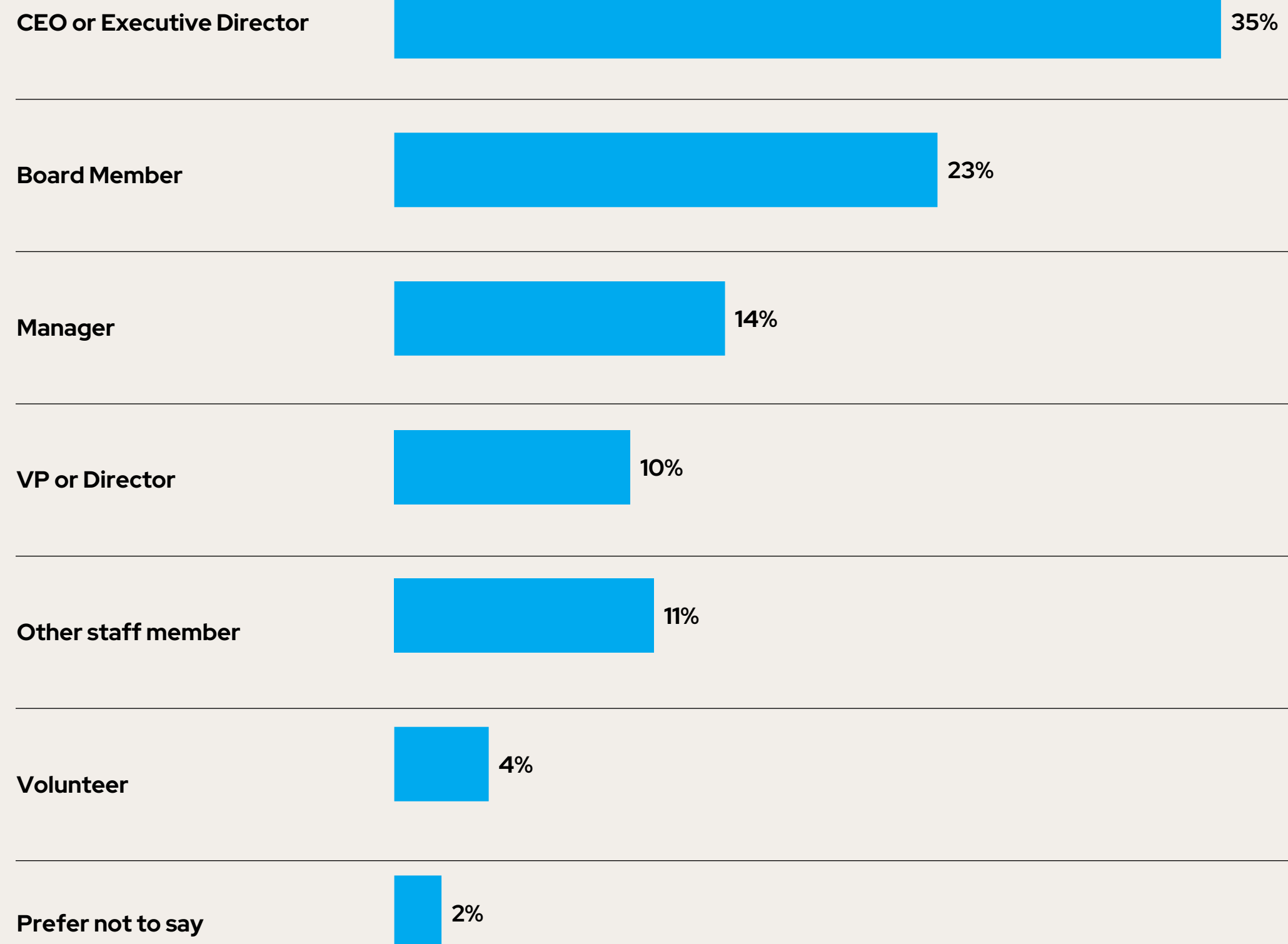
■ 2025 ■ 2017



1. In which of the following communities does your organization have an office? (Single select) Base: All respondents, n=1168.
 3. Which of the following best describes the geographic area that your organization primarily serves? Base: All respondents, n=1168.

Respondent roles within their organization

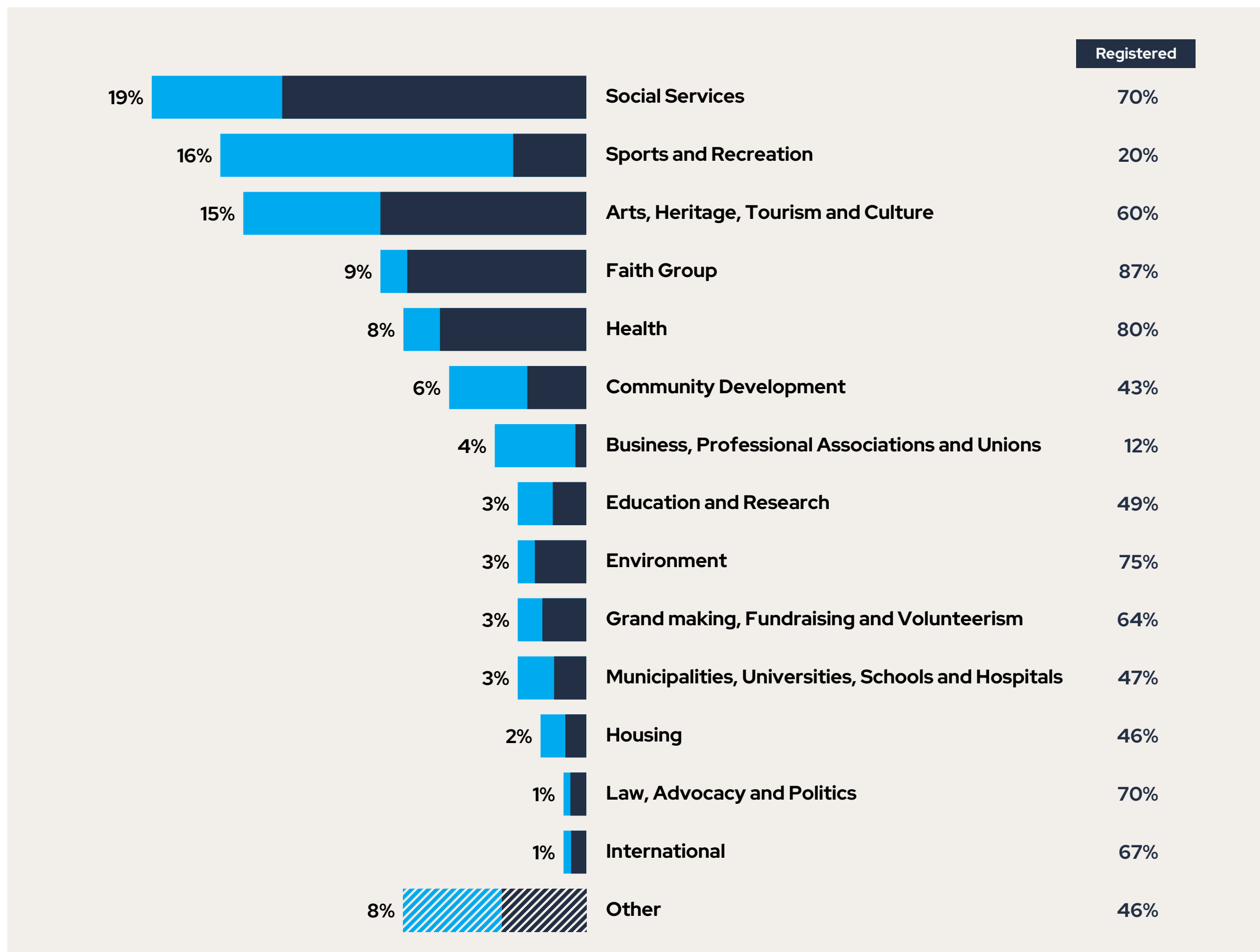
Over one-third of respondents are the nonprofit organization's CEO or Executive Director, with many of the remaining respondents being other senior-ranking members such as Board members and Managers or Directors.



10. What is your role within your organization?
Base: All respondents, n=1168.

Fields of work and charity status in the nonprofit sector

Social services, sport and recreation, and arts and culture represent the largest segments of Saskatchewan's nonprofit sector. Over half of Saskatchewan nonprofits are also registered charities, most commonly those in faith-based, health, environment, social services, and arts and culture sectors.

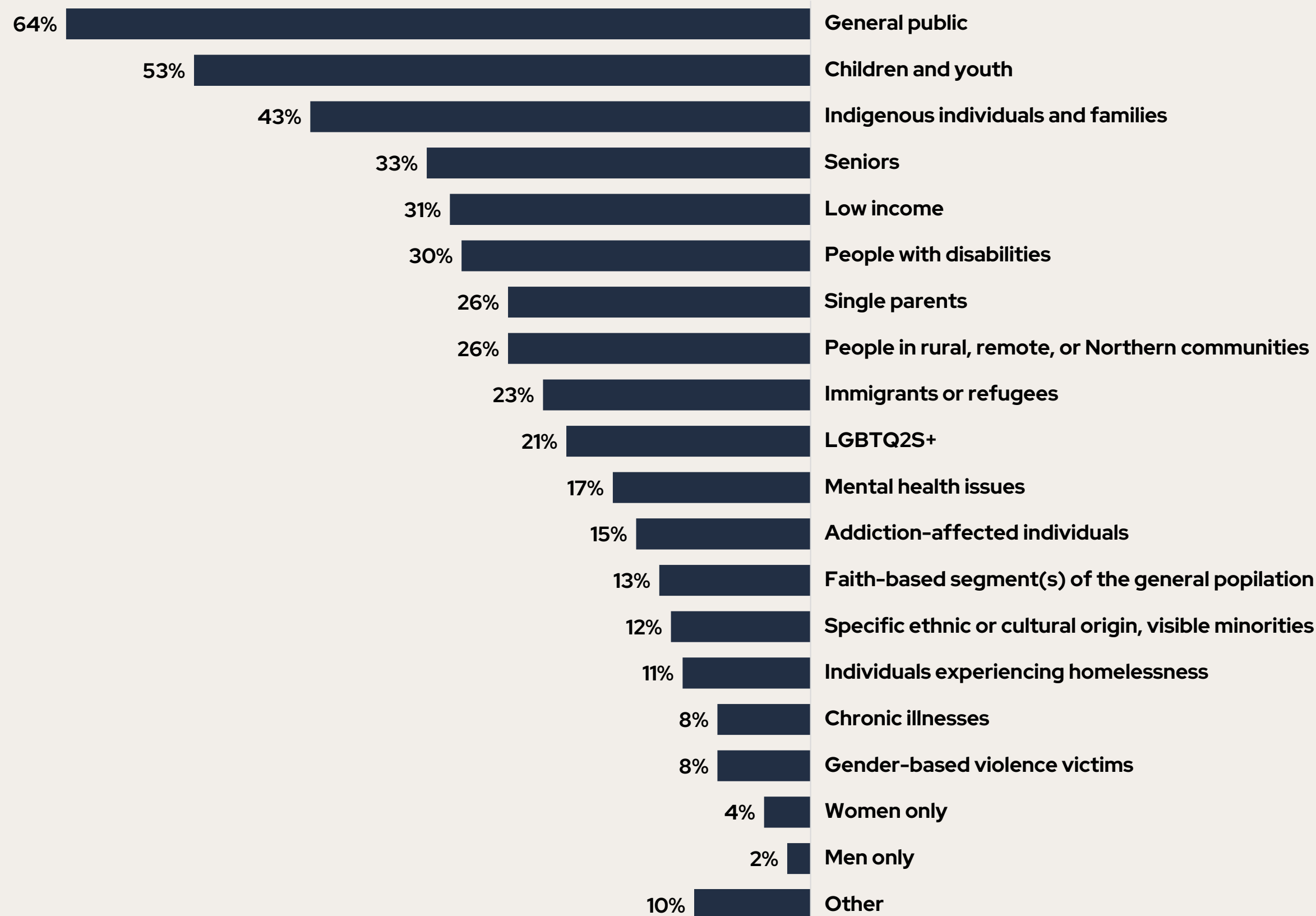


4. Which of the following areas does your organization work in? (Single select)
Base: All respondents, n=1168.

7. Is your organization a registered charity? Base: All respondents, n=1168.

Who nonprofits work with

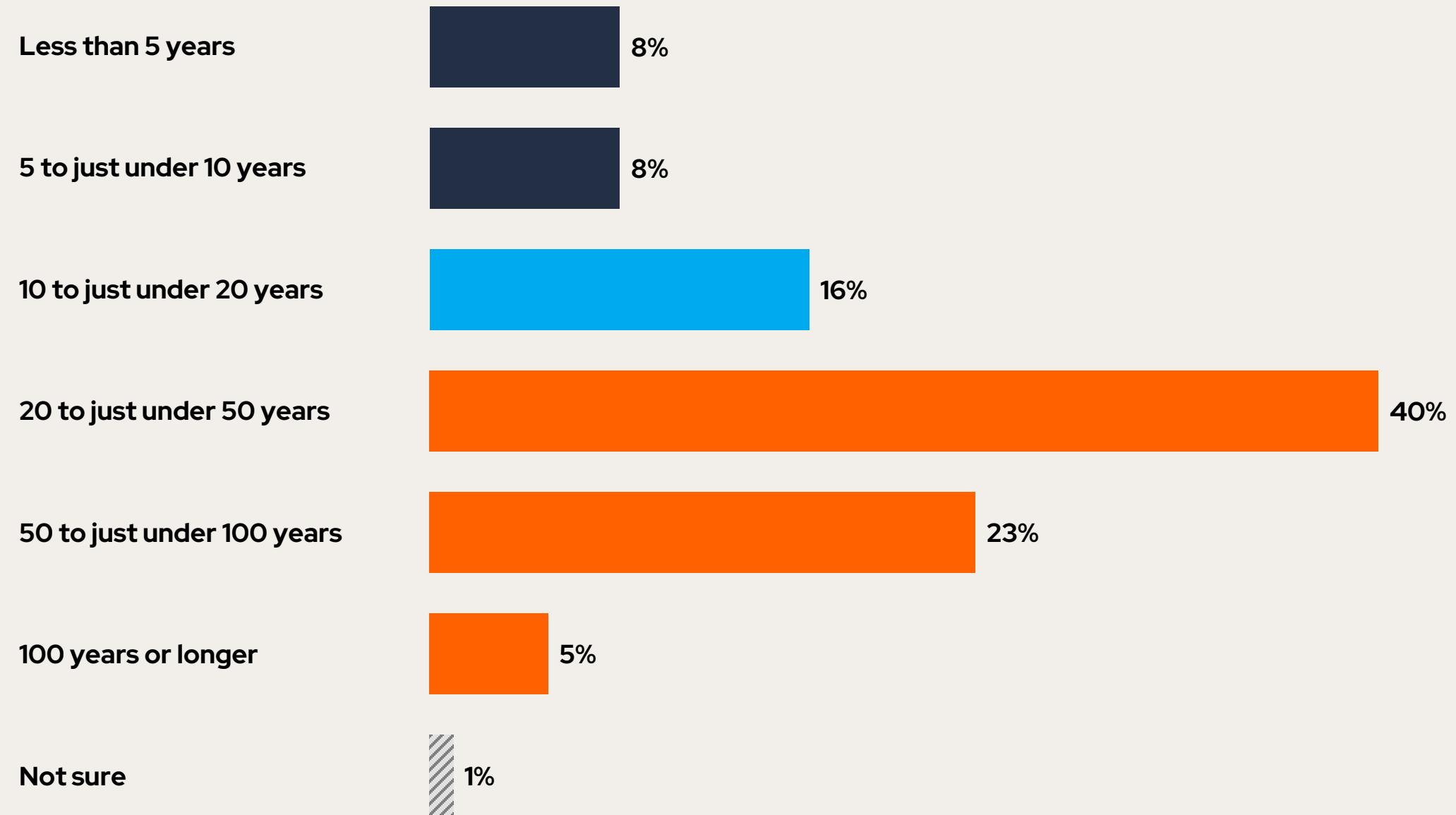
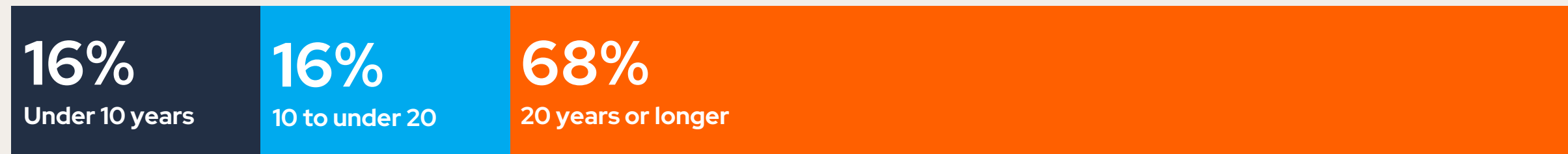
Nonprofits in Saskatchewan serve a wide range of populations, most commonly the general public, children and youth, and Indigenous individuals and families. Many also support seniors, low-income populations, and people with disabilities, reflecting the sector's broad focus on community well-being and inclusion.



5. What type of individuals or businesses does your organization primarily work with? (Select all that apply)
Base: All respondents, n=1168.

