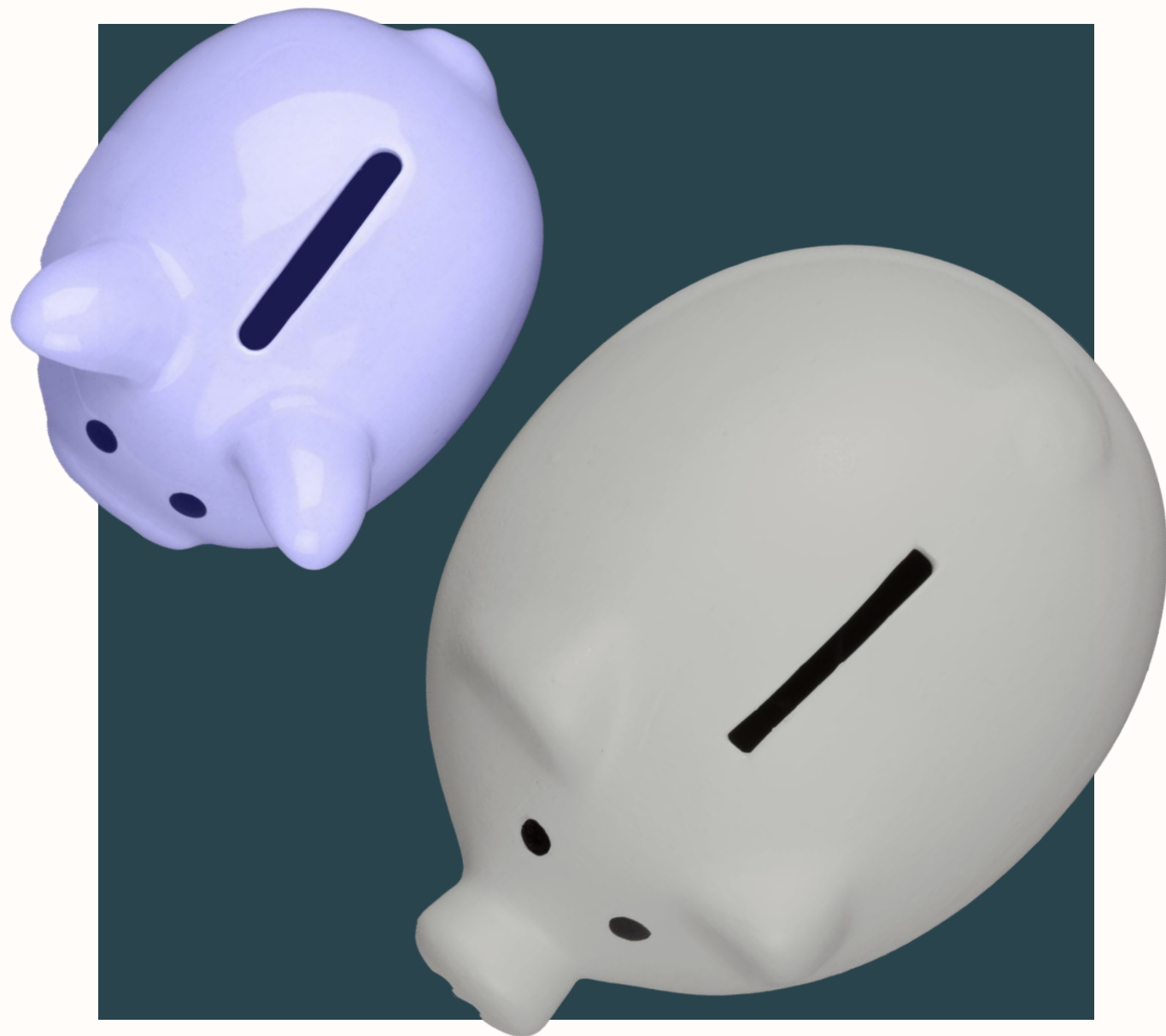




Under \$250K Annual Operating Budget

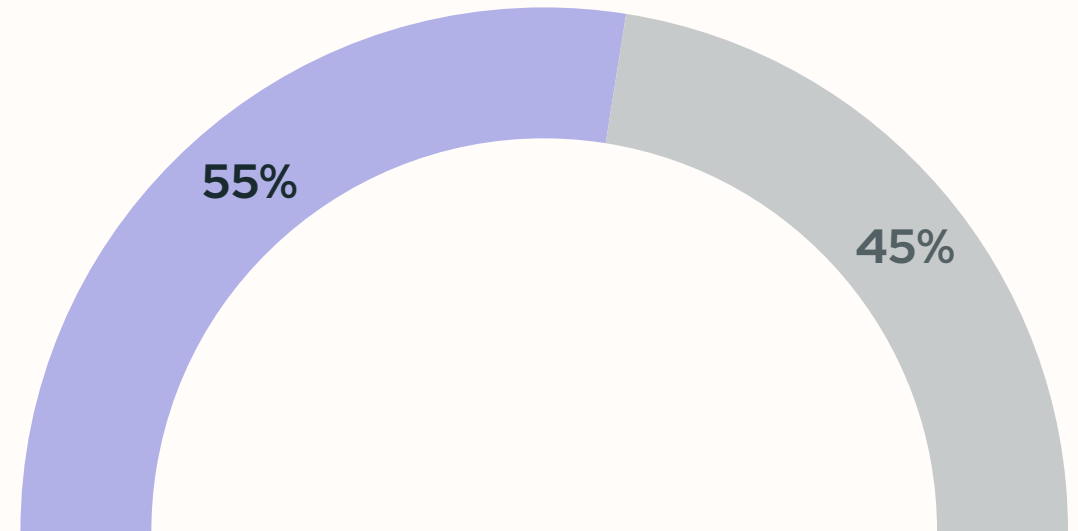
Saskatchewan Nonprofit Partnership (SNP)
Saskatchewan Nonprofit Sector Study 2025



Most nonprofit organizations operate with relatively small budgets.

Over half of organizations report annual operating budgets **under \$250,000 (55%)**, while **45%** operate with budgets of **\$250,000 or more**.

% of Nonprofits with operating budget under \$250,000 vs. over \$250,000



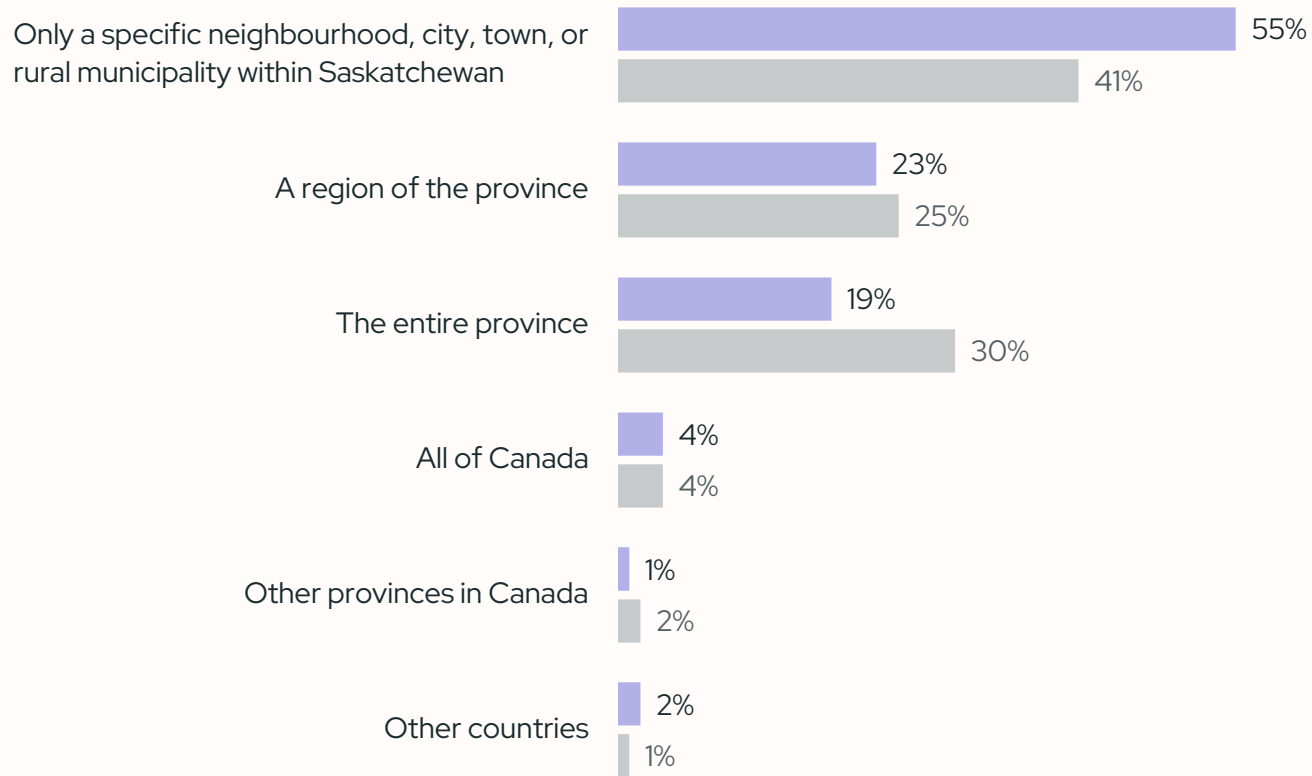
23. Please complete the following fields about your organization's finances based on the most recent financial year. Base: Respondents that entered a number for annual operating budget (Outliers and MUSH organizations removed), n=800.

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.



Reach of Service

- Annual operating budget less than \$250k
- Annual operating budget of \$250k or more



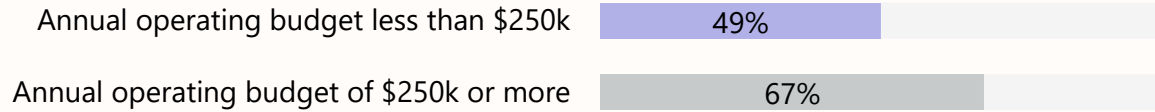
Smaller organizations are more locally focused. Nonprofits with **annual operating budgets under \$250,000** are more likely to serve a specific community, with **55% operating at the neighbourhood, city, town, or rural municipality level**, compared with **41% of organizations with budgets of \$250,000 or more.**

3. Which of the following best describes the geographic area that your organization primarily serves? (select all that apply) Base: All respondents that specified an annual operating budget, n=990.

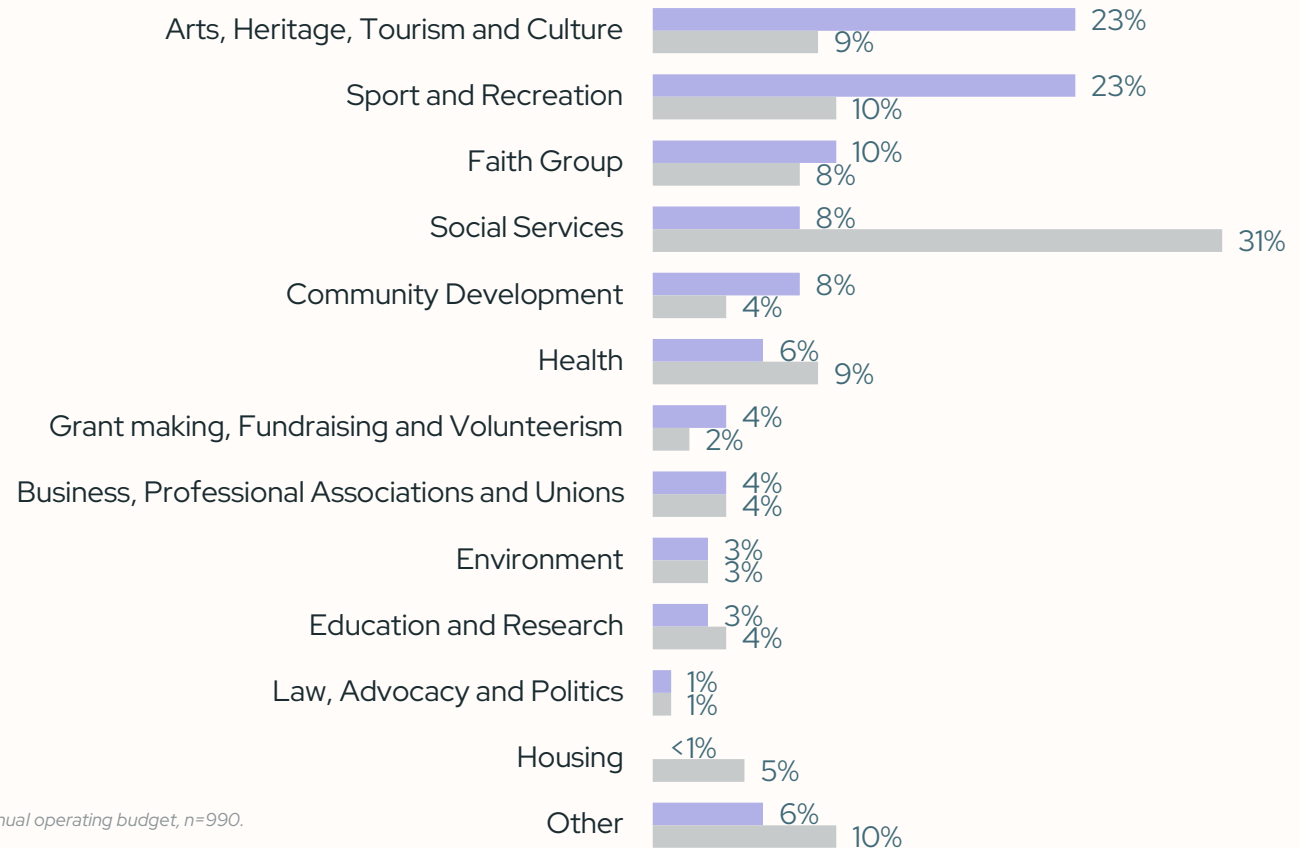


Overall, sector composition differs by operating budget, with smaller-budget organizations more common in community-focused areas and larger-budget organizations more prevalent in service-oriented sectors.