Years of operation

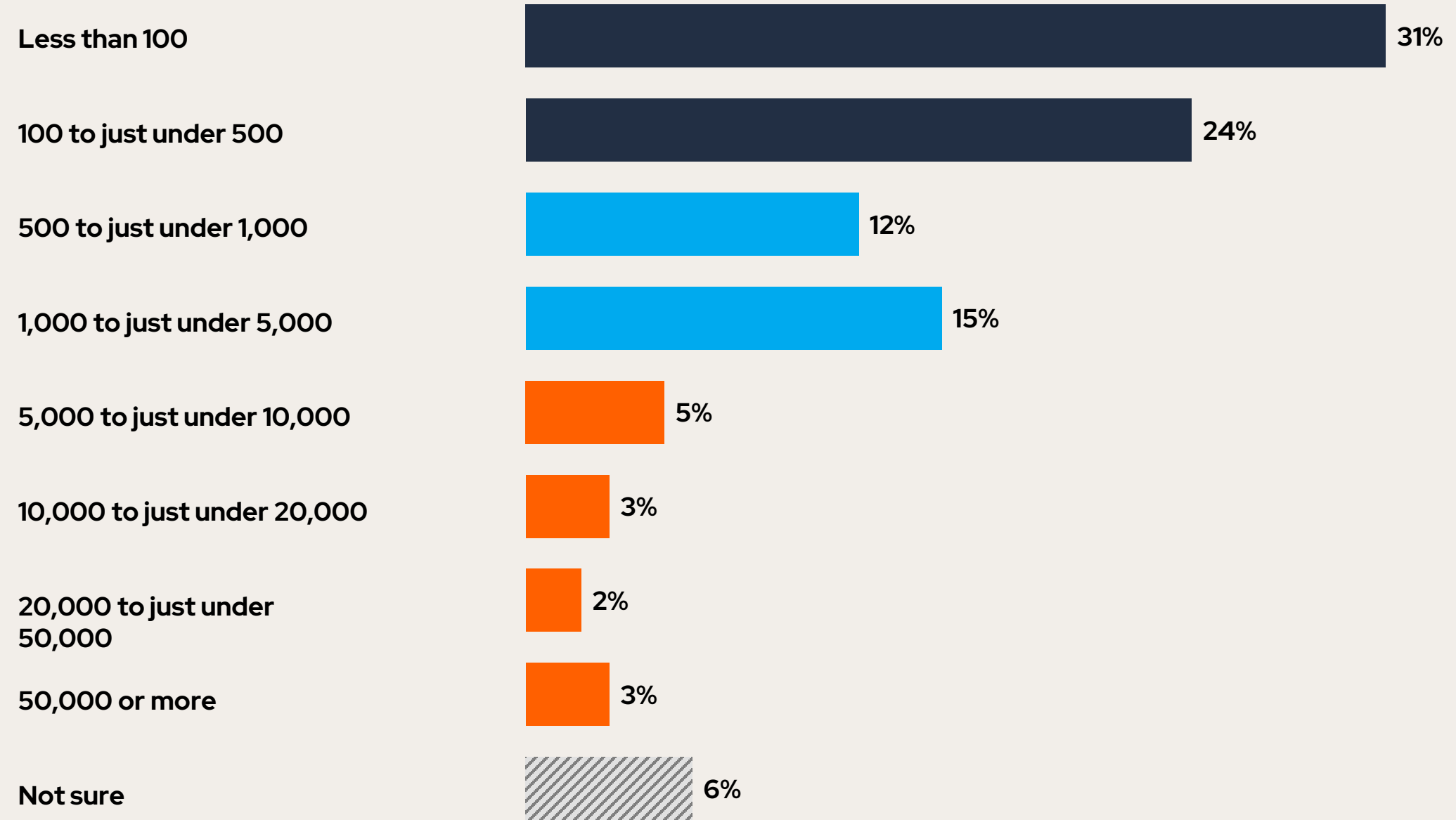
Over two-thirds of nonprofit organizations have been in operation for more than 20 years, while only a small proportion are relatively new, having been established within the past decade.



9. For how many years has your organization been operating? Base: All respondents, n=1168.

Annual number of unique people served

Over half of nonprofit organizations serve fewer than 500 people each year, while in contrast, just over one in ten serve more than 5,000 individuals annually.



6. Approximately how many unique people are served by your organization each year (i.e. do not double count members / customers / clients if possible)? Base: All respondents, n=1168.

Size of annual customer base, by nonprofit type

	Arts, Heritage, Tourism & Culture (n=179)	Business, Professional Associations & Unions (n=43)	Community Development (n=70)	Education & Research (n=37)*	Environment (n=36)*	Faith Group (n=102)	Grant making, Fundraising & Volunteerism (n=36)*	Health (n=93)	Housing (n=26)*	Law, Advocacy & Politics (n=10)*	Social Services (n=220)	Sport & Recreation (n=191)
Less than 100	19%	30%	21%	30%	6%	24%	14%	39%	42%	10%	49%	38%
100 < 500	20%	40%	30%	30%	14%	45%	22%	16%	31%	40%	21%	20%
500 < 1,000	16%	16%	10%	11%	14%	14%	19%	12%	12%	10%	8%	13%
1,000 < 5,000	17%	5%	21%	14%	31%	11%	25%	11%	8%	10%	11%	18%
5,000 < 10,000	6%	2%	9%	5%	3%	1%	6%	4%	4%	10%	5%	2%
10,000 < 20,000	4%	0%	3%	0%	8%	1%	3%	4%	0%	20%	1%	3%
20,000 < 50,000	2%	5%	1%	5%	8%	0%	0%	4%	4%	0%	2%	2%
50,000+	7%	0%	1%	0%	3%	0%	0%	5%	0%	0%	1%	1%
Not sure	7%	2%	3%	5%	14%	5%	11%	4%	0%	0%	2%	4%

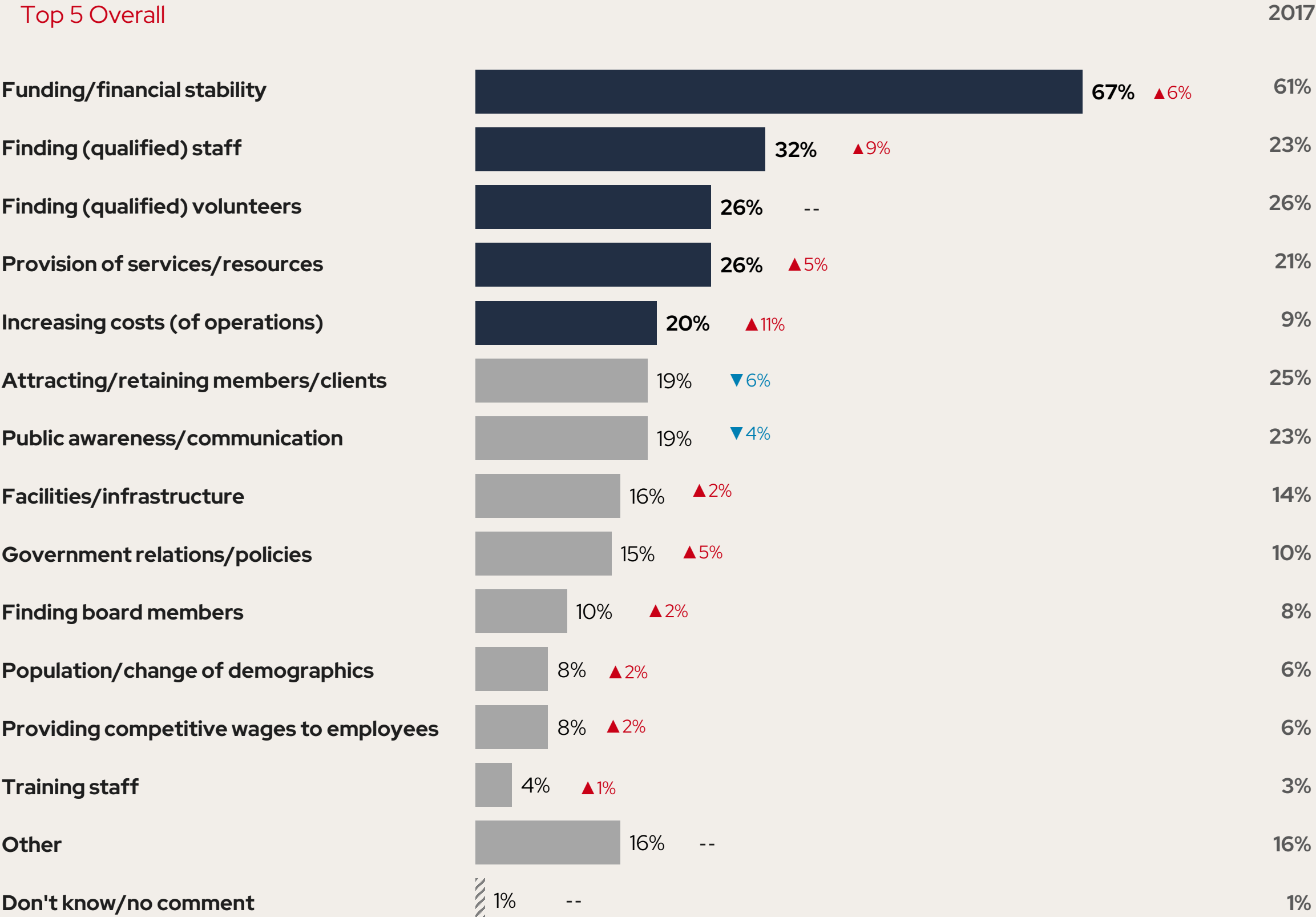
6. Approximately how many unique people are served by your organization each year (i.e. do not double count members/customers/clients if possible)? Base: All respondents, n=1168.

* Caution, small sample sizes

Key Challenges Facing Nonprofits

The top 5 challenges facing nonprofit organizations

Funding and financial stability remain the top challenge for nonprofits, consistent with 2017. However, concerns about staffing and the rising cost of operations have grown, reflecting increasing financial and workforce pressures across the sector.



11. Broadly speaking, what would you say are the greatest challenges facing your general organization?
Base: All respondents, n=1168.

The top five challenges by nonprofit type

Funding and financial stability are the most common challenges across nearly all nonprofit sectors, particularly within environment, arts and culture, social services, and health organizations.

Staffing challenges are most prevalent in social services and health sectors, while volunteer recruitment remains a key issue for arts, culture, and grant-making organizations.

	Funding / financial stability	Finding (qualified) staff	Finding (qualified) volunteers	Provision of services / resources	Increasing costs (of operations)
Arts, Heritage, Tourism and Culture (n=179)	85%	31%	40%	24%	21%
Business, Professional Associations & Unions (n=43)	44%	23%	5%	30%	14%
Community Development (n=70)	73%	26%	36%	30%	6%
Education and Research (n=37)*	70%	24%	11%	22%	22%
Environment (n=36)*	92%	33%	33%	22%	17%
Faith Group (n=102)	45%	13%	31%	24%	13%
Grant making, Fundraising & Volunteerism (n=36)*	58%	8%	47%	31%	19%
Health (n=93)	74%	42%	24%	23%	17%
Housing (n=26)*	31%	38%	8%	38%	46%
Law, Advocacy & Politics (n=10)*	70%	50%	30%	10%	20%
Social Services (n=220)	74%	56%	11%	37%	19%
Sport & Recreation (n=191)	53%	17%	40%	12%	27%

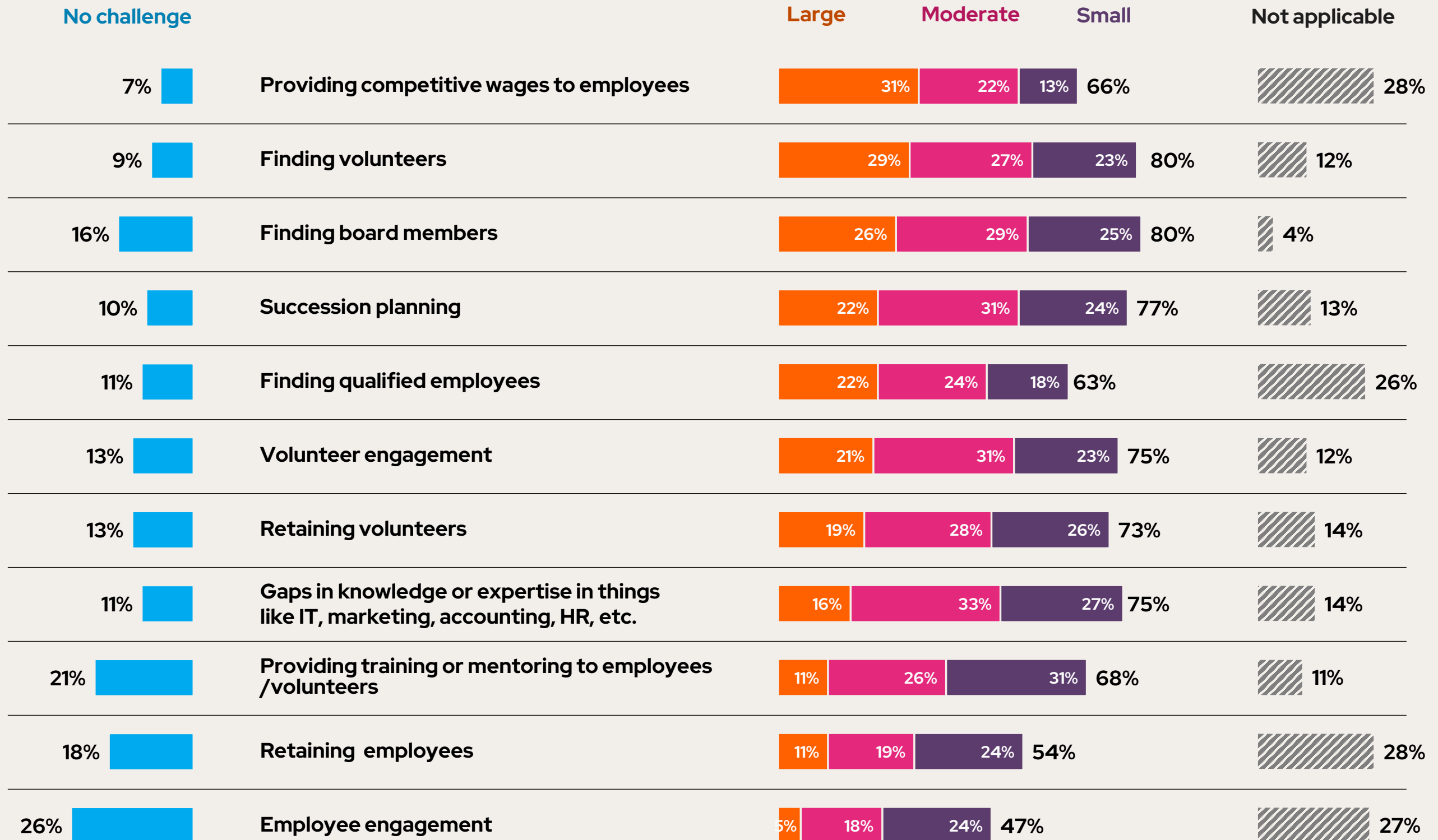
11. Broadly speaking, what would you say are the greatest challenges facing your general organization?
Base: All respondents, n=1168.

*Caution, small sample sizes

Human resource challenges

The most pressing human resource challenges for nonprofits are providing competitive wages and finding volunteers.

Other notable challenges include recruiting board members and managing succession planning, highlighting ongoing struggles with staffing, recruitment, and leadership continuity.

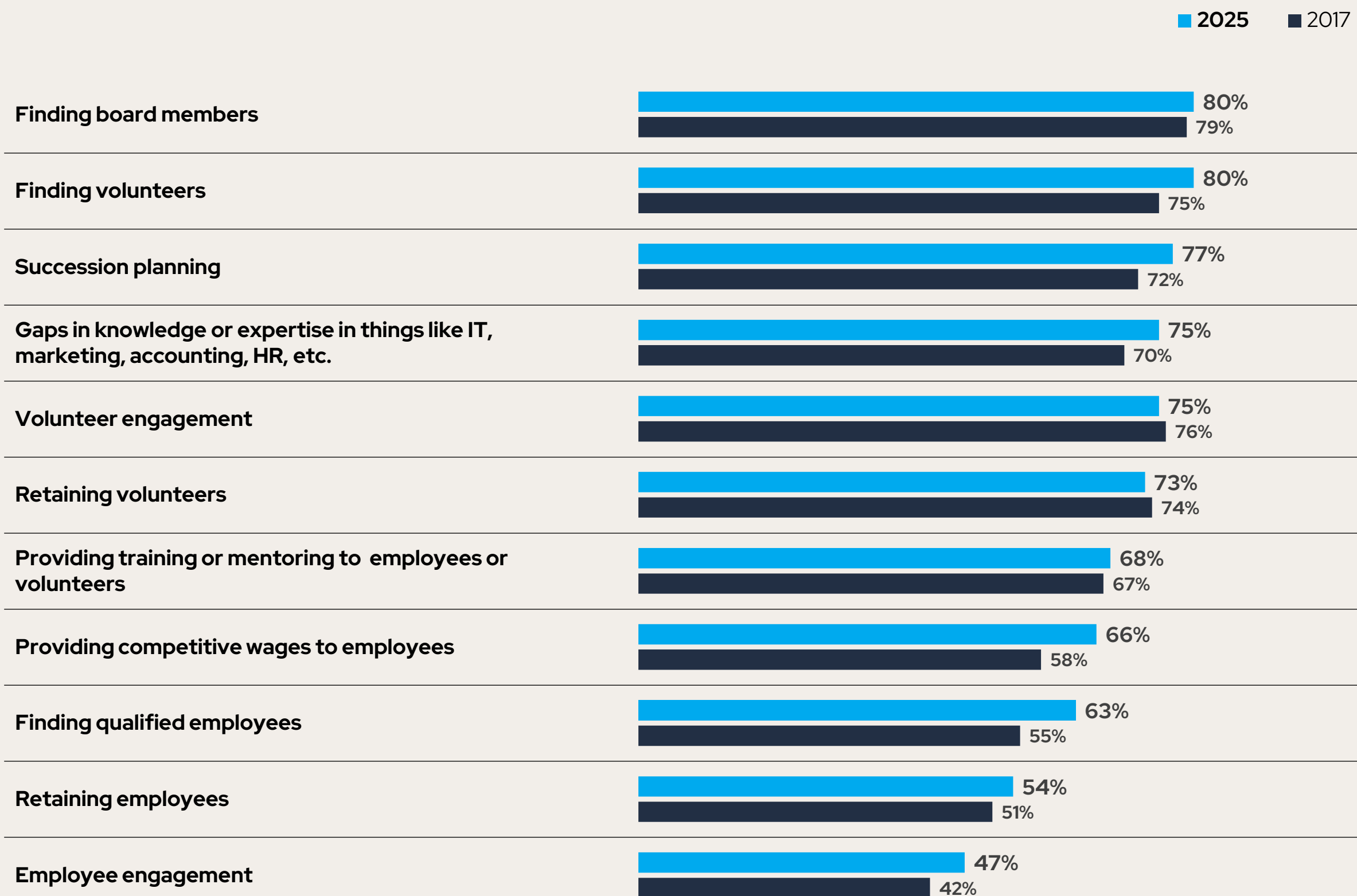


11. Broadly speaking, what would you say are the greatest challenges facing your general organization?
Base: All respondents, n=1168.

Human resource challenges over time

Human resource challenges remain widespread, with recruitment, succession planning, and skill gaps persisting as key issues.

Compared to 2017, staffing, finding volunteers and wage pressures have become more pronounced.