% of Nonprofits that are a Registered Charity



Fields of Organization's Work: Under \$250k vs \$250k or more



4. Which of the following areas does your organization work in? (Single select) Base: All respondents that specified an annual operating budget, n=990.

7. Is your organization a registered charity? Base: All respondents that specified an annual operating budget, n=990.

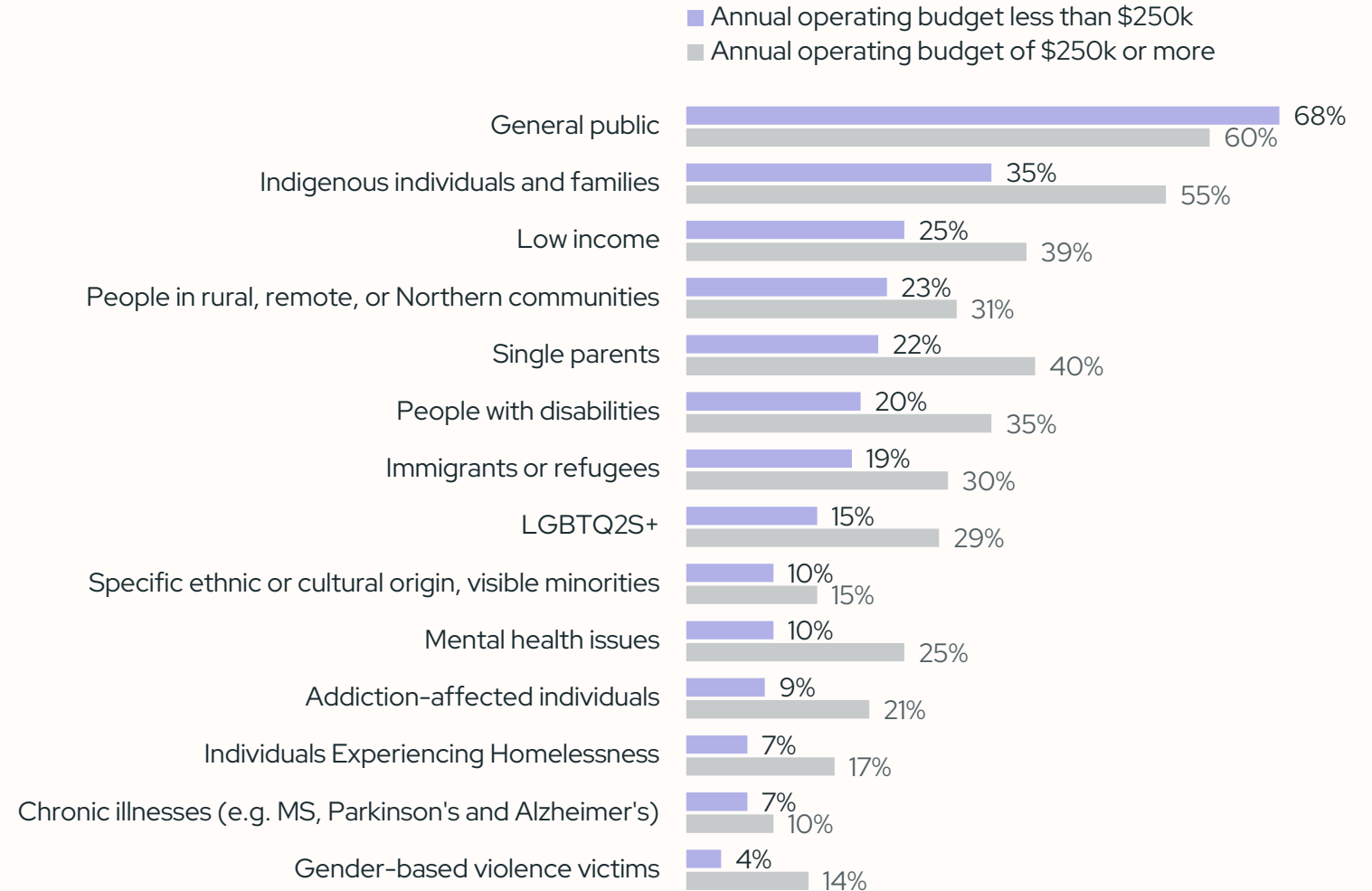


Organizations with moderate budgets are more commonly focused on serving the general public.

Larger organizations are more likely to serve higher-need populations, including Indigenous individuals and families, low-income individuals, people with disabilities, and those experiencing mental health or housing challenges.

Who Nonprofits Work With

(Multi-select, Only large significant differences shown)



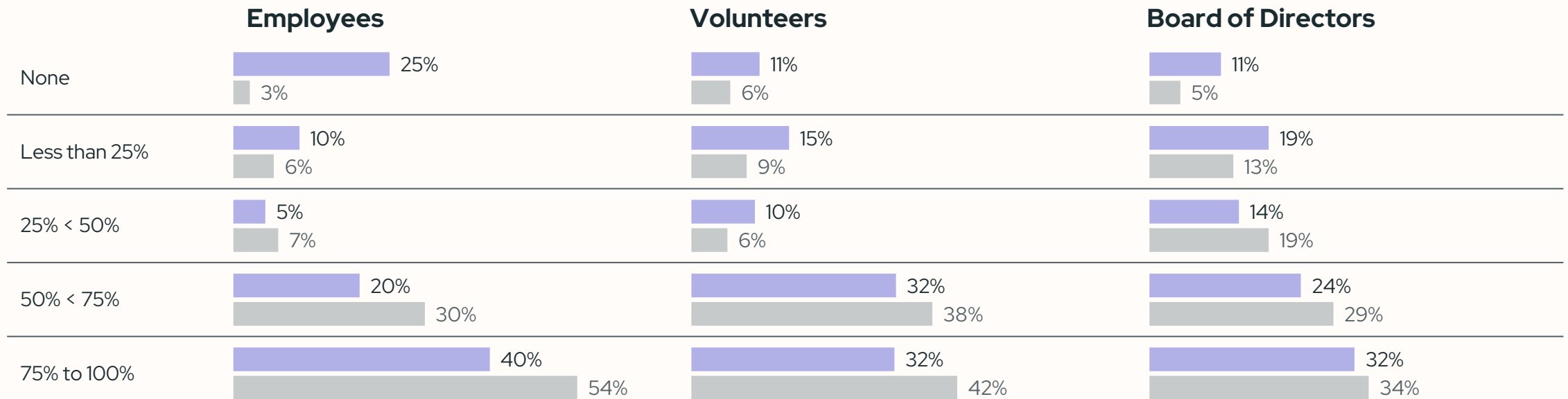
5. What type of individuals or businesses does your organization primarily work with? (Select all that apply) Base: All respondents that specified an annual operating budget, n=990.



Female Representation by Role Within Nonprofits

Average	Under \$250k	Over \$250k
Employees	51%	70%
Volunteers (excluding Board)	51%	60%
Board of Directors	50%	55%

■ Annual operating budget less than \$250k ■ Annual operating budget of \$250k or more



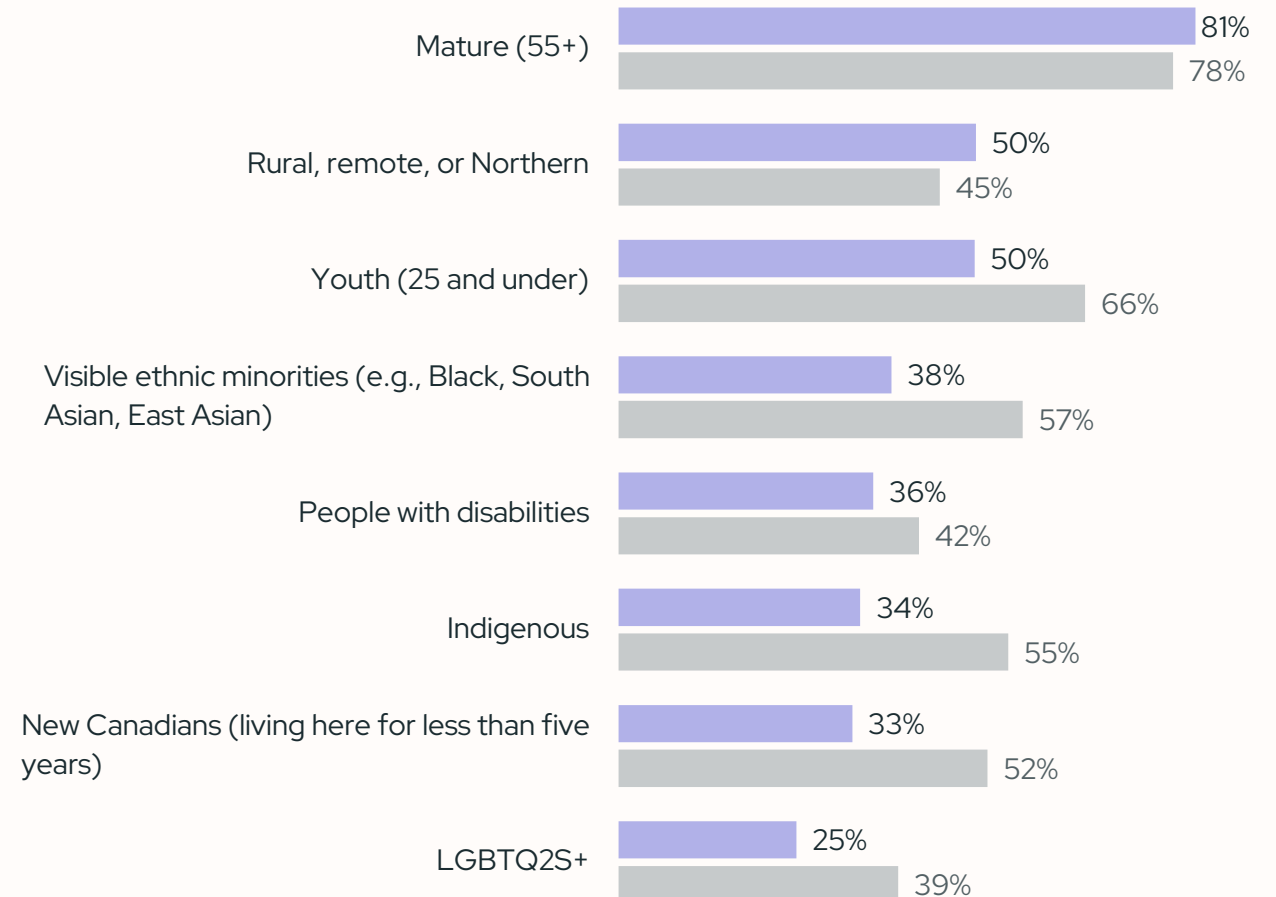
q14_1. About what percentage of people in each of the following groups identify as female in your organization? Base: Organizations with paid staff/volunteers/board of directors that specified an annual operating budget; n=641-967.



In Saskatchewan, nonprofits are seen as strong in representing older adults and rural or northern communities, reflecting the province's demographic and geographic realities. However, representation of equity seeking groups is more limited in smaller organizations, while larger organizations report stronger inclusion of Indigenous peoples, visible minorities, newcomers, and LGBTQ2S+ communities.

Perceived representation of minority groups

%Very/Somewhat well



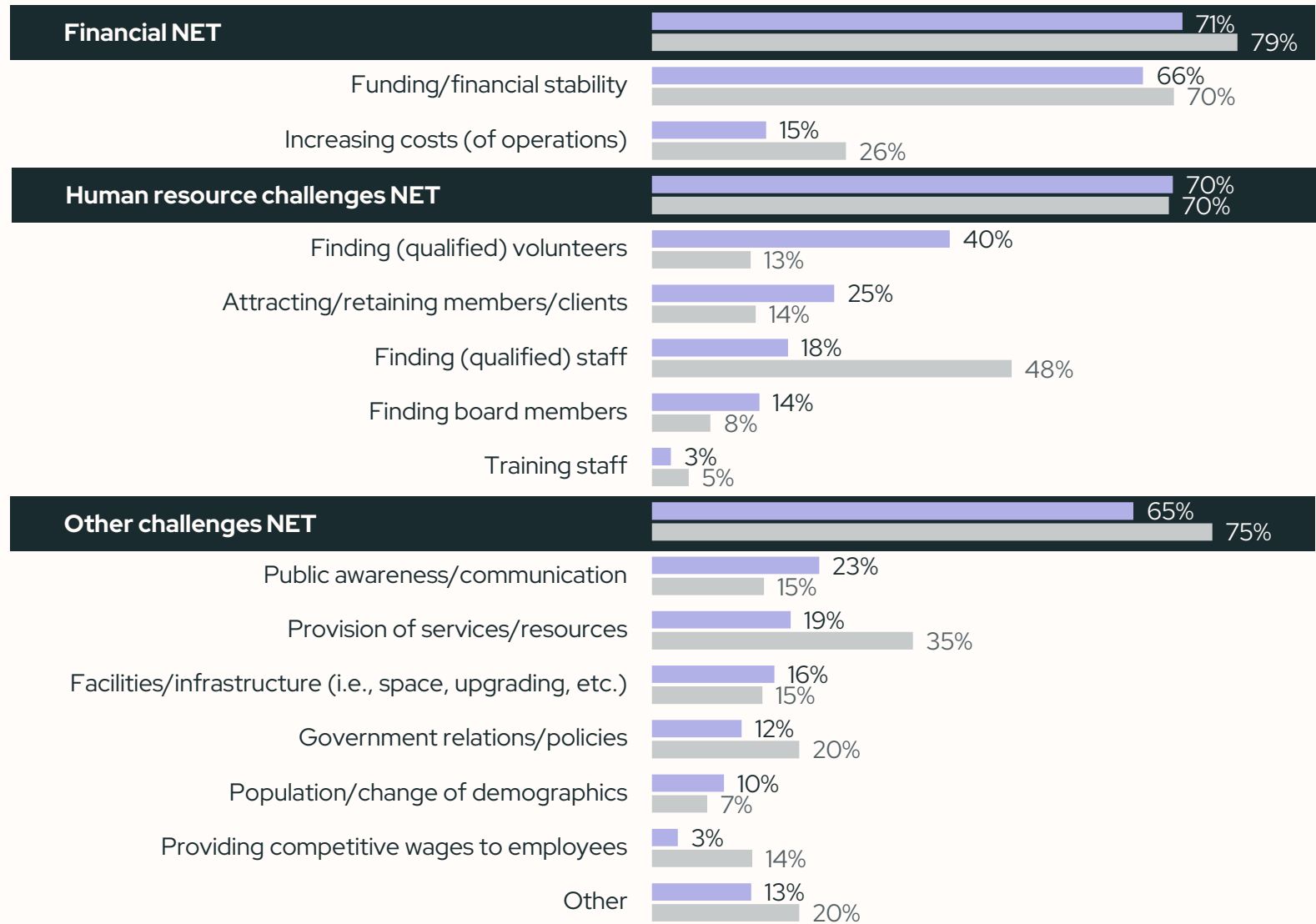
18.1. How well do you feel each of the following minority groups are represented within your organization? Base: Organizations with paid staff/volunteers/board of directors that specified an annual operating budget, n=990.