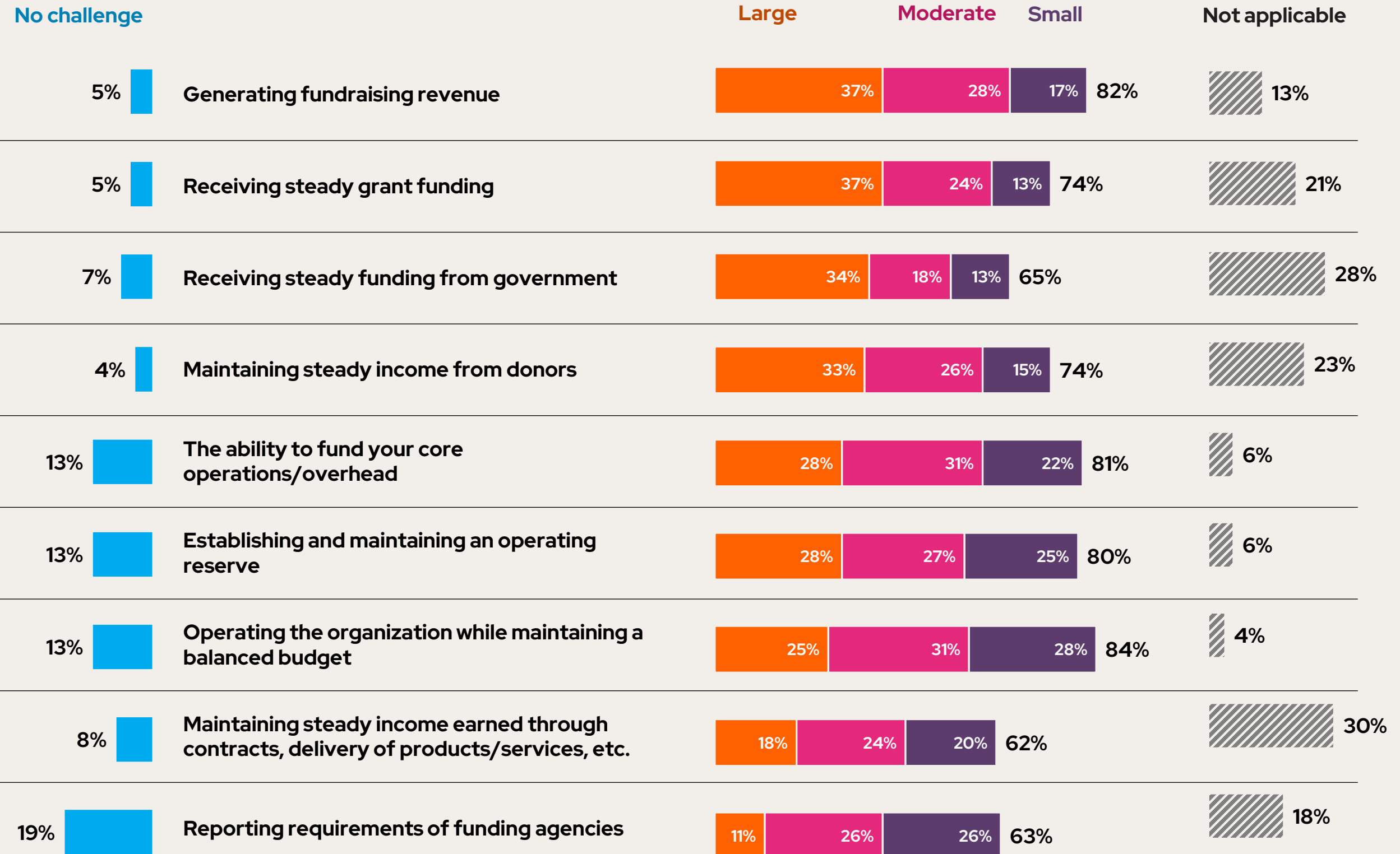


12. How much of a challenge would you say each of the following are within your organization?
Base: all respondents, n=1168.

Financial challenges

The most significant financial challenges for nonprofits include generating fundraising revenue and securing steady grant and government funding.

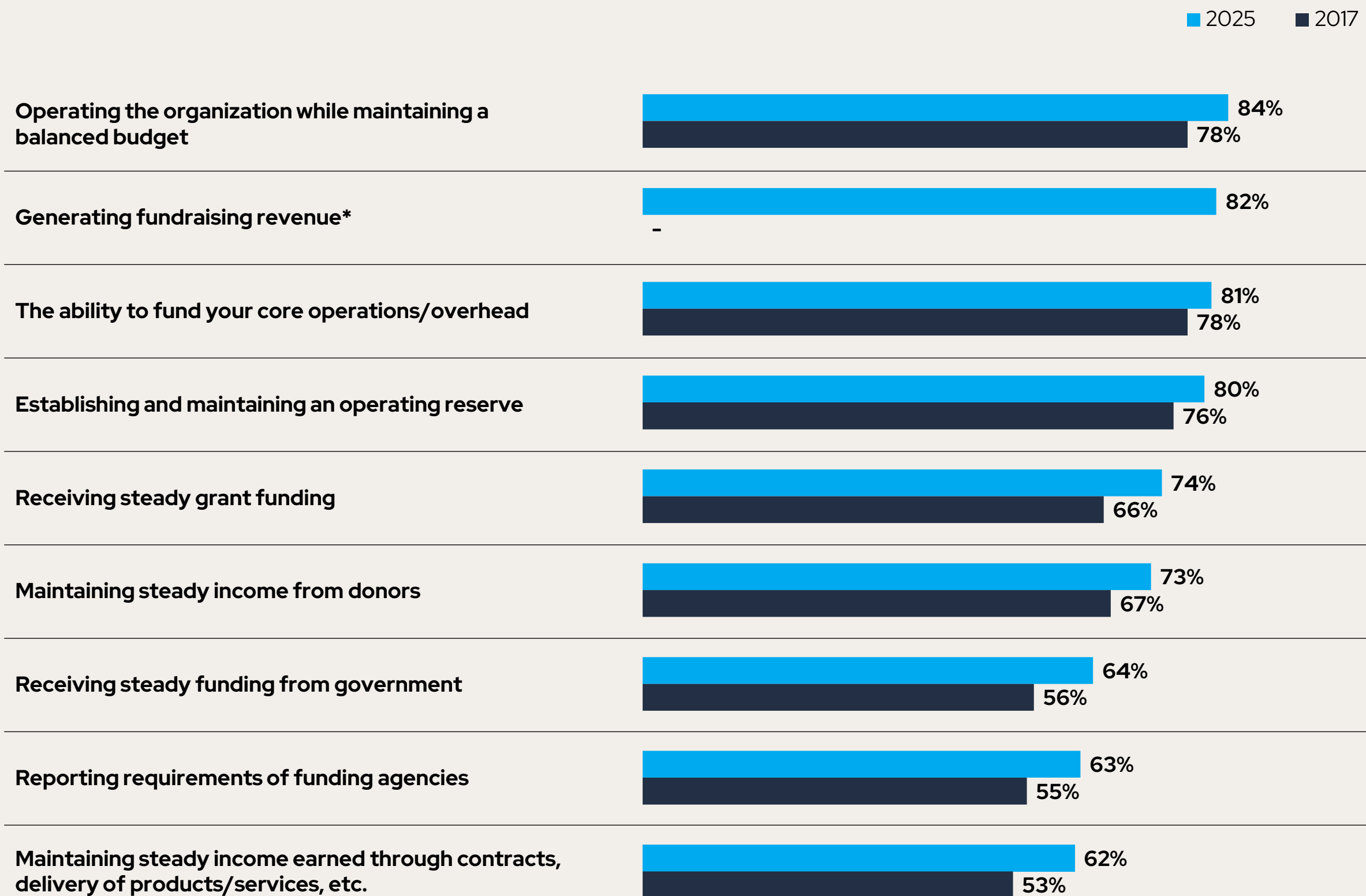
Many organizations also struggle to fund core operations and maintain balanced budgets, underscoring ongoing financial challenges for the nonprofit sector and reliance on external funding sources.



12. How much of a challenge would you say each of the following are within your organization?
Base: all respondents, n=1168.

Changes in financial challenges over time

Financial challenges are a major concern for nonprofits, particularly maintaining balanced budgets, funding core operations, and generating fundraising revenue. Compared to 2017, difficulties related to securing stable funding and managing reporting requirements have become increasingly common across the sector.



12. How much of a challenge would you say each of the following are within your organization?
Base: all respondents, n=1168.

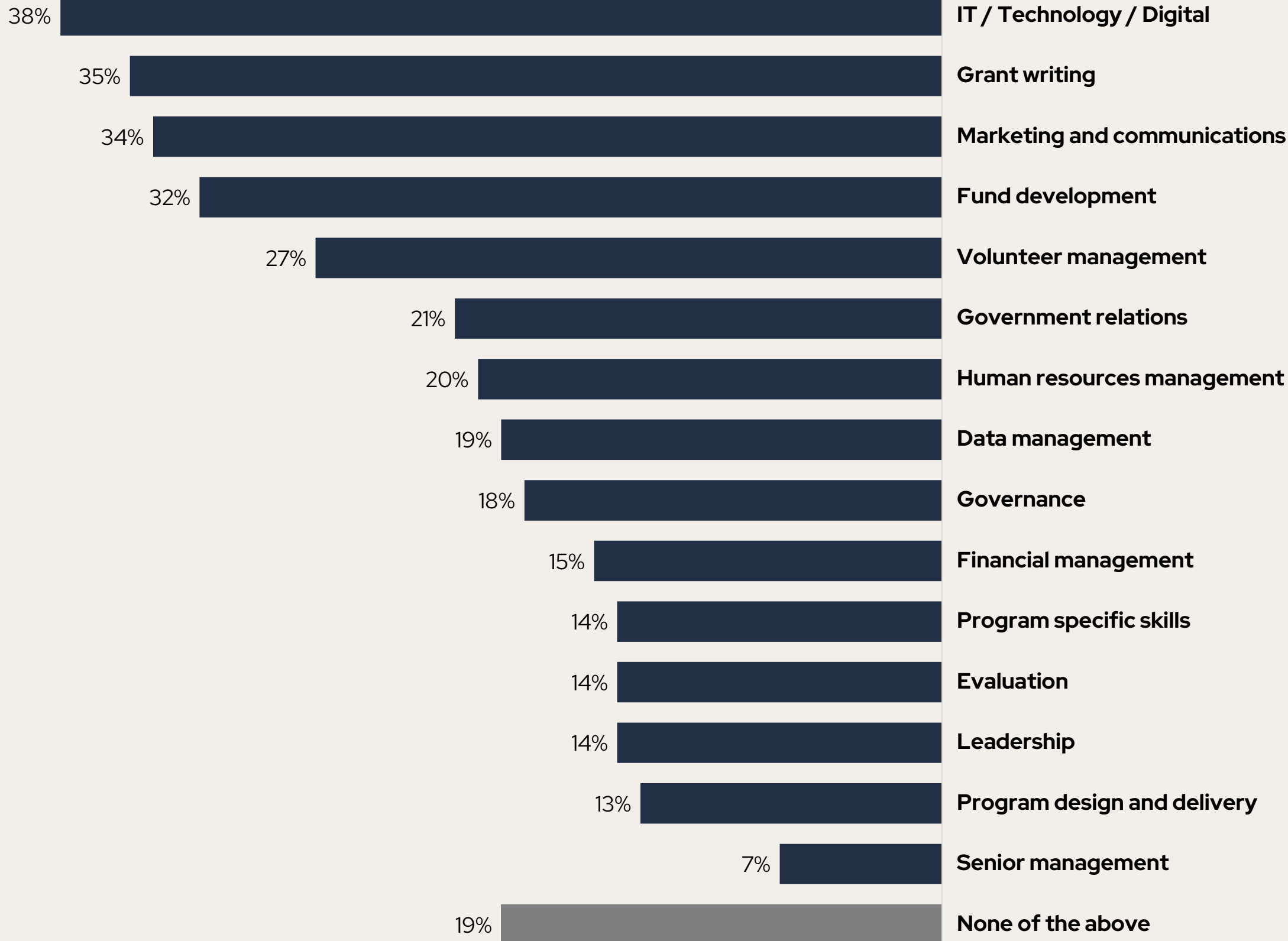
*Added in 2025

Human Resources and Volunteer Capacity

Gaps in expertise and skills amongst organizations

Nonprofits report lacking sufficient staff skills in technology, grant writing, marketing, and fund development - areas critical for growth and sustainability.

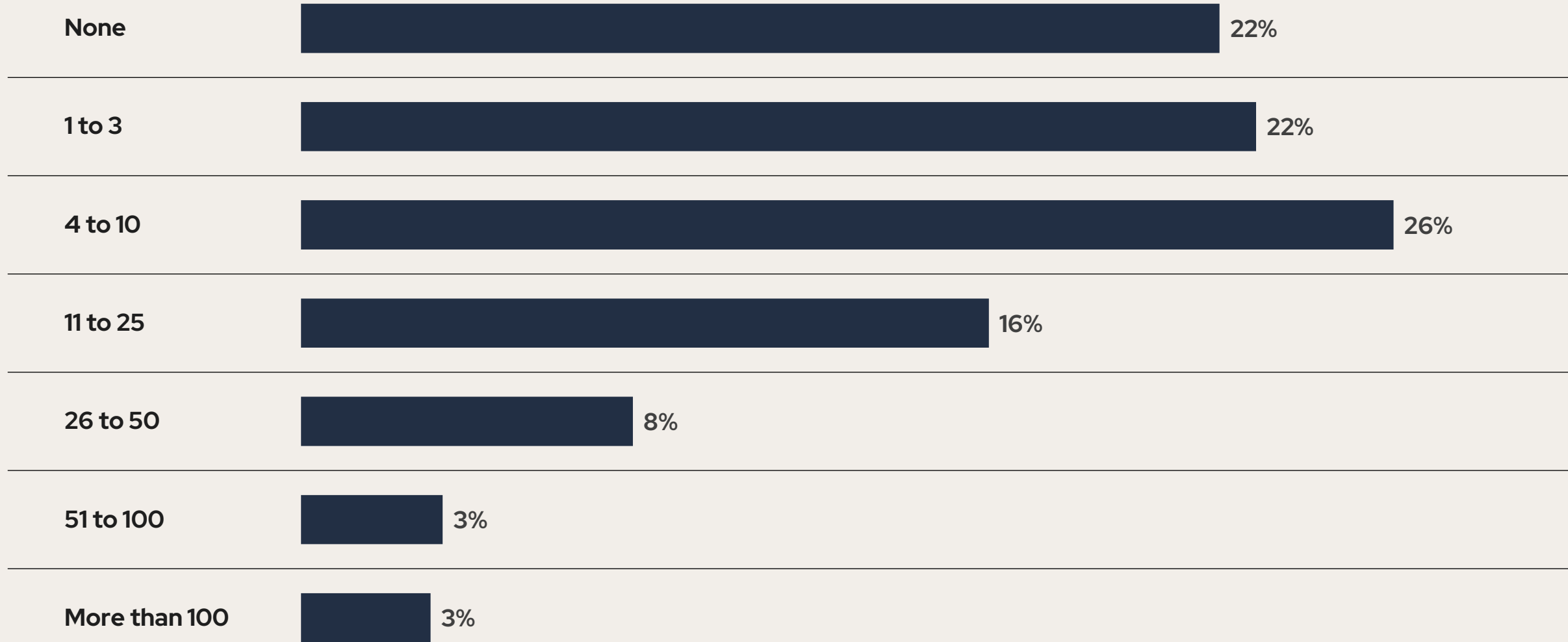
Fewer organizations indicate gaps in leadership, governance, or financial management, suggesting stronger capacity in core operational functions.



13. In which of the following areas does your organization currently lack sufficient staff skills or expertise? Base: All respondents, n=1168.

Number of employees in organization

Total Number of Employees in Organization



Employment within Saskatchewan’s nonprofit sector is diverse, with most organizations operating small teams, over one-fifth have no paid staff, while about one in seven employ 26 or more people.

Number of Nonprofit Employees

	Mean	Mean (>0)	Median (>0)	Est. Total** (Province)
Full-Time	8.8	15.1	4	70400
Part-Time	4.1	8.0	2	32800
Casual	3.2	8.3	2	25600
Seasonal	1.8	6.1	2	14400
Any Type	17.7	22.5	7	141600
Full-Time Equivalent	18.3	26.9	5	146400

14. How many people does your organization typically have in the following categories within a one year period? Please make your best estimate and answer all questions based on your Saskatchewan operation only. Base: All respondents that provided a number (outliers removed and MUSH organizations removed), n=1,052.

**Estimated Saskatchewan total = Number of employees x 8,000 nonprofits in Saskatchewan (SaskToday.ca, 2024).

Employment counts, per nonprofit type

		Arts, Heritage, Tourism & Culture (n=179)	Business, Professional Associations & Unions (n=43)	Community Development (n=70)	Education & Research (n=37)*	Environment (n=36)*	Faith Group (n=102)	Grant making, Fundraising & Volunteerism (n=36)*	Health (n=93)	Housing (n=26)*	Law, Advocacy & Politics (n=10)*	Social Services (n=220)	Sport & Recreation (n=191)
Full-Time	Mean	1.8	4.7	2.6	8.7	10.9	2.8	6.6	12.2	8.8	16.8	22.5	2.4
	Mean (>0)	4.5	7.5	7.4	12.1	17.7	4.1	16.7	19.7	11.6	24.0	25.0	6.2
	Median (>0)	2	2	5	3	3	2	4	9	7	3	9	3
Part-Time	Mean	2.0	0.8	1.1	2.0	4.6	1.9	2.4	8.4	2.6	5.9	9.4	3.0
	Mean (>0)	4.7	1.8	3.1	4.6	11.9	3.0	6.1	13.8	4.7	9.8	12.7	7.2
	Median (>0)	2	1	2	2	2	2	3	4	4	1	3	2
Casual	Mean	2.0	0.1	1.0	0.4	3.1	1.2	2.8	5.3	2.4	6.8	7.5	1.7
	Mean (>0)	6.6	1.0	3.6	1.7	8.1	4.1	9.2	10.5	3.7	13.6	11.4	5.8
	Median (>0)	2	1	3	2	2	3	2	3	2	6	3	2
Seasonal	Mean	2.1	0.1	0.7	1.4	3.1	2.4	0.8	1.0	0.6	0.1	1.5	3.1
	Mean (>0)	4.9	1.2	2.8	4.6	8.0	11.2	3.7	5.9	1.9	1.0	5.6	9.9
	Median (>0)	2	1	2	2.5	3	4	2	2	2	1	2	4
Any Type	Mean	7.8	5.8	5.5	12.5	21.6	8.3	12.5	26.9	14.4	29.6	39.6	10.2
	Mean (>0)	10.4	6.7	8.7	14.3	29.4	9.2	23.0	37.6	15.0	32.9	41.9	15.3
	Median (>0)	5	3	6	7	6	4	8	18	10	6	14	5

14. How many people does your organization typically have in the following categories within a one year period? Please make your best estimate and answer all questions based on your Saskatchewan operation only. Base: All respondents that provided a number (outliers and MUSH organizations removed), n=1,052.

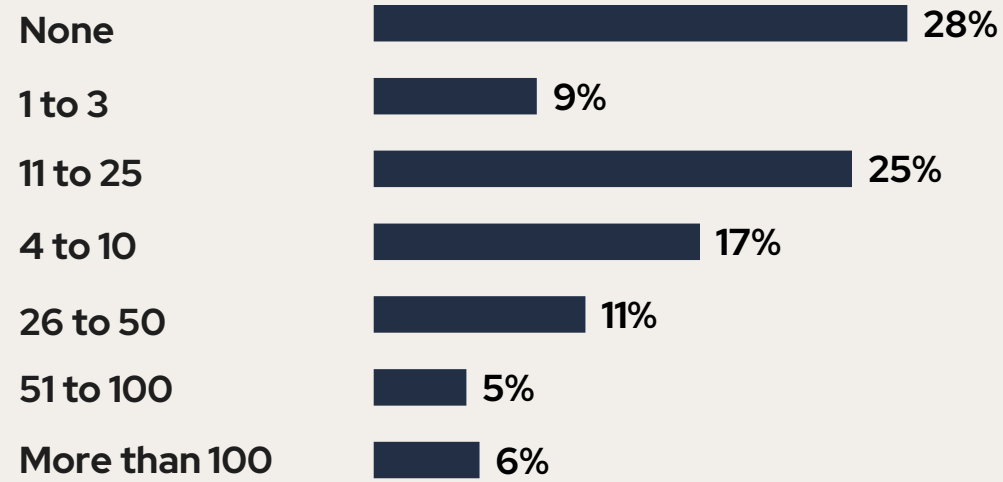
*Caution, small sample sizes

Volunteers

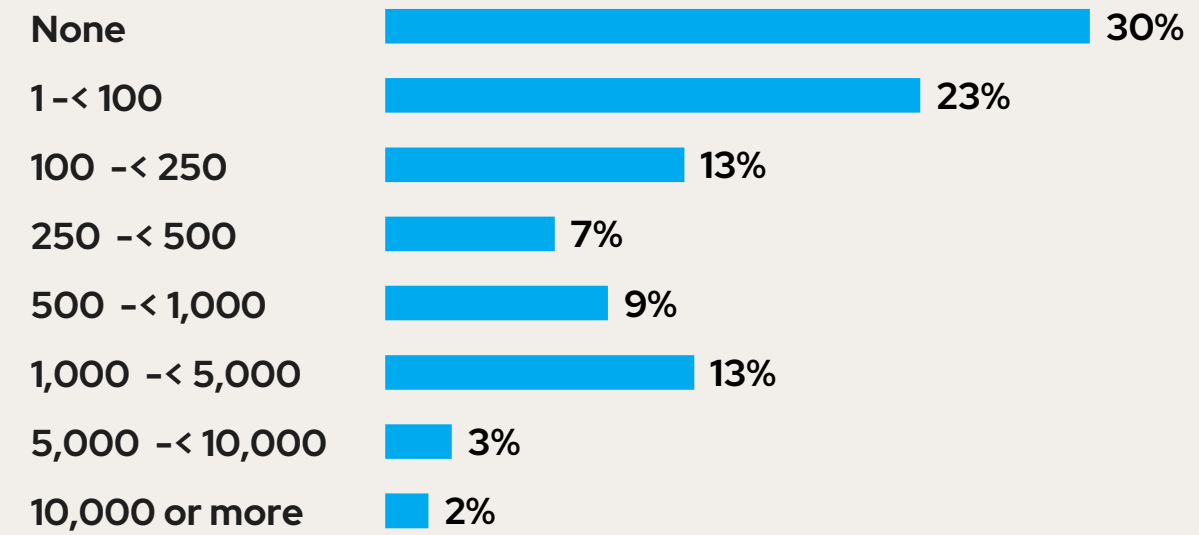
Volunteer engagement remains a cornerstone of the nonprofit sector. An estimated 344,800 volunteers across Saskatchewan's nonprofit sector collectively contribute approximately 7.3 million hours of service each year.



Number of Volunteers



Recorded Volunteer Hours over Past Year



	Mean	Mean (>0)	Median (>0)	Est. Total (Province)**
Number of Volunteers	43.1	59.7	12	344,800
Recorded Annual Volunteer Hours	920.1	1,314.2	211	7,360,800

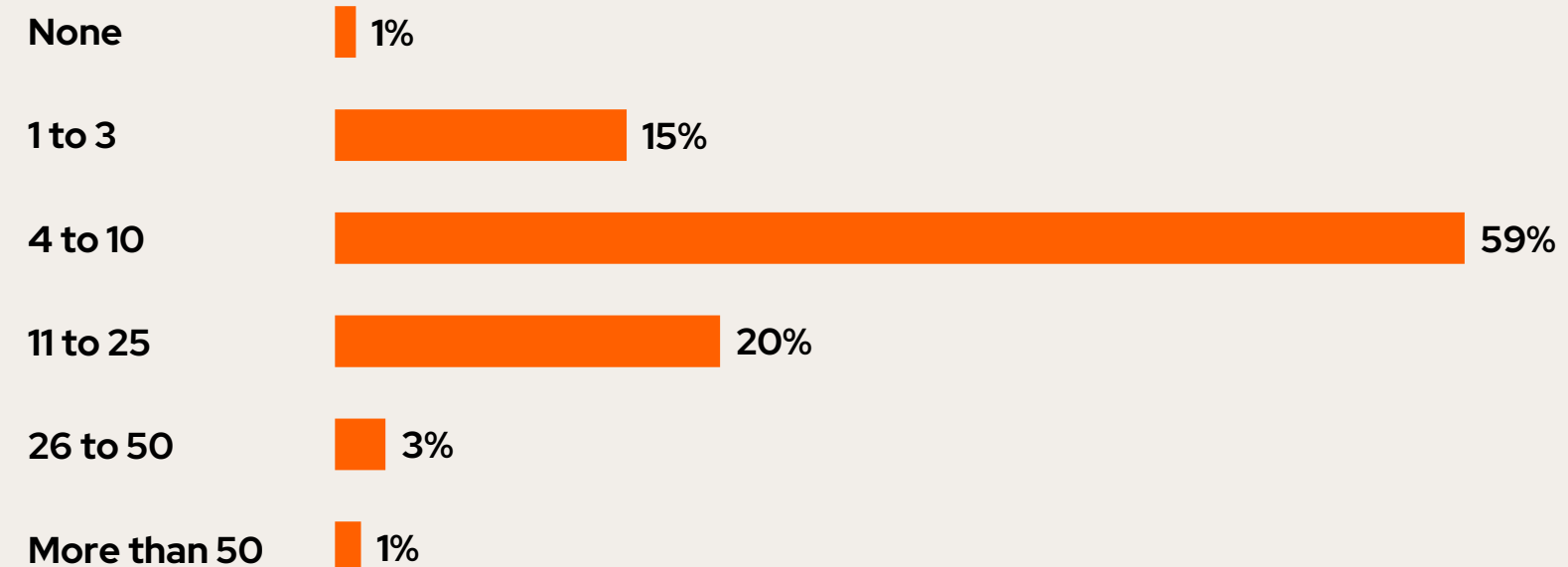
14. How many people does your organization typically have in the following categories within a one year period? Please make your best estimate and answer all questions based on your Saskatchewan operation only. Base: All respondents that provided a number outliers and MUSH organizations removed), for volunteers and volunteer hours, n= 867; Board of Directors, n= 1097.

Board of directors

Most nonprofit board of directors consist of five to nine members. Across the province, this represents an estimated 62,400 board members supporting Saskatchewan's nonprofit sector.

	Mean	Median	Est. Total (Province)
Board of Directors	7.8	7	62,400

Number of Members on Board of Directors



**Estimated Saskatchewan total = Number of people on Board of Directors x 8,000 nonprofits in Saskatchewan (SaskToday.ca, 2024).

Volunteers & board of directors, by type

Volunteer engagement levels differ significantly across organization types. Environment, and community development organizations report the highest average number of volunteers and

volunteer hours, while business associations and health organizations rely on fewer volunteers overall. Board sizes remain relatively consistent across sectors, averaging around 8 members.

	Arts, Heritage, Tourism & Culture (n=179)	Business, Professional Associations & Unions (n=43)	Community Development (n=70)	Education & Research (n=37)*	Environment (n=36)*	Faith Group (n=102)	Grant making, Fundraising & Volunteerism (n=36)*	Health (n=93)	Housing (n=26)*	Law, Advocacy & Politics (n=10)*	Social Services (n=220)	Sport & Recreation (n=191)	
Actual Number of Volunteers	Mean	36.9	2.4	120.5	19.1	210.7	33.1	28.2	18.0	50.0	21.5	27.0	54.0
	Mean (>0)	40.2	6.1	149.2	40.0	226.3	36.5	32.1	23.4	171.4	24.6	55.6	65.4
	Median (>0)	10	6	15	15	25	20	11	9	6	12	10	15
Recorded Annual Volunteer Hours	Mean	918.5	524.2	1,320.9	271.8	2,458.9	1,067.6	712.3	540.6	32.4	803.1	768.8	1,311.3
	Mean (>0)	995.0	1,010.9	1,609.8	598.0	2,672.7	1,275.9	854.7	753.9	123.2	937.0	1,591.8	1,668.9
	Median (>0)	200	65	200	150	1000	500	500	135	100	347	250	275
Board of Directors	Mean	8.6	8.7	7.9	7.7	8.3	7.4	6.6	7.7	8.3	9.9	7.7	7.5
	Mean (>0)	8	8	7	8	7	7	6	7	8.5	8	7	7.5
	Median (>0)	36.9	2.4	120.5	19.1	210.7	33.1	28.2	18.0	50.0	21.5	27.0	54.0

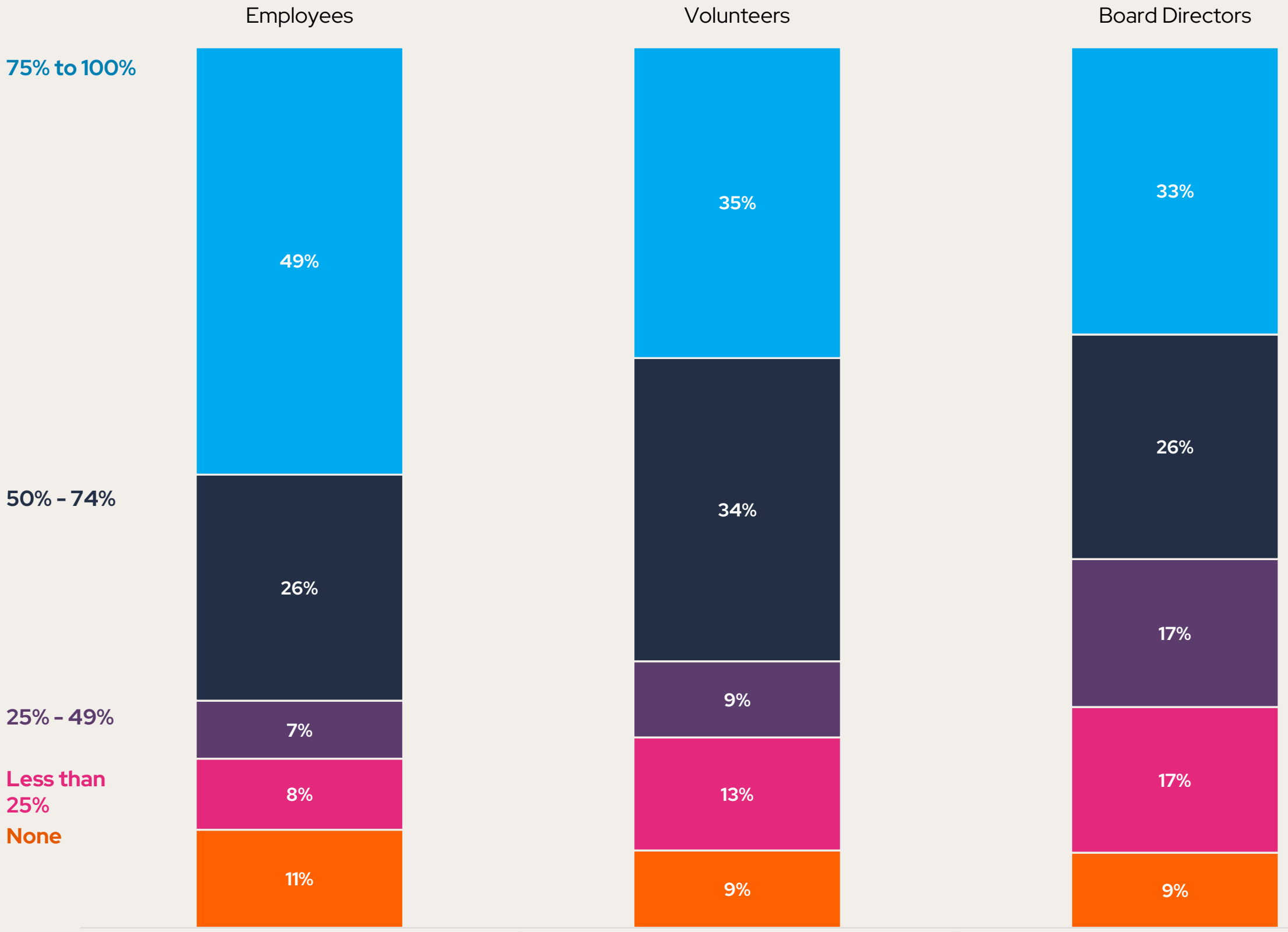
14. How many people does your organization typically have in the following categories within a one year period? Please make your best estimate and answer all questions based on your Saskatchewan operation only. Base: All respondents that provided a number (outliers and MUSH organizations removed), n=886.

*Caution, small sample sizes

Female representation in nonprofits

Women represent a majority across roles within nonprofits, averaging 62% of employees, 55% of volunteers, and 51% of board members

	Average Representation
Employees	62%
Volunteers	55%
Board of Directors	51%

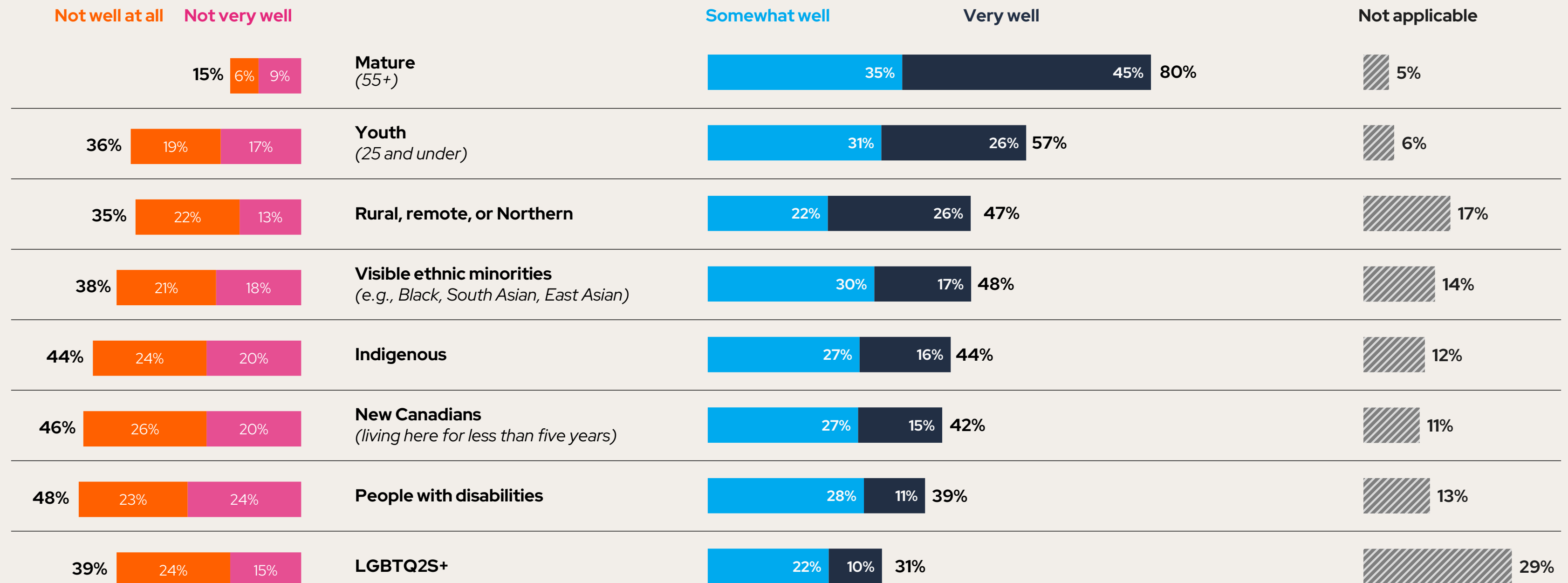


14.1. About what percentage of people in each of the following groups identify as female in your organization?
 Base: Organizations with paid staff, n=880; volunteers, n=717; and board of directors, n=1113.