Financial pressures are universal but show up differently by organizational size. Organizations with budgets over \$250k are more impacted by rising costs and staffing pressures, including hiring and wages, while smaller organizations rely more on volunteers and face greater challenges with engagement.

Capacity pressures reflect two different operating realities. As organizations grow, challenges shift from capacity to complexity, with larger groups navigating service delivery and government systems, while smaller ones focus on sustaining visibility and community support.

Top 5 Mentioned Challenges Facing: Under \$250k vs \$250k or more



11. Broadly speaking, what would you say are the greatest challenges facing your general organization? Base: All respondents that specified an annual operating budget, n=990.

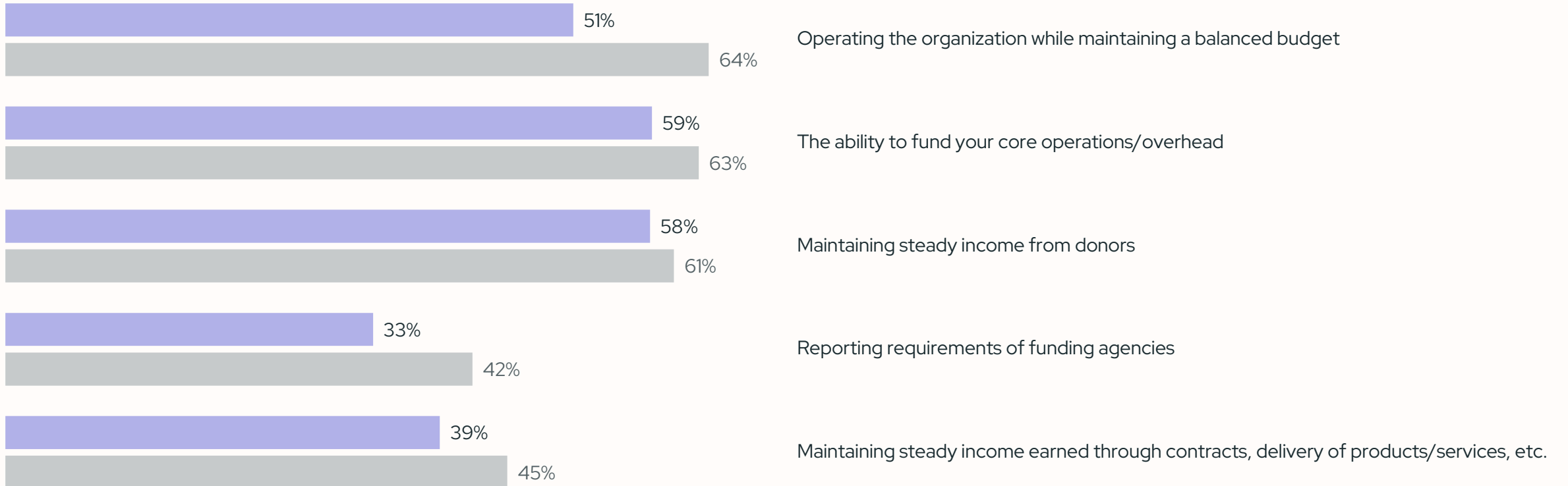


Financial and General Challenges

(only large differences shown)

% A moderate challenge & a large challenge

- Annual operating budget less than \$250k
- Annual operating budget of \$250k or more

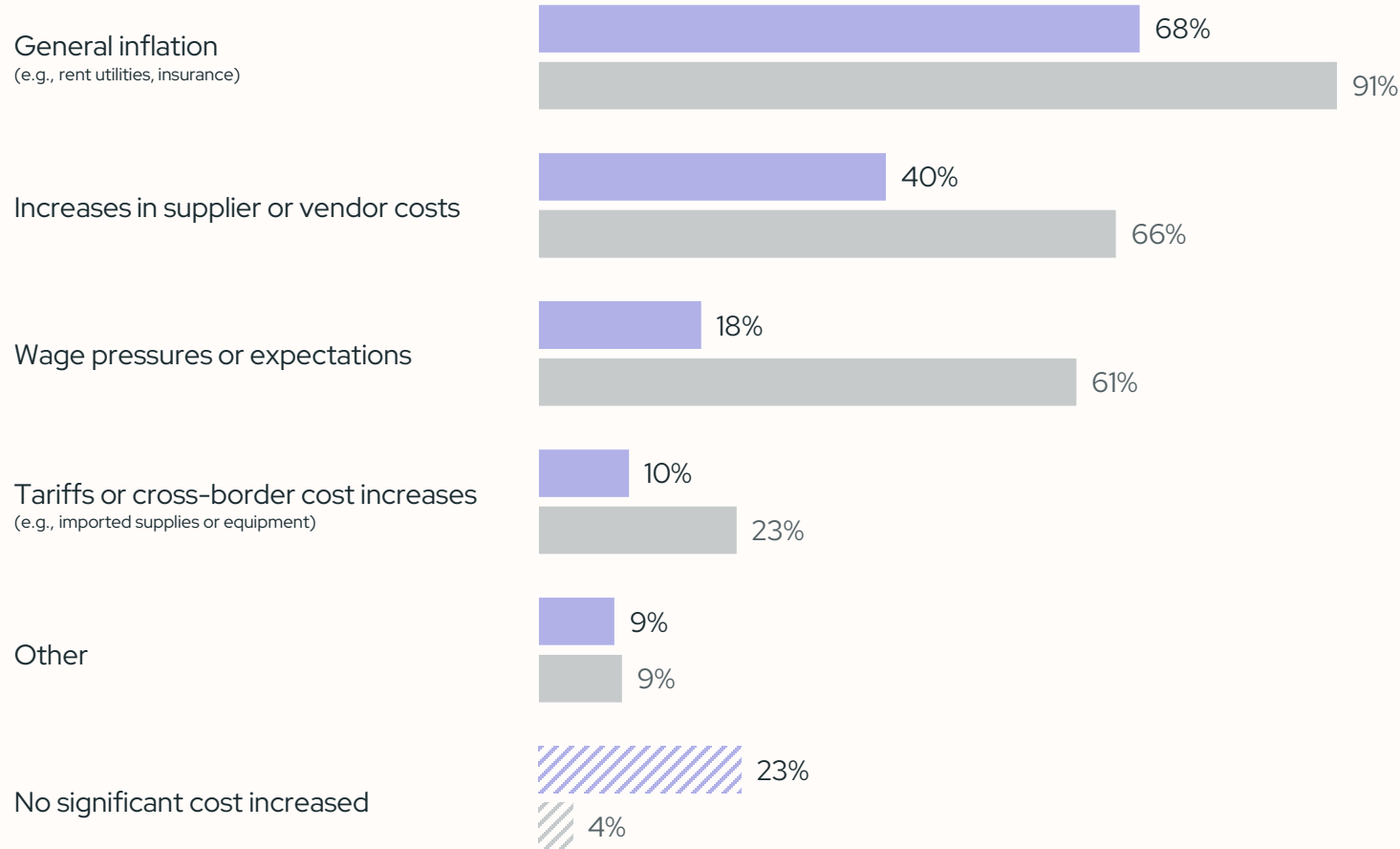


12. How much of a challenge would you say each of the following are within your organization? Base: all respondents that specified an annual operating budget, n=990.



Experienced Cost Increases in the Past 12 Months

- Annual operating budget less than \$250k
- Annual operating budget of \$250k or more



Cost pressures are widespread across the sector, with inflation impacting the majority of organizations, particularly those with operating budgets over \$250K (91% vs. 68%). Larger organizations are also more likely to report increases in supplier costs and wage pressures, reflecting greater exposure to rising operational expenses.

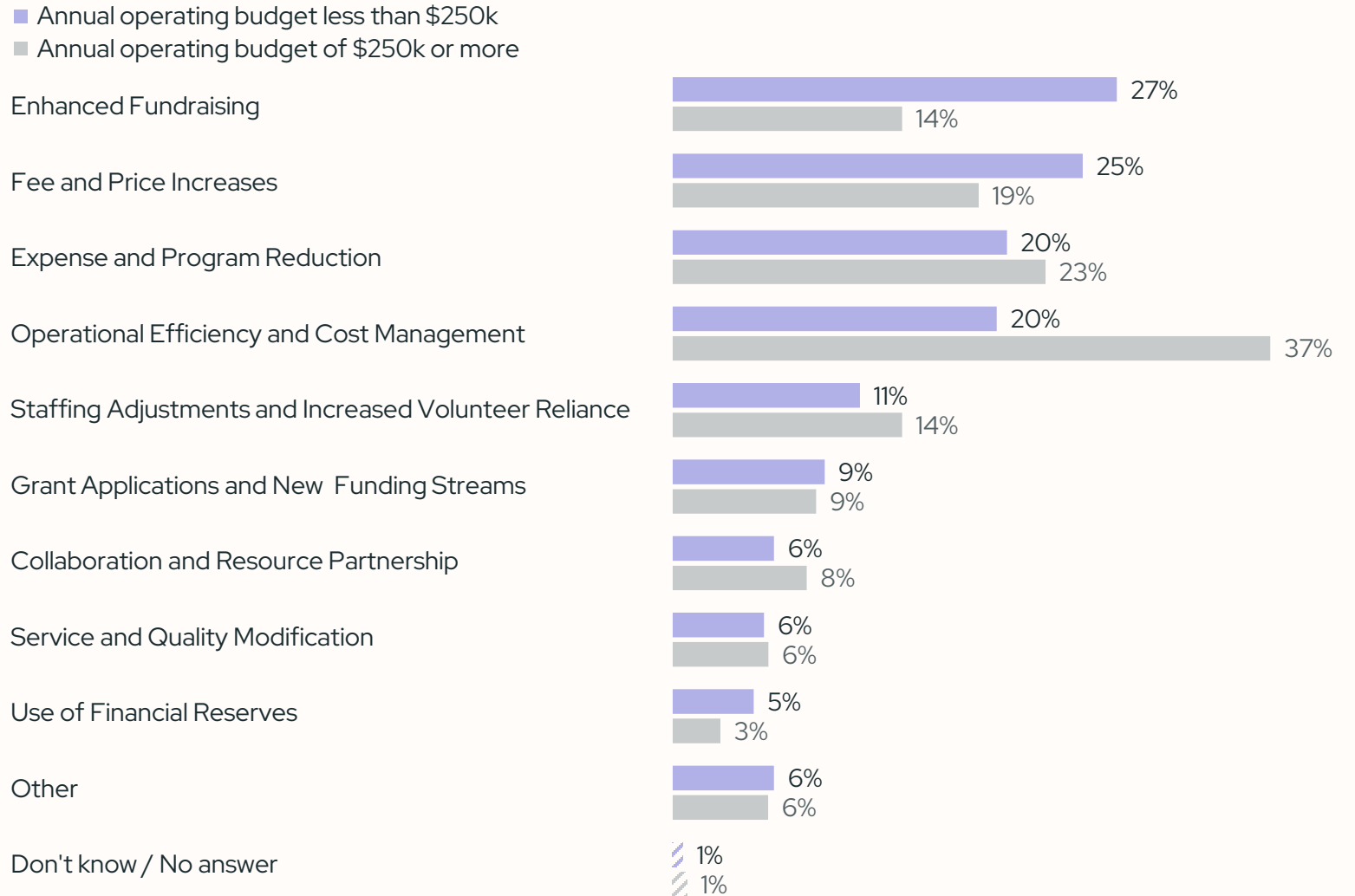
35.1. Has your organization experienced increased costs in the past 12 months due to any of the following? Base: all respondents that specified an annual operating budget, n=990.

q35_2: Please describe one way your organization has adapted to rising costs or economic pressures. Base: all respondents that specified an annual operating budget and experienced significant cost increases, n=664.



Common approaches include **increasing fundraising and fees**, particularly among those with operating budgets under \$250K, while organizations with operating budgets over \$250K are more likely to focus on **improving operational efficiency and cost management**. Across the sector, there is also evidence of **program reductions, staffing adjustments, and greater reliance on partnerships**, reflecting a shift toward doing more with limited resources while trying to maintain core services.

How Organizations Are Adapting to Rising Costs



q35_2: Please describe one way your organization has adapted to rising costs or economic pressures. Base: all respondents that specified an annual operating budget and experienced significant cost increases, n=664.