Perceived representation of minority groups

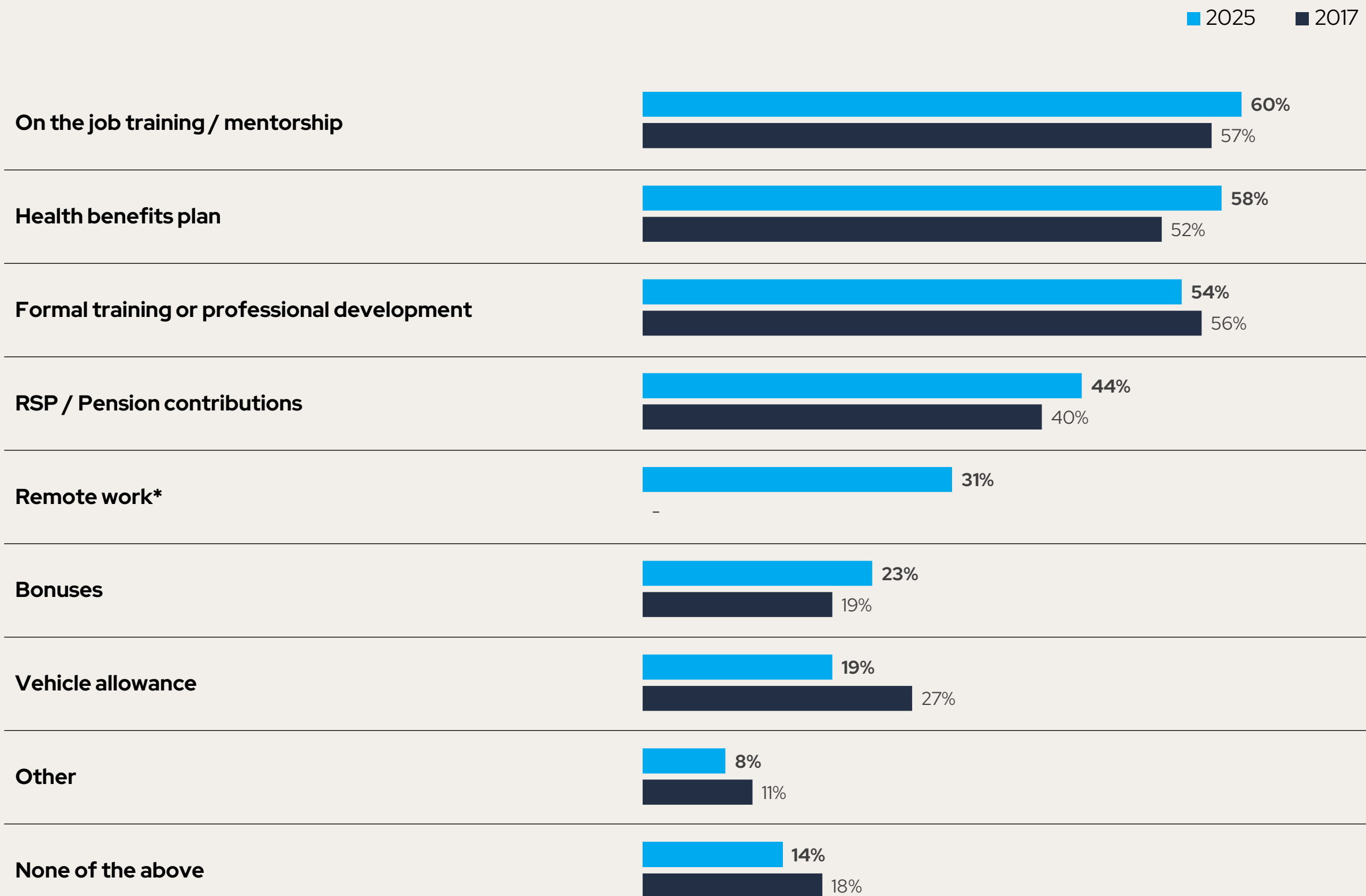
Older adults (55+) are the most well-represented group within nonprofit organizations, while people with disabilities, Indigenous peoples, and LGBTQ2S+ groups are underrepresented.

18.1. How well do you feel each of the following minority groups are represented within your organization? Base: All respondents, n=1168..



Employee benefits

Compared to 2017, more organizations now offer health benefits, pensions, and bonuses, alongside the introduction of remote work options as a new staff benefit.



15. What benefits does your organization provide to at least some of the paid staff? Base: Organizations with paid staff, n=880.

*Added in 2025

Employee benefits, per nonprofit type

	Arts, Heritage, Tourism & Culture (n=129)	Business, Professional Associations & Unions (n=36)*	Community Development (n=45)	Education & Research (n=31)*	Environment (n=25)*	Faith Group (n=88)	Grant making, Fundraising & Volunteerism (n=20)*	Health (n=64)	Housing (n=25)*	Social Services (n=192)	Sport & Recreation (n=119)
On the job training/mentorship	53%	47%	49%	68%	68%	45%	60%	64%	56%	80%	46%
Health benefits plan <small>(medical, dental, vision, long term disability, HSA, etc.)</small>	36%	58%	40%	71%	32%	69%	45%	70%	72%	81%	30%
Formal training or professional development	40%	44%	44%	71%	44%	48%	35%	61%	48%	82%	39%
RSP/Pension contributions	33%	39%	38%	42%	16%	58%	25%	56%	68%	54%	24%
Remote work	38%	53%	22%	45%	60%	28%	30%	23%	32%	20%	27%
Bonuses	20%	28%	16%	26%	24%	13%	30%	17%	44%	33%	13%
Vehicle allowance	11%	39%	18%	16%	28%	35%	20%	11%	32%	19%	17%
Other	7%	3%	7%	6%	16%	8%	5%	9%	8%	8%	8%
None of the above	21%	8%	40%	13%	8%	9%	10%	14%	4%	4%	29%

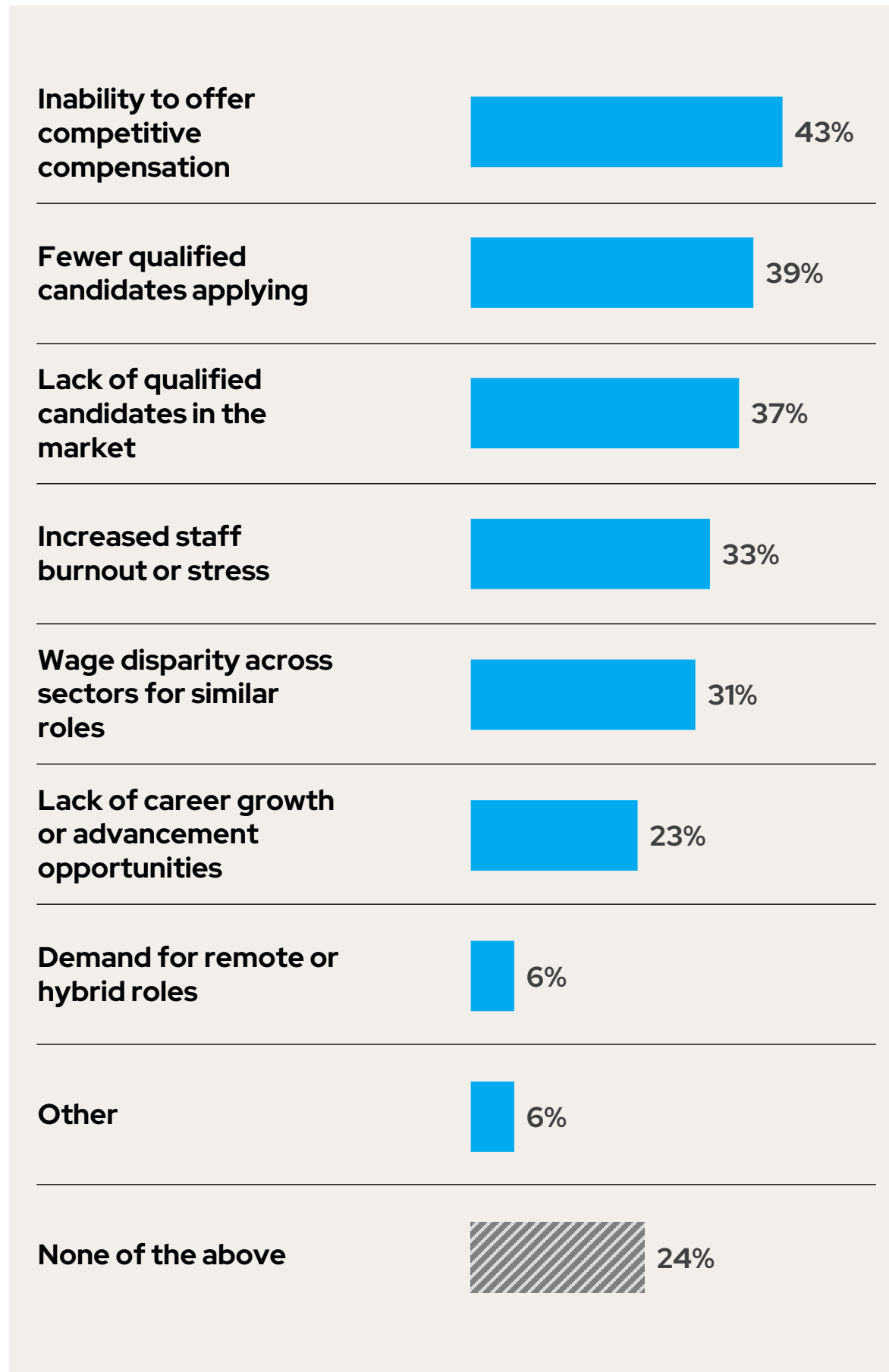
15. What benefits does your organization provide to at least some of the paid staff? Base: Organizations with paid staff, n=880.

*Caution, small sample sizes

Challenges affecting the recruitment and retention of staff

Nonprofits face significant recruitment and retention challenges, particularly the inability to offer competitive compensation and a shortage of qualified candidates. Burnout, wage disparities across sectors, and limited career advancement opportunities further compound staffing difficulties across the sector.

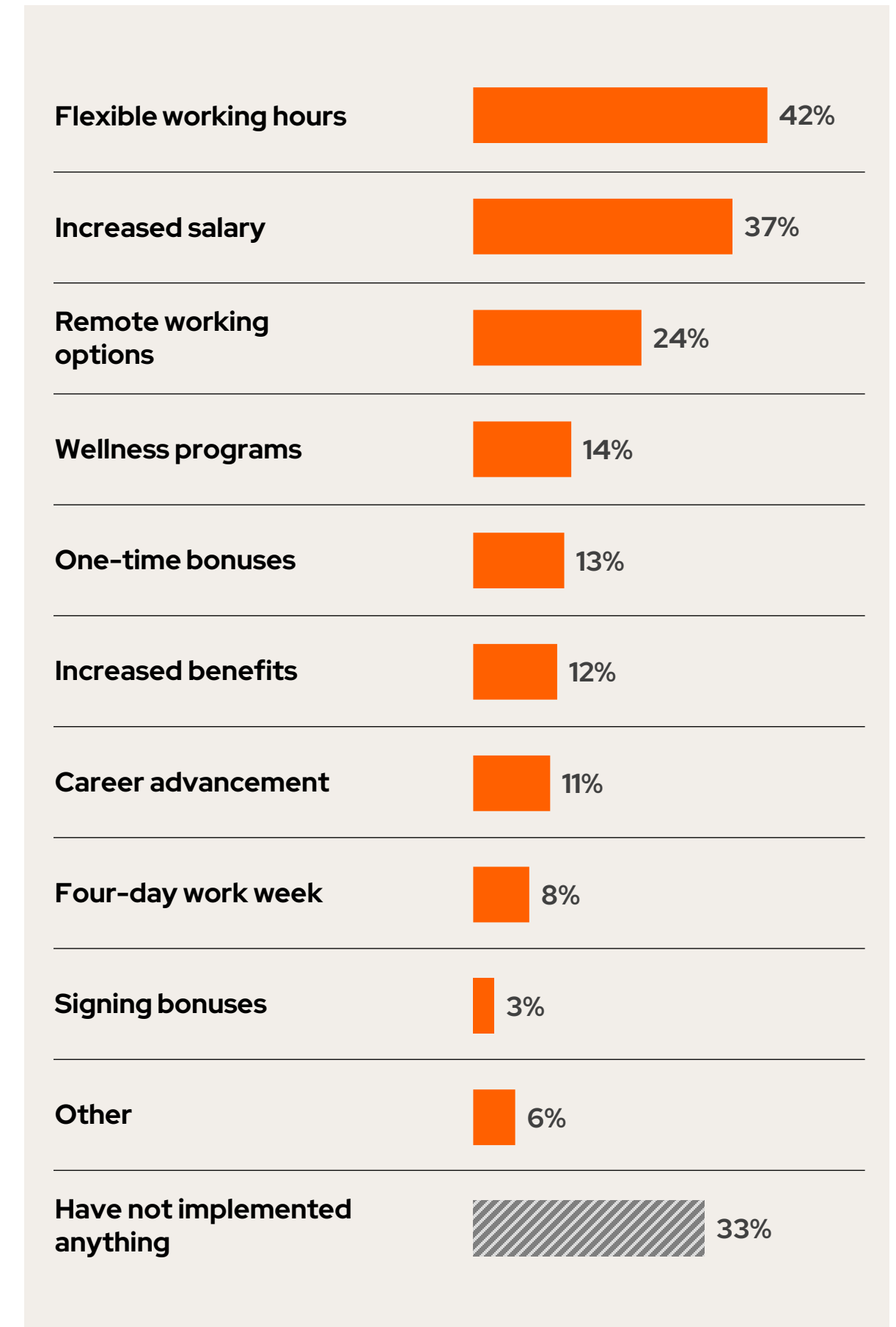
20.1. If any, which of the following challenges are currently affecting your organization's ability to recruit or retain staff? Base: Organizations with paid staff, n=880.



Strategies implemented to recruit and retain staff

Flexible hours and salary increases are the most common retention strategies, while about one-third of organizations have not implemented any new measures.

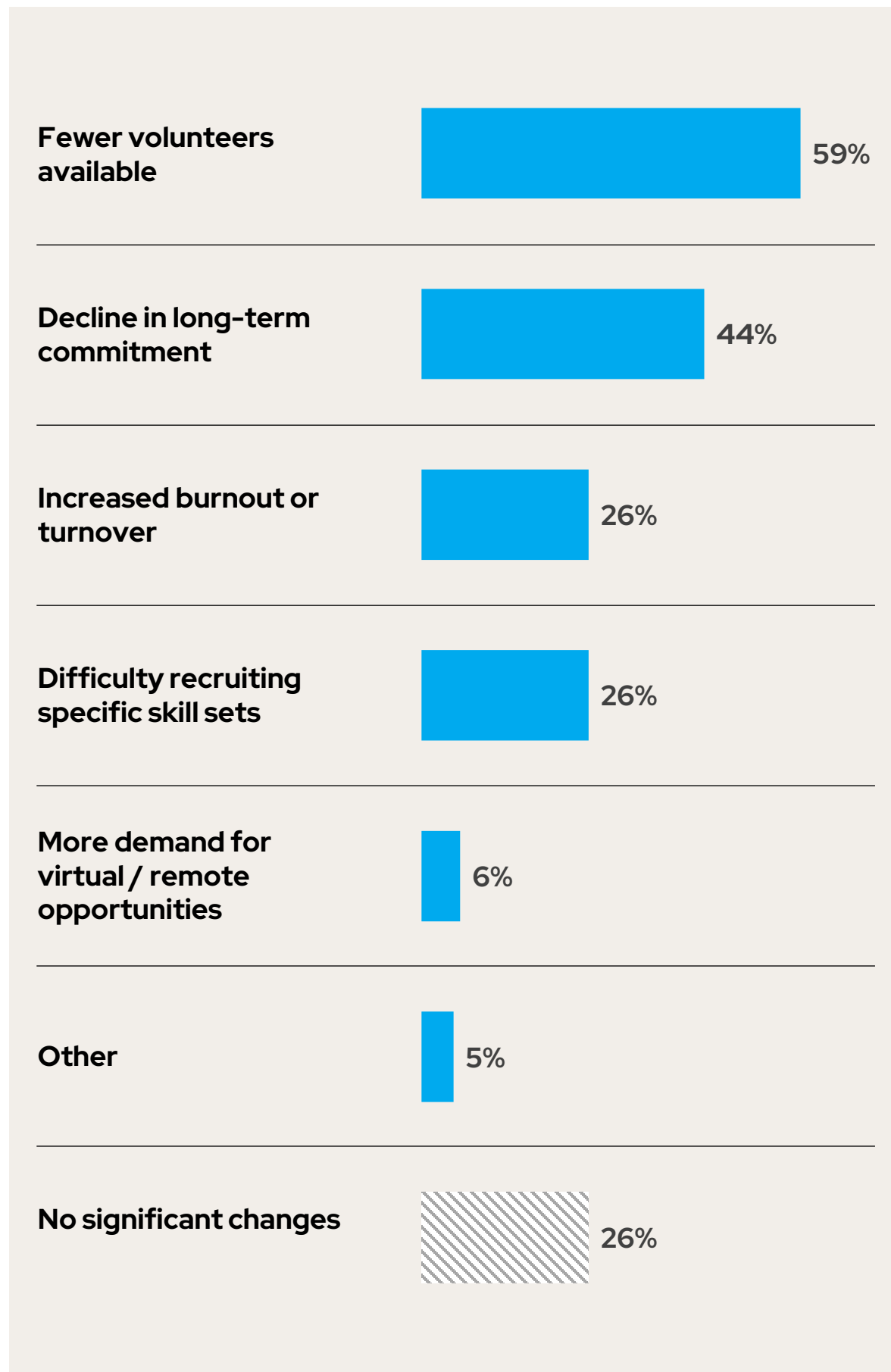
15.1. Has your organization introduced any of the following strategies to recruit and retain staff? Base: Organizations with paid staff, n=880.



Shifts in volunteer engagement over the past three years

Most nonprofits report having fewer volunteers available and a noticeable decline in long-term commitment. Increased burnout and difficulty recruiting specific skill sets have also emerged as growing challenges in volunteer engagement.

20.2. If any, which of the following shifts in volunteer engagement have you observed within the past three years? Base: Organizations who have volunteers, n=717.



Offering remote volunteering roles

Most nonprofits are unable to offer remote volunteer opportunities due to the nature of their work, though some indicate potential to do so in the future. Among those offering virtual roles, volunteers most often support governance, communications, program delivery, and administrative functions.

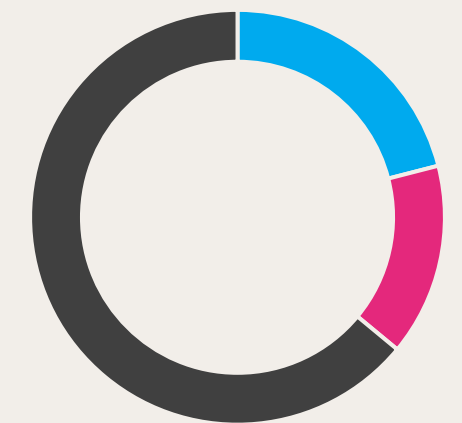
20.3. Do you currently offer virtual or remote volunteer opportunities? Base: Organizations who have volunteers, n=717.
20.4. What types of tasks or duties do you offer to virtual or remote volunteers? Base: Organizations who offer virtual or remote volunteer opportunities excl. "Don't know", n=147.