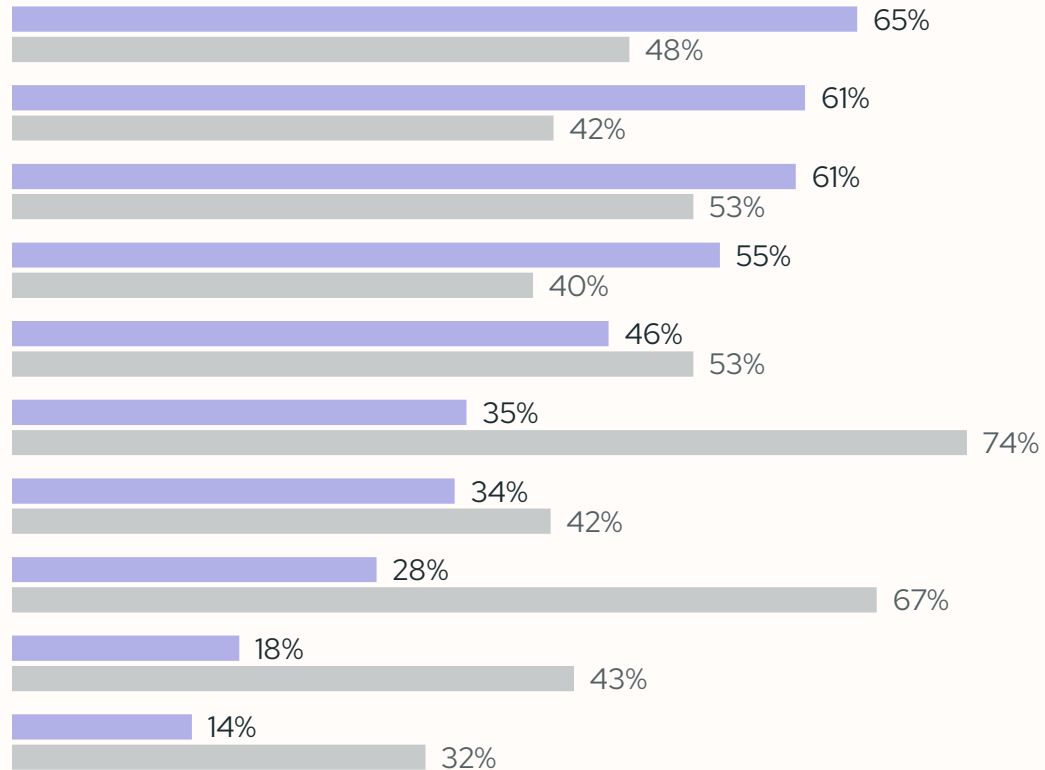


Human Resource Challenges

(only large differences shown)

% A moderate challenge & a large challenge

- Annual operating budget less than \$250k
- Annual operating budget of \$250k or more



Finding volunteers

Volunteer engagement

Finding board members

Retaining volunteers

Gaps in knowledge or expertise in things like IT, marketing, accounting, HR, etc.

Providing competitive wages to employees

Providing training or mentoring to employees or volunteers

Finding qualified employees

Retaining employees

Employee engagement

12. How much of a challenge would you say each of the following are within your organization? Base: all respondents that specified an annual operating budget, n=990.



Capacity Gaps Shift from Generalist to Specialized Skills as Organizations Grow

Gaps in skills reflect how organizations are structured and where pressure is felt. Organizations under \$250k annual budget are more likely to lack capacity in outward facing and revenue driving roles such as grant writing, marketing, and volunteer management.

Larger organizations, while less constrained in those areas, are more likely to report gaps in technical and operational expertise including IT, data, HR, and evaluation, underscoring the increasing demands of scale and accountability.

	Annual operating budget less than \$250k	Annual operating budget of \$250k or more
Grant writing	38%	33%
Marketing and communications	38%	32%
IT / Technology / Digital	35%	46%
Fund development	34%	34%
Volunteer management	32%	21%
Government relations	21%	23%
Governance	20%	18%
Data management	18%	24%
Leadership	16%	10%
Financial management	16%	14%
Human resources management	14%	29%
Program design and delivery	13%	13%
Program specific skills (e.g., social work, education)	13%	16%
Evaluation	12%	19%
Senior management	7%	8%
None of the above	20%	15%

13. In which of the following areas does your organization currently lack sufficient staff skills or expertise?
 Base: all respondents that specified an annual operating budget, n=990.





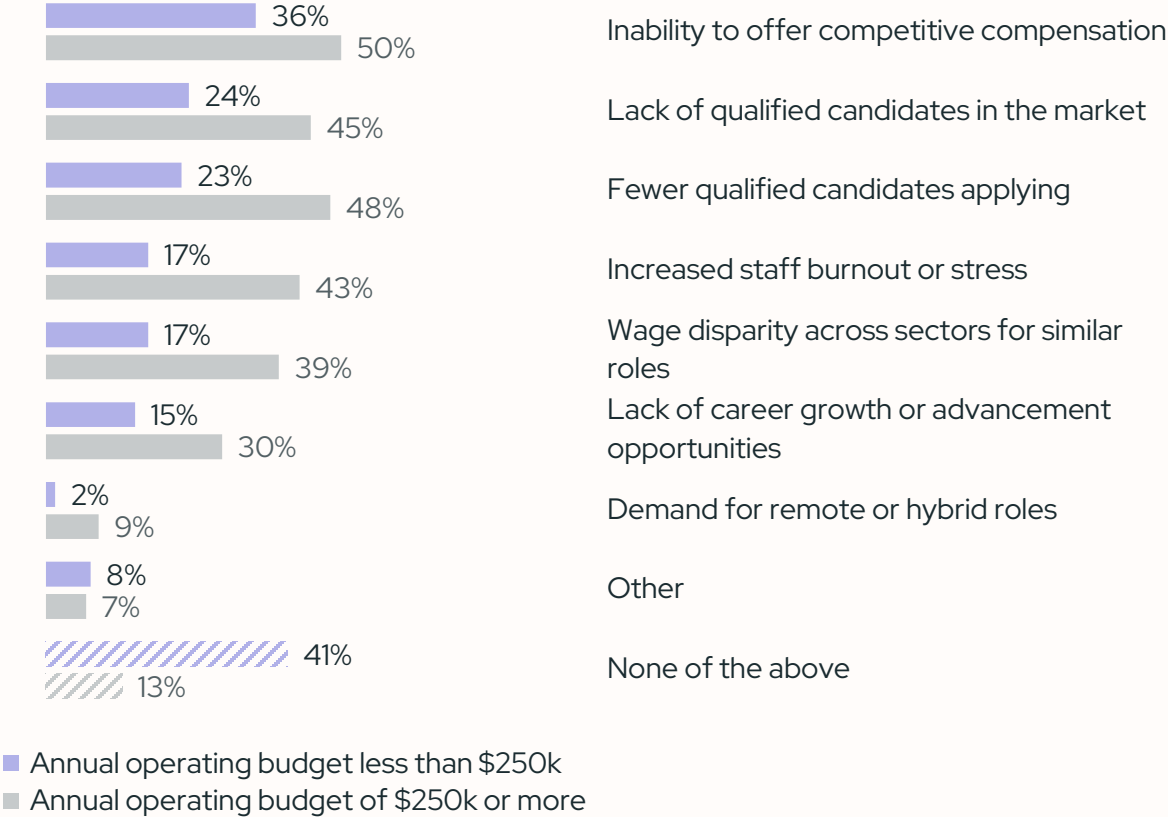
How organizations are responding to workforce pressures