Types of tasks offered remotely



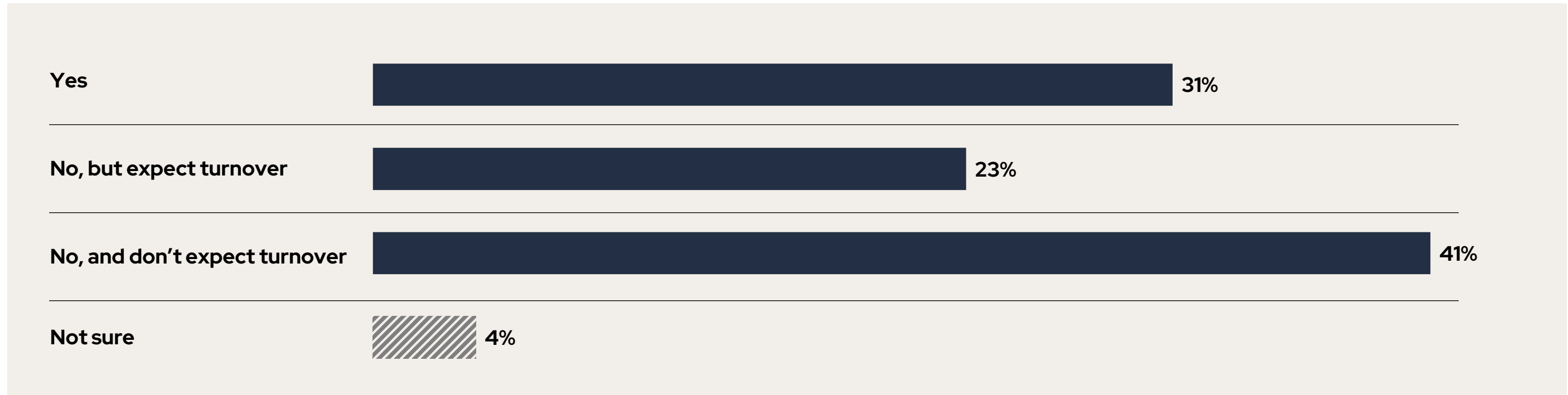
Offering remote opportunities

Yes 21%
No, but could in future 15%
No, not possible 64%



Leadership turnover over the past three years

About one-third have had senior leadership turnover, and another quarter expect it soon, while most report stable leadership.



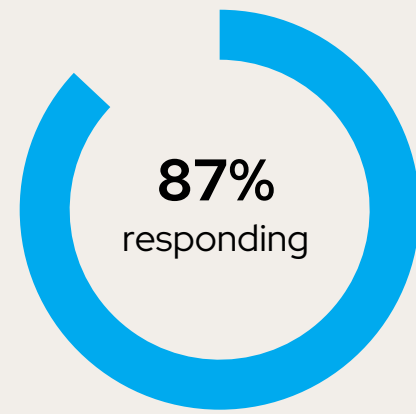
	Arts, Heritage, Tourism & Culture (n=179)	Business, Professional Associations & Unions (n=43)	Community Development (n=70)	Education & Research (n=37)*	Environment (n=36)*	Faith Group (n=102)	Grant making, Fundraising & Volunteerism (n=36)*	Health (n=93)	Housing (n=26)*	Law, Advocacy & Politics (n=10)*	Social Services (n=220)	Sport & Recreation (n=191)
Yes	27%	42%	41%	35%	19%	28%	33%	34%	46%	50%	34%	24%
No, but expect turnover	23%	23%	21%	14%	28%	23%	28%	20%	19%	20%	20%	28%
No, and don't expect turnover	42%	30%	34%	51%	53%	46%	36%	43%	35%	30%	40%	45%
Not sure	8%	5%	3%	0%	0%	3%	3%	2%	0%	0%	5%	4%

22.1: In the past three years, has your organization experienced turnover in senior leadership (e.g., CEO, Executive Director)? Base: All respondents, n=1168.

*Caution, small sample sizes

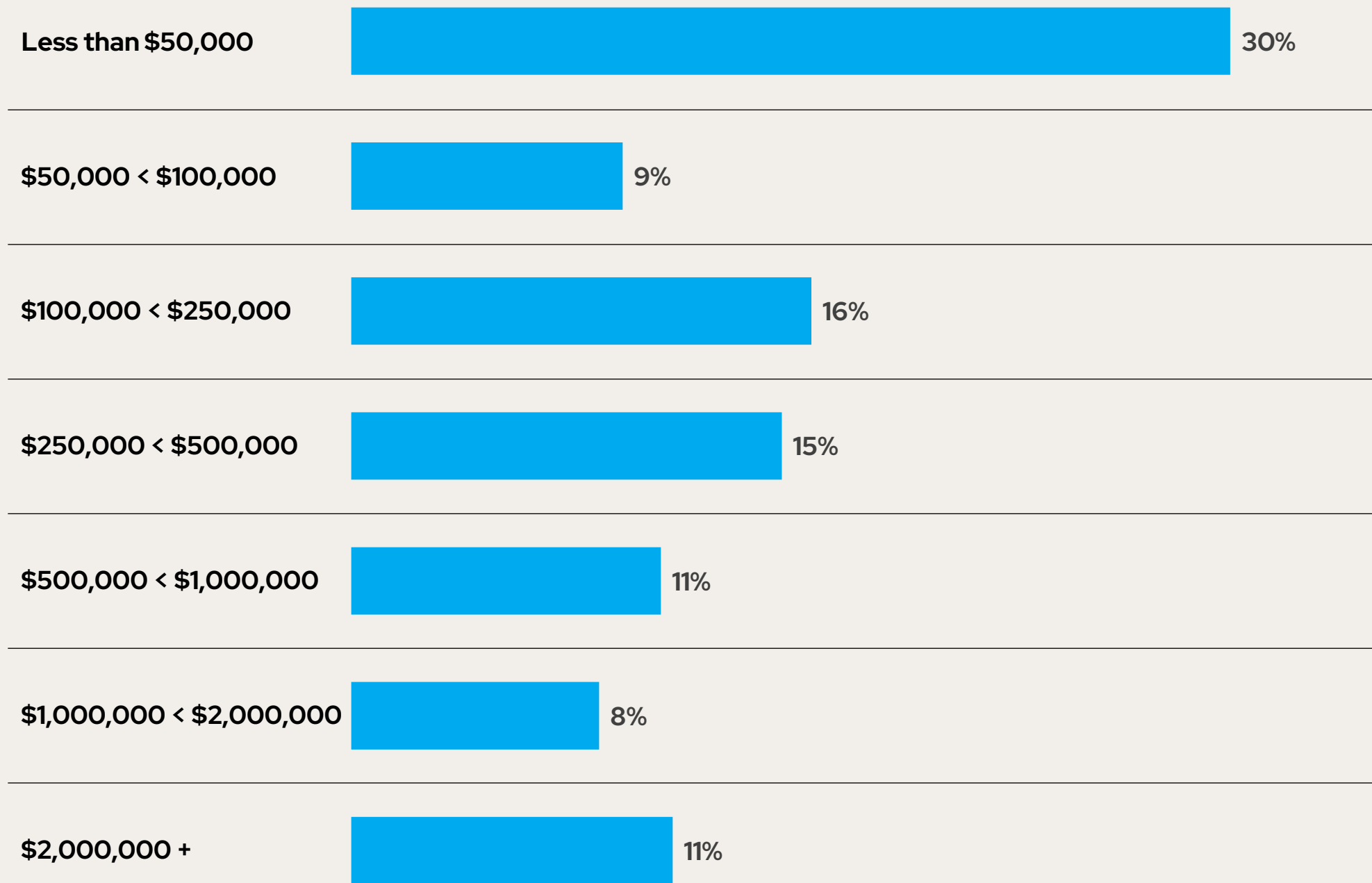
Financial Health and Stability

Operating budgets



The majority of nonprofits operate with modest budgets, nearly one-third report annual operating budgets under \$50,000, while about one in ten manage budgets exceeding \$2 million.

In total, the estimated combined operating budget across the sector amounts to approximately \$8.24 billion.



	Est. Mean	Est. Median	Est. Total (Province)
Annual Operating Budget	\$1,029,905	\$180,000	\$8,239,242,000

23. Please complete the following fields about your organization's finances based on the most recent financial year. Base: Respondents that entered a number for annual operating budget (Outliers and MUSH organizations removed), n=800.

24. Would you be willing to indicate into which of the following categories does organization's annual operating budget falls (excluding capital budgets)? Base: Respondents that did not enter a number in question 23, excluding "prefer not to say" (Outliers and MUSH organizations removed), n=190.

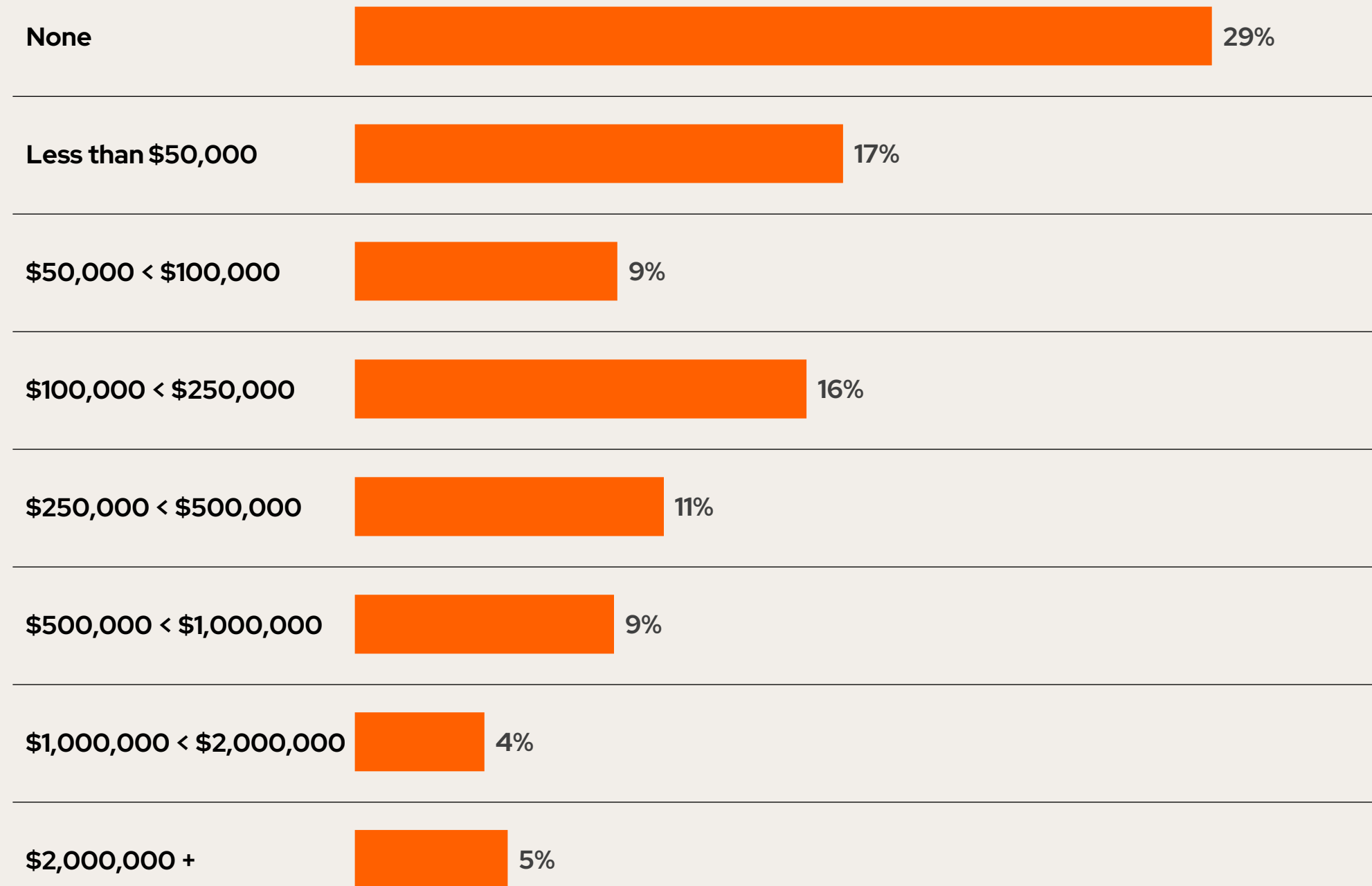
*Estimated mean, median, and sample total is calculated from the sample created by combining open-ended numeric input from question 23 with the range midpoint of close-ended responses provided in question 24 for those who did not specify an exact amount.

**Estimated Saskatchewan total = average annual operating budget x 8,000 nonprofits in Saskatchewan (SaskToday.ca, 2024).

Annual payroll



Nearly three in ten nonprofits report having no payroll, reflecting their reliance on volunteers or unpaid leadership. Among those with paid staff, most operate with relatively modest payrolls, though a small proportion manage payrolls exceeding \$1 million annually. Overall, the total estimated annual payroll across Saskatchewan's nonprofit sector is \$4.89 billion.



	Mean	Mean (>0)	Median	Median (>0)	Est. Total (Province)**
Annual Payroll	\$611,334	\$866,551	\$68,775	\$175,000	\$4,890,672,000

23. Please complete the following fields about your organization's finances based on the most recent financial year. Base: Respondents that entered a number for annual payroll (Outliers and MUSH organizations removed), n=876.

**Estimated Saskatchewan total = average annual payroll x 8,000 nonprofits in Saskatchewan (SaskToday.ca, 2024).

Size of customer base vs. resources

Organizations with larger client bases generally have more staff, volunteers, and significantly higher operating budgets.

	Mean - Full-Time	Mean - Part-Time	Mean - Casual	Mean - Seasonal	Mean - Any	Mean - Volunteers	Mean - Est. Annual Budget**
Size of Annual Customer Base by Mean Number of Employees, Volunteers, Annual Operating Budget							
Less than 100	5.1	2.4	2.3	0.9	10.7	12.8	\$707,517
100 < 500	10.9	4.1	3.7	1.8	20.5	47.7	\$993,504
500 < 1,000	7.9	4.9	3.3	1.1	17.3	16.7	\$616,293
1,000 < 5,000	5.8	2.5	2.3	2.8	13.4	44.8	\$822,030
5,000+	20.0	10.9	6.4	3.3	38.4	143.4	\$2,529,124
Not sure	4.5	1.3	0.9	1.6	8.4	16.3	\$904,045

6. Approximately how many unique people are served by your organization each year (i.e. do not double count members/customers/clients if possible)? Base: All respondents (outliers and MUSH organizations removed), n=867 to 1052.

**Estimated mean and median is calculated from the sample created by combining open-ended numeric input from question 23 with the range midpoint of close-ended responses provided in question 24 for those who did not specify an exact amount.

Operating budget, payroll, and salary, per nonprofit type

Operating budgets and payroll levels vary widely across organization types. Larger institutions such as health, and social services report the highest

average budgets and payrolls, while smaller community-based and arts organizations operate with more modest resources.

		Arts, Heritage, Tourism & Culture (n=93 to 167)	Business, Professional Associations & Unions (n=27 to 38)*	Community Development (n=28 to 63)	Education & Research (n=20 to 32)*	Environment (n=20 to 33)*	Faith Group (n=62 to 92)	Grant making, Fundraising & Volunteerism (n=8 to 29)*	Health (n=48 to 73)	Housing (n=19 to 23)*	Law, Advocacy & Politics (n=6 to 10)*	Social Services (n=142 to 180)	Sport & Recreation (n=88 to 170)
Annual Operating Budget	Estimated Mean**	\$345,562	\$436,744	\$242,872	\$1,849,024	\$2,136,489	\$338,461	\$491,065	\$1,567,251	\$1,942,832	\$996,465	\$2,445,720	\$334,092
	Estimated Median**	\$71,720	\$187,500	\$50,000	\$375,000	\$167,000	\$170,000	\$50,000	\$375,000	\$1,000,000	\$325,000	\$700,000	\$70,000
Annual Payroll	Mean	\$117,934	\$143,681	\$107,676	\$269,239	\$815,734	\$169,121	\$105,440	\$820,734	\$481,617	\$846,486	\$2,007,817	\$137,803
	Mean (>0)	\$170,603	\$186,253	\$207,661	\$333,343	\$1,182,814	\$200,985	\$329,500	\$1,392,761	\$506,965	\$967,412	\$2,191,631	\$246,514
	Median	\$22,000	\$48,000	\$3,350	\$155,000	\$58,958	\$77,400	\$0	\$97,500	\$400,000	\$190,000	\$480,000	\$5,000
	Median (>0)	\$70,000	\$100,000	\$83,670	\$212,068	\$137,500	\$108,000	\$64,000	\$650,000	\$400,000	\$260,000	\$553,500	\$64,500

23. Please complete the following fields about your organization's finances based on the most recent financial year. Base: Respondents that entered a number for annual operating budget (Outliers and MUSH organizations removed), n=800, Annual Payroll Base: Respondents that entered a number (outliers and MUSH organizations removed), n=876..

24. Would you be willing to indicate into which of the following categories does organization's annual operating budget falls (excluding capital budgets)? Base: Respondents that did not enter a number in question 23, excluding "prefer not to say" (Outliers and MUSH organizations removed), n=190.

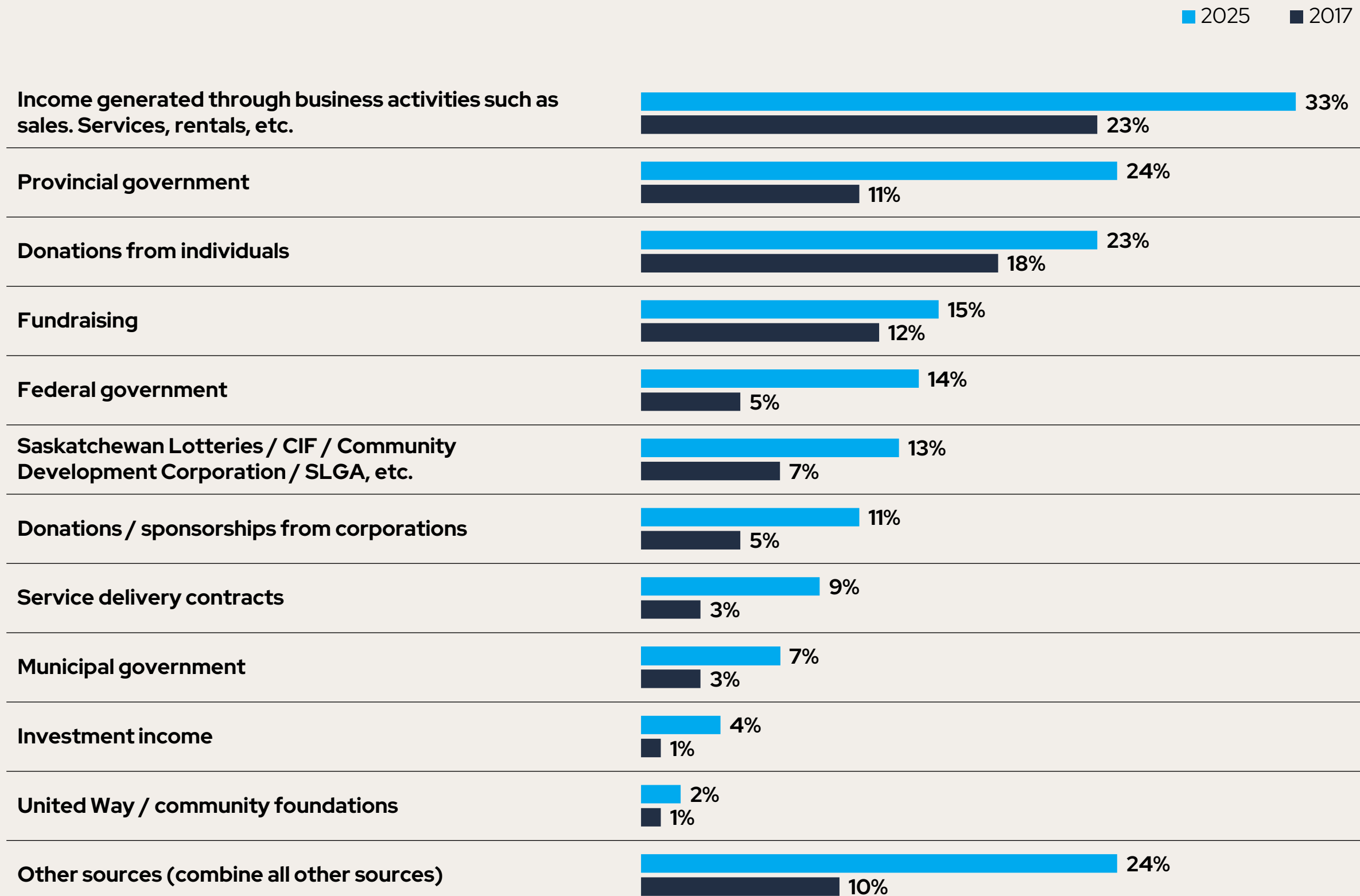
*Caution, small sample sizes

**Estimated mean and median is calculated from the sample created by combining open-ended numeric input from question 23 with the range midpoint of close-ended responses provided in question 24 for those who did not specify an exact amount.

Average proportion of revenue sources

Nonprofits in Saskatchewan rely on a diverse mix of revenue sources, with the largest share coming from earned income through sales and services.

Government funding—particularly from the province—along with individual donations and fundraising, also play key roles, while corporate and community foundation support represent smaller portions of overall revenue.



25. Please indicate the proportion of your Saskatchewan revenue that comes from each of the following sources. Please provide estimates if you are unsure of the exact amount for each category. Base: All respondents, n=1168.

Average proportion of revenue sources, by nonprofit type

Revenue sources vary widely by organization type, with business activities and fundraising driving income for most sectors, while faith groups and social services rely heavily on donations, and

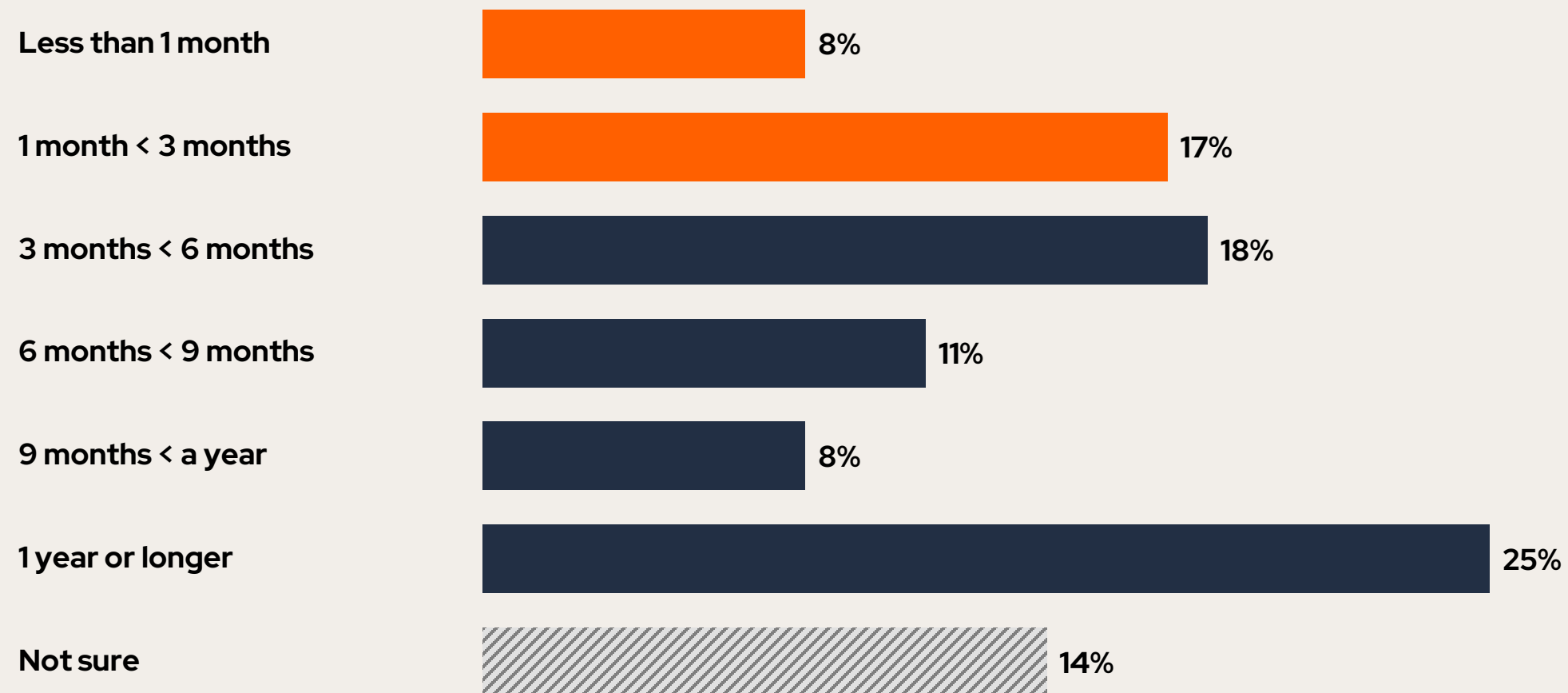
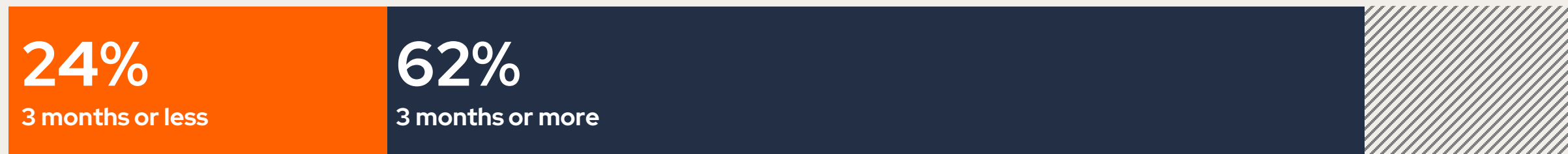
government funding remains significant across education, health, and community development organizations.

	Arts, Heritage, Tourism & Culture (n=129)	Business, Professional Associations & Unions (n=36)*	Community Development (n=45)	Education & Research (n=31)*	Environment (n=25)*	Faith Group (n=88)	Grant making, Fundraising & Volunteerism (n=36)*	Health (n=93)	Housing (n=26)*	Law, Advocacy & Politics (n=10)*	Social Services (n=220)	Sport & Recreation (n=191)
Income generated through business activities	30%	44%	18%	40%	13%	18%	32%	32%	78%	26%	22%	54%
Donations from individuals	14%	27%	11%	30%	9%	2%	5%	26%	12%	23%	49%	3%
Fundraising	15%	24%	20%	19%	30%	77%	41%	23%	1%	11%	8%	8%
Provincial government	17%	7%	18%	10%	21%	10%	32%	17%	4%	14%	8%	19%
Saskatchewan Lotteries/CIF/Community Development Corporations/SLGA, etc.	13%	22%	22%	11%	14%	2%	4%	13%	14%	9%	20%	3%
Donations/sponsorships from corporations	22%	6%	23%	14%	5%	1%	10%	4%	1%	3%	5%	20%
Federal government	9%	27%	12%	9%	10%	3%	19%	16%	1%	16%	8%	12%
Service delivery contracts	5%	4%	6%	12%	13%	4%	8%	10%	12%	9%	15%	4%
Municipal government	13%	1%	11%	5%	8%	0%	2%	5%	<1%	4%	4%	4%
Investment income	3%	5%	2%	8%	2%	3%	10%	5%	14%	5%	2%	3%
United Way/community foundations	1%	0%	4%	3%	5%	<1%	2%	2%	<1%	<1%	2%	<1%
Other sources	23%	43%	13%	23%	25%	4%	12%	26%	20%	11%	22%	34%

25. Please indicate the proportion of your Saskatchewan revenue that comes from each of the following sources. Please provide estimates if you are unsure of the exact amount for each category. Base: All respondents, n=1168. *Caution, small sample sizes

Potential duration of cash reserves

Six out of ten organizations report having cash reserves that could sustain operations for three months or more, while about one quarter could operate for less than three months if revenue were to stop.

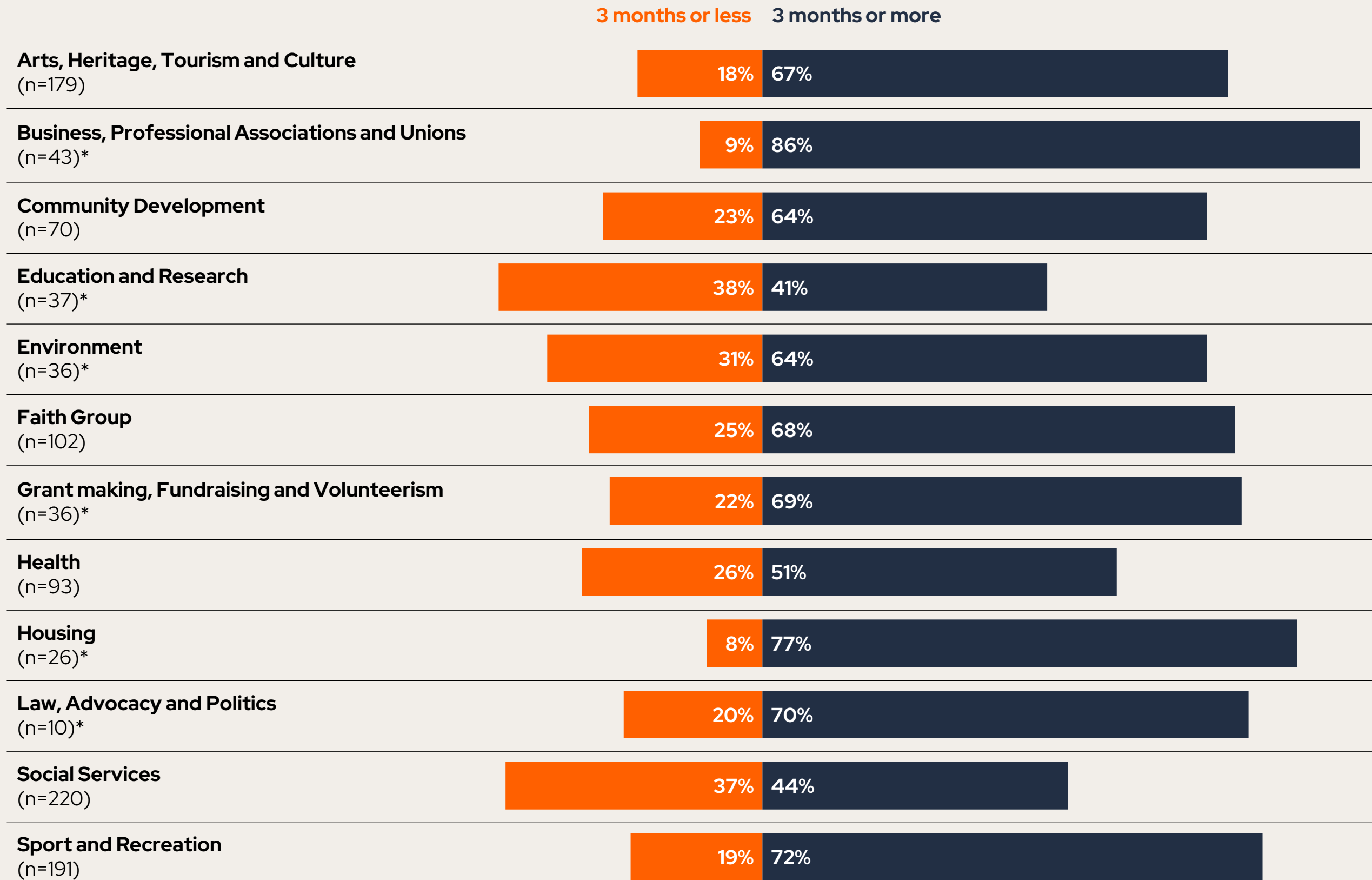


	Has No Paid Employees (n=288)	At Least One Paid Employee (n=880)
3 months or less	12%	28%
3 months or more	67%	60%
Not sure	21%	12%

27. For how many months would your organization's cash reserve carry your organization assuming that all incoming revenue were to stop as of today? Base: All respondents, n=1168.

Potential duration of cash reserves, by Nonprofit type

Across organization types, most nonprofits report having at least three months of cash reserves.



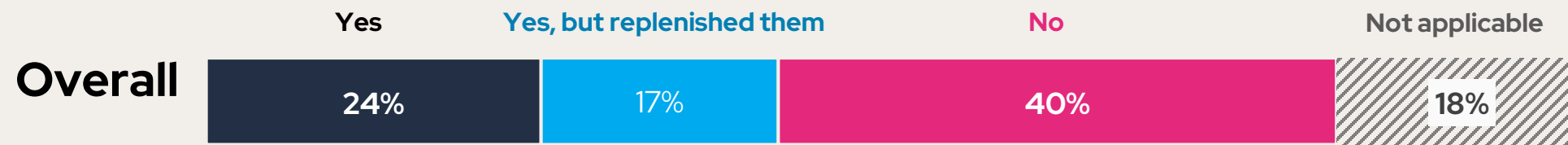
27. For how many months would your organization's cash reserve carry your organization assuming that all incoming revenue were to stop as of today? Base: All respondents, n=1168.

"Not sure" responses not included.

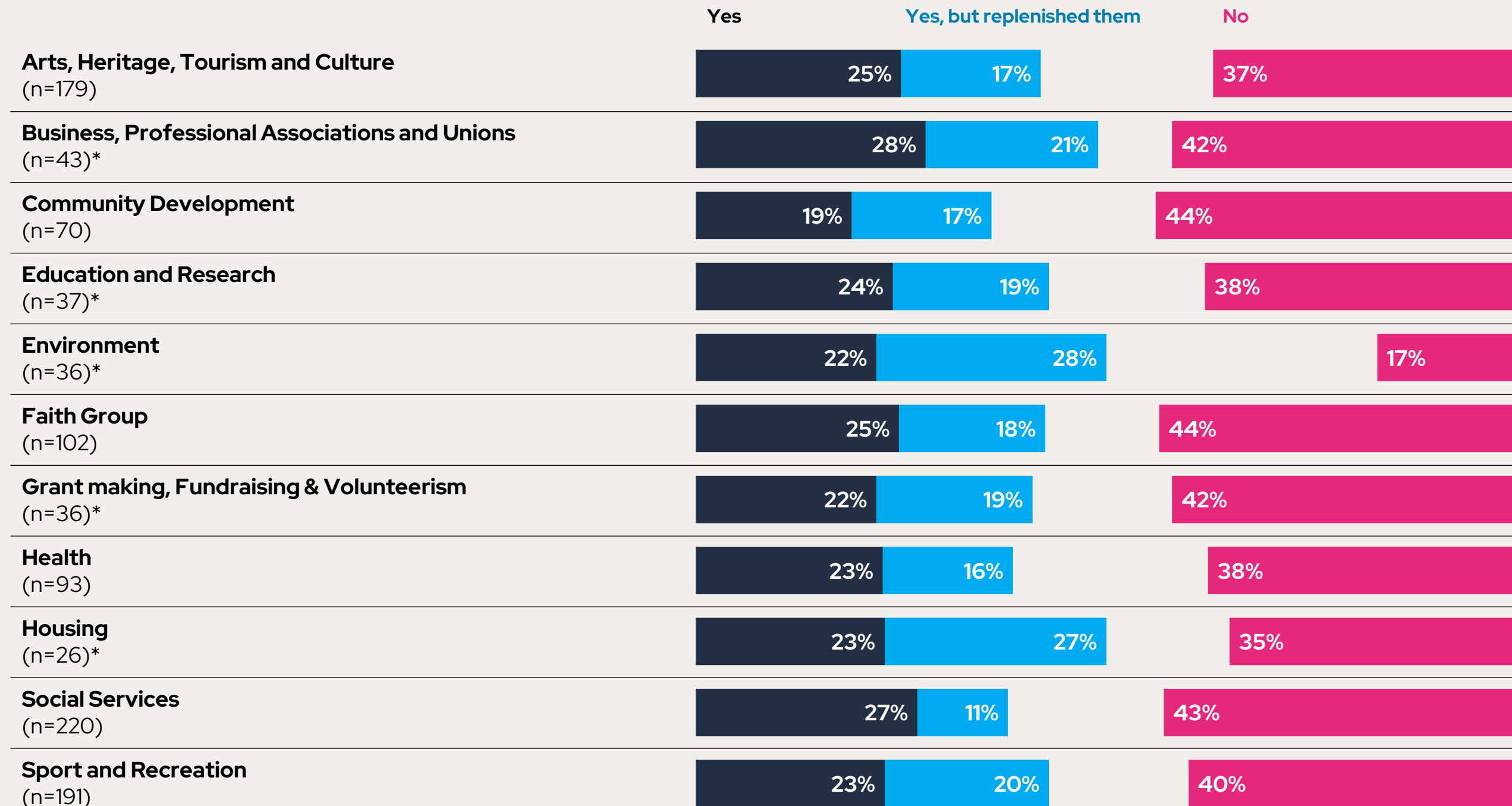
*Caution, small sample sizes

Accessing cash reserves in past three years

Accessing cash reserves in the past three years varies across organization types, with roughly one in four nonprofits drawing on reserves and a smaller share able to replenish them.



About one in four nonprofits have accessed their cash reserves in the past three years, with some able to replenish them.



27.1. Have you had to access your cash reserves in the last 3 years?
Base: All respondents, n=1168.

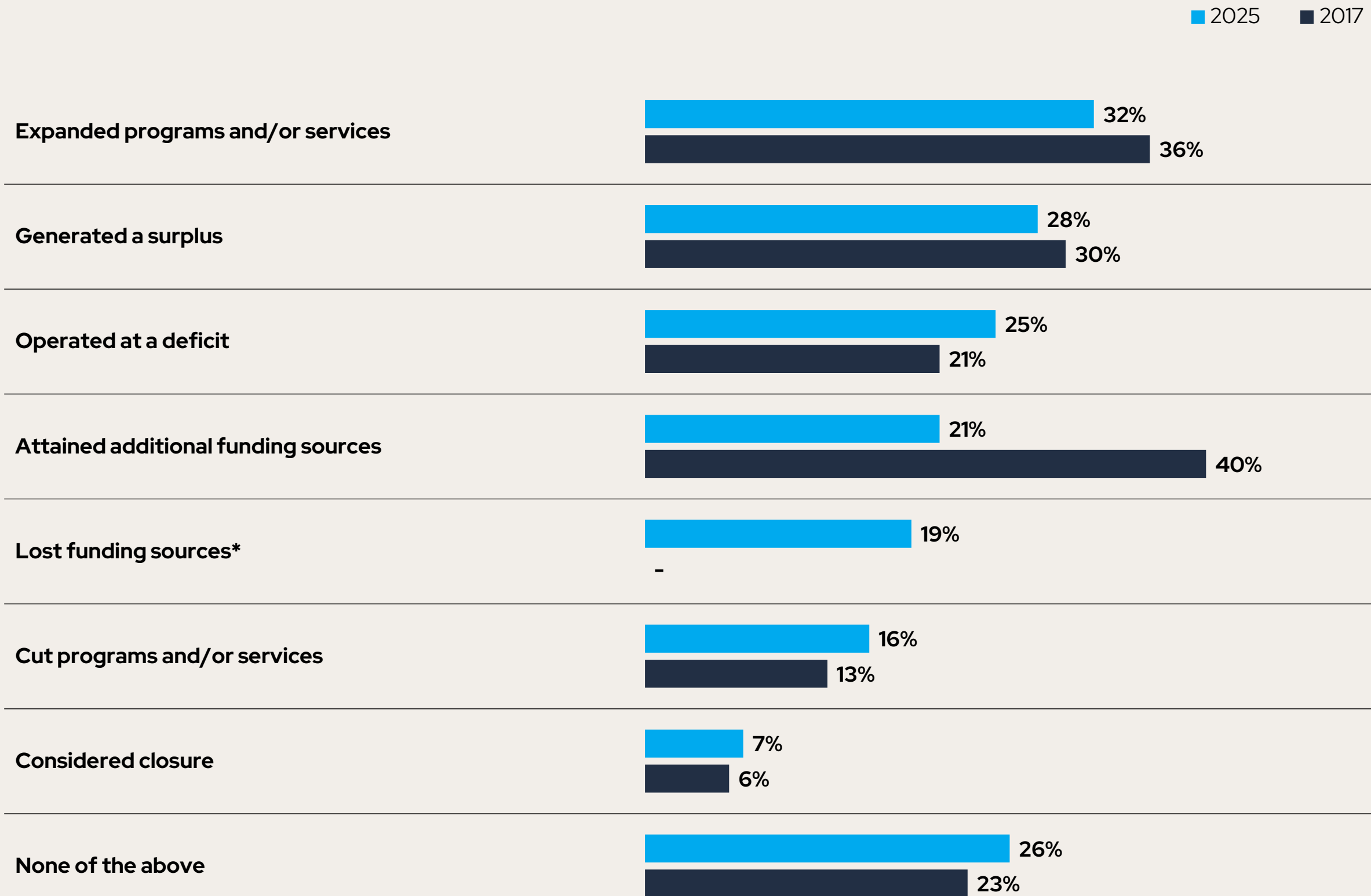
*Caution, small sample sizes

"Not applicable" responses not shown.

Changing Circumstances and Outlook

Success, challenges, and actions over the past 12 months

Compared to 2017, fewer nonprofits report expanding programs or securing new funding sources, suggesting a more cautious operating environment. At the same time, more organizations have experienced deficits or lost funding, reflecting ongoing financial pressures across the sector.

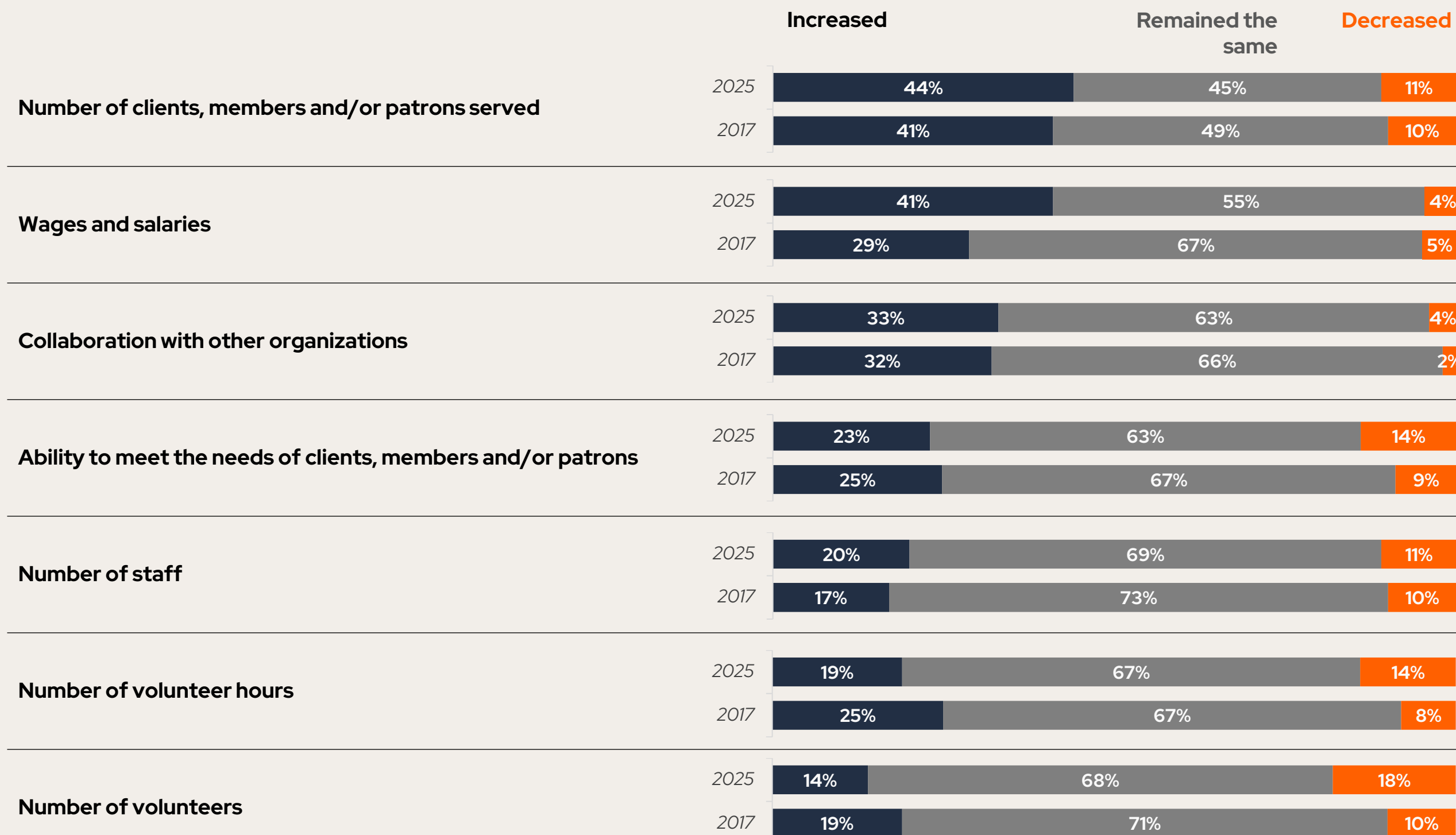


32. Within the past 12 months has your organization...
Base: All respondents, n=1168.

*Added in 2025

Changes over the past 12 months

Compared to 2017, fewer nonprofits report growth across key operational areas such as staffing, volunteers, and client reach. While many organizations continue to maintain stable levels of activity, increases in service demand and collaboration appear more modest, suggesting slower sector growth and capacity constraints since the previous study.

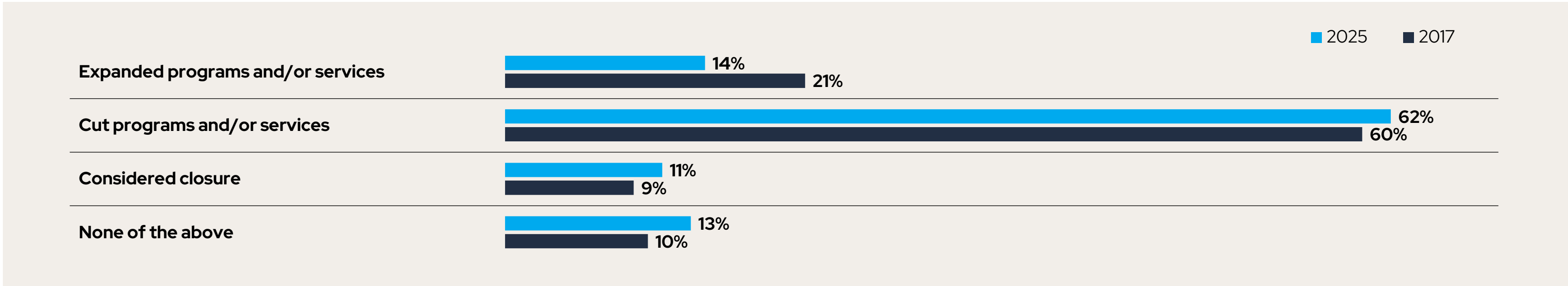


33. In the last 12 months, has your organization's circumstances changed in any of the following ways? Base: All respondents, n=1168.

"Not applicable" responses not shown.

Anticipated financial situation over the next 12 months

Most nonprofits expect their financial situation to remain stable over the next year, though expectations for improvement have declined since 2017.

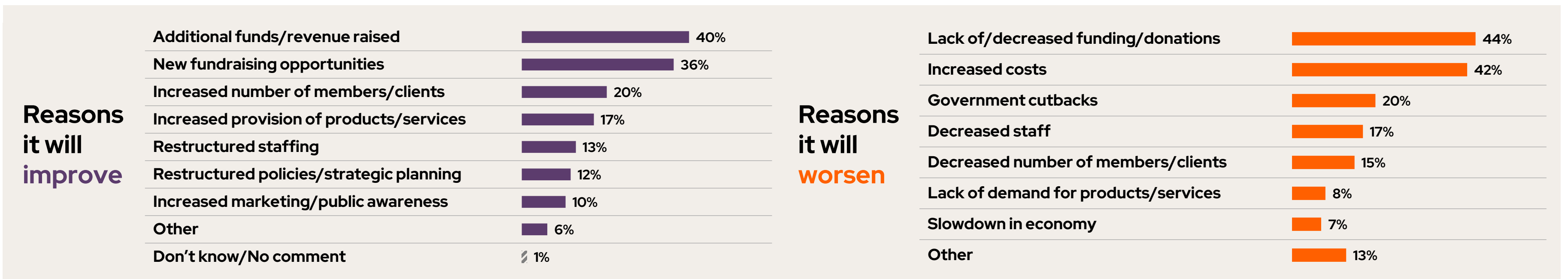


34. Within the next 12 months, do you anticipate that your organization's financial situation will... Base: All respondents, n=1168.

35. Why do you feel your organization's financial situation will improve/worsen within the next 12 months? Base: Respondents who anticipate their organization's financial situation will improve, n=162 or worsen, n=132.

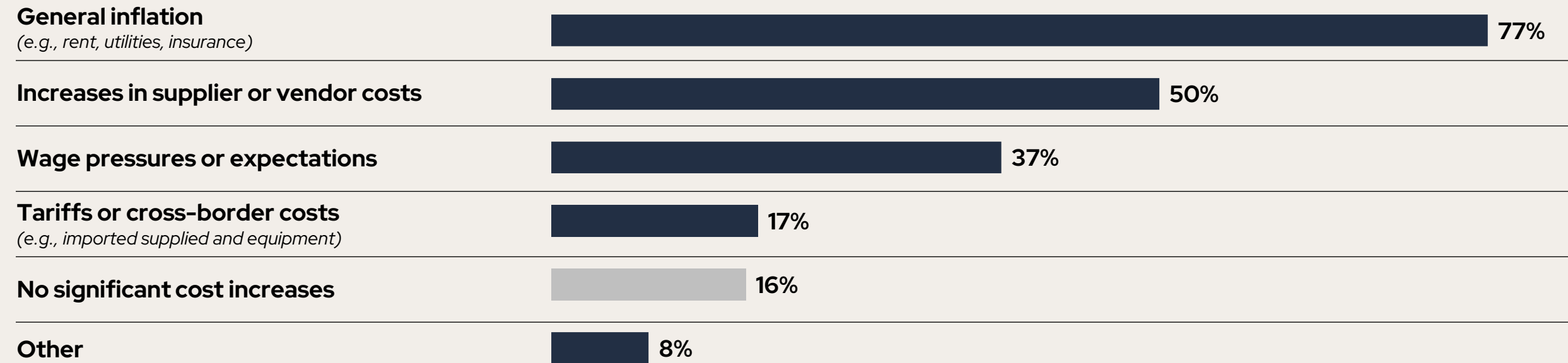
Reasons for anticipating changes

Organizations that expect their financial situation to improve most often attribute this to increased fundraising success, new revenue opportunities, and growth in membership or service delivery. Conversely, those anticipating a decline cite reduced funding or donations, rising operational costs, and government cutbacks as key contributing factors.



Sources of increased organizational costs

Most nonprofits experienced rising costs over the past year, primarily driven by general inflation and higher supplier or vendor expenses. Wage pressures also contributed to increased financial strain, while few organizations reported no significant cost increases.



By nonprofit type

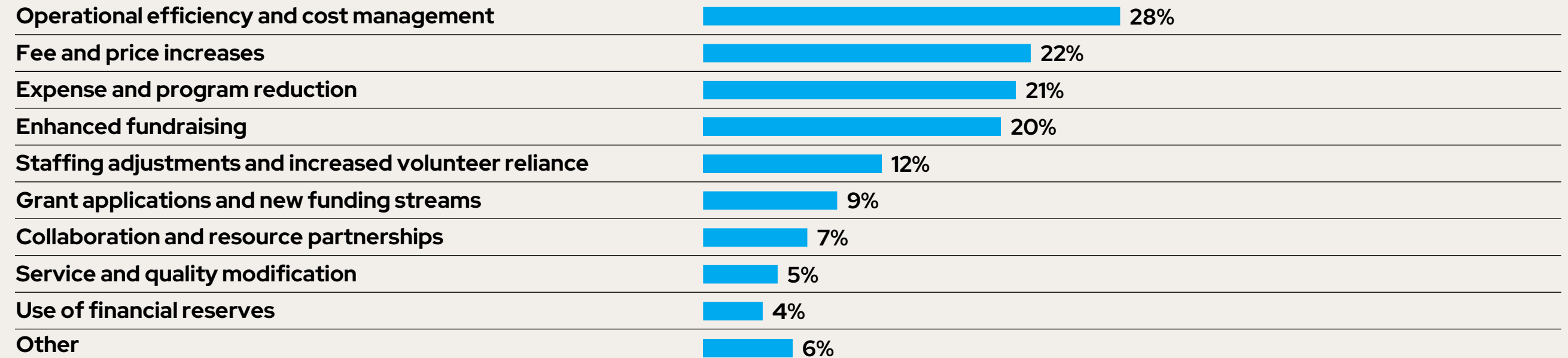
General inflation and rising supplier costs are the primary drivers of increased expenses across all organization types.

	Arts, Heritage, Tourism & Culture <i>(n=179)</i>	Business, Professional Associations & Unions <i>(n=43)</i>	Community Development <i>(n=70)</i>	Education & Research <i>(n=37)*</i>	Environment <i>(n=36)*</i>	Faith Group <i>(n=102)</i>	Grant making, Fundraising & Volunteerism <i>(n=36)*</i>	Health <i>(n=93)</i>	Housing <i>(n=26)*</i>	Law, Advocacy & Politics <i>(n=10)*</i>	Social Services <i>(n=220)</i>	Sport & Recreation <i>(n=191)</i>
General inflation	74%	63%	71%	73%	83%	82%	69%	72%	92%	70%	82%	76%
Supplier or vendor costs	46%	19%	46%	46%	67%	40%	44%	55%	81%	40%	55%	57%
Wage pressures or expectations	28%	26%	33%	41%	42%	31%	28%	42%	50%	30%	55%	26%
Tariffs or cross-border costs	15%	14%	4%	19%	25%	7%	22%	20%	35%	0%	19%	16%
No significant cost increases	16%	30%	24%	16%	6%	16%	17%	18%	0%	20%	10%	16%
Other	10%	2%	7%	8%	14%	7%	19%	10%	8%	0%	7%	7%

35.1. Has your organization experienced increased costs in the past 12 months due to any of the following? Base: All respondents, n=1168.
*Caution, small sample sizes

How organizations have adapted to rising costs

To manage rising costs and economic pressures, many nonprofits have focused on improving operational efficiency, increasing fees, and reducing expenses or programs. Others are enhancing fundraising efforts, adjusting staffing levels, or seeking new grants and funding partnerships to sustain operations.



By nonprofit type

	Arts, Heritage, Tourism & Culture (n=124)	Business, Professional Associations & Unions (n=26)*	Community Development (n=41)	Education & Research (n=21)*	Environment (n=25)*	Faith Group (n=62)	Grant making, Fundraising & Volunteerism (n=20)*	Health (n=58)*	Housing (n=19)*	Social Services (n=142)	Sport & Recreation (n=119)
Operational Efficiency and Cost Management	24%	19%	29%	29%	36%	34%	25%	29%	16%	40%	13%
Fee and Price Increases	19%	35%	24%	29%	12%	11%	5%	16%	63%	11%	49%
Expense and Program Reduction	32%	12%	32%	29%	16%	23%	25%	19%	16%	23%	8%
Enhanced Fundraising	23%	8%	24%	24%	31%	23%	20%	22%	5%	23%	22%
Staffing Adjustments and Increased Volunteer Reliance	13%	12%	7%	24%	4%	15%	10%	19%	5%	13%	9%
Grant Applications and New Funding Streams	12%	0%	22%	5%	20%	3%	0%	3%	0%	11%	8%
Collaboration and Resource Partnership	11%	12%	20%	10%	8%	0%	5%	9%	0%	7%	5%
Service and Quality Modification	4%	4%	7%	14%	4%	3%	10%	2%	11%	7%	5%
Use of Financial Reserves	3%	0%	0%	0%	4%	3%	5%	2%	5%	3%	7%
Other	6%	12%	0%	5%	4%	10%	19%	5%	0%	7%	4%

35.2: Please describe one way your organization has adapted to rising costs or economic pressures. Base: Respondents excl. "Don't know", n=739.
*Caution, small sample sizes