Staff Recruitment and Retention

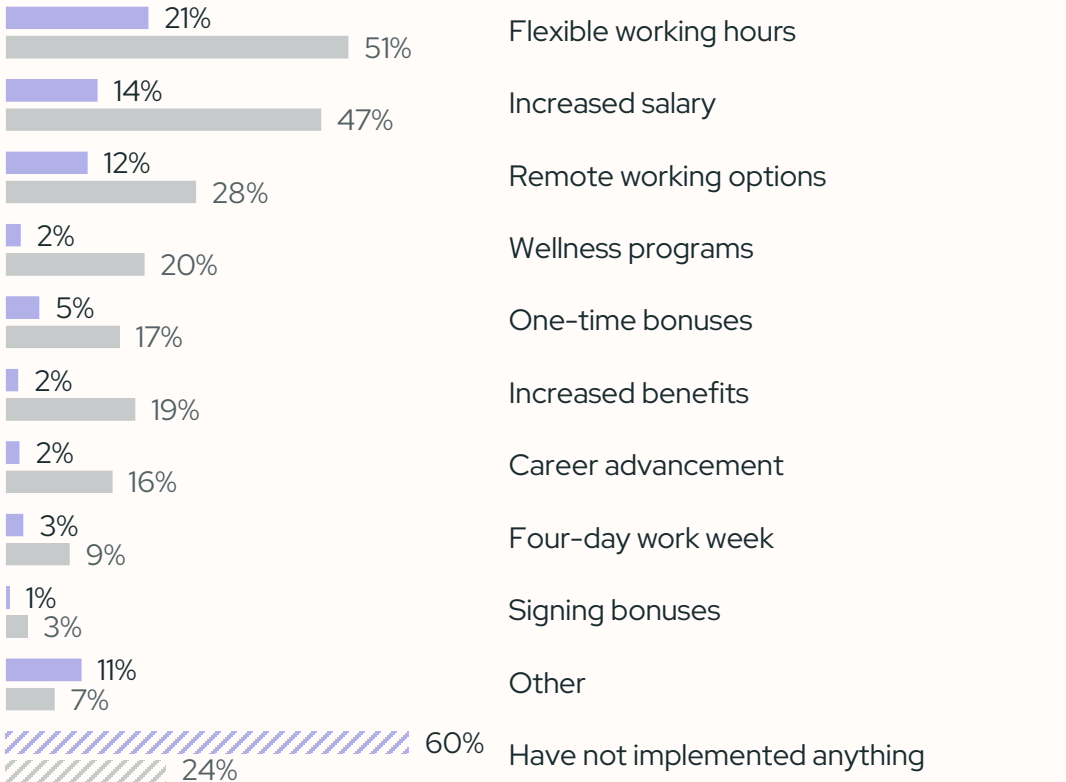
Workforce pressures are most acute among larger organizations, where challenges around compensation, hiring, and staff burnout are significantly more pronounced. These organizations face a tighter labour market, with fewer qualified candidates and greater competition on wages.

In response, larger organizations are more actively adapting by introducing flexible work arrangements and increasing salaries. Smaller organizations, however, are less able to respond, with many reporting no changes, reinforcing a growing gap between workforce pressures and capacity to address them.

Challenges affecting hiring and retention



Strategies used to attract and retain staff



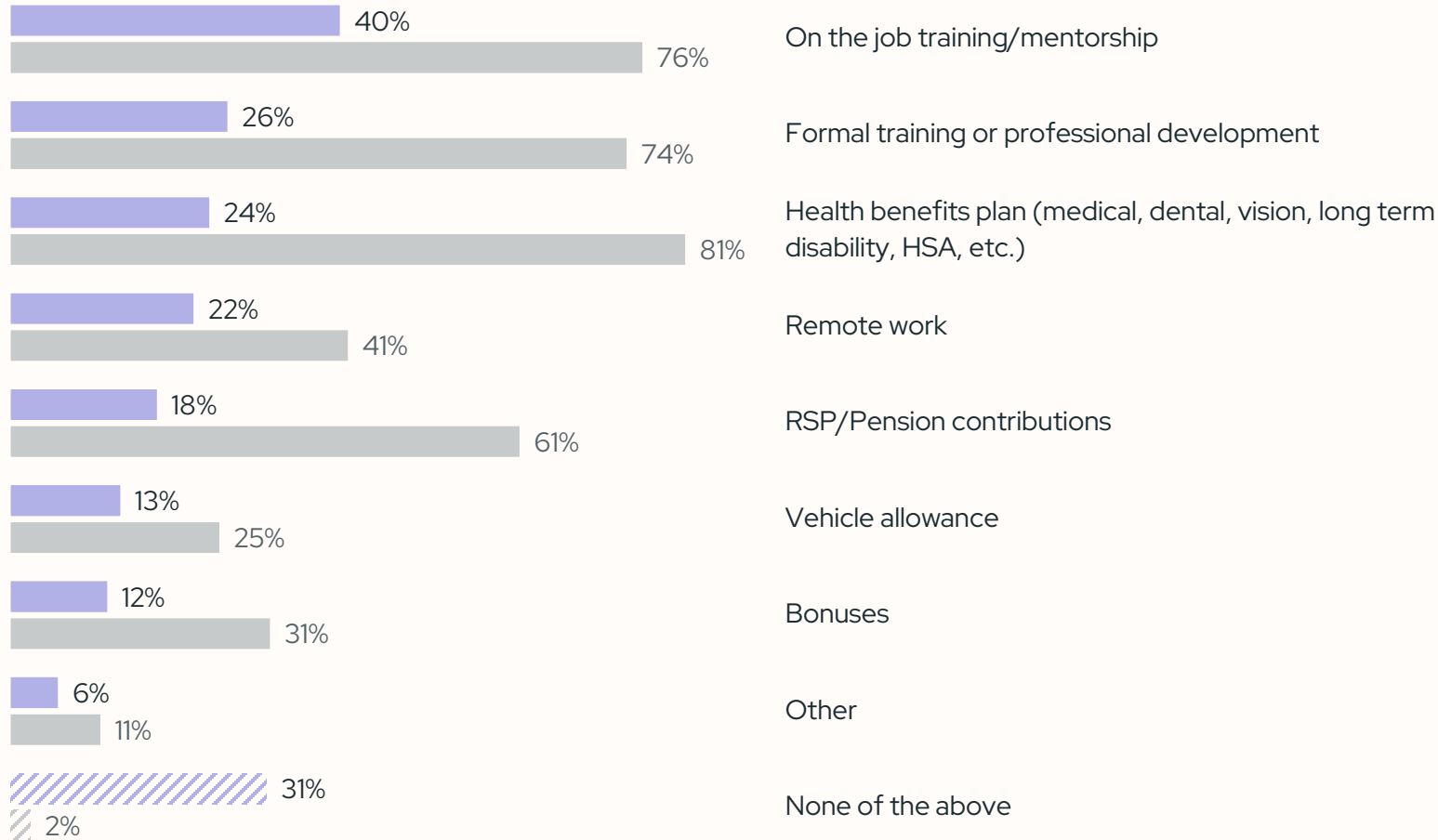
q15_1. Has your organization introduced any of the following strategies to recruit and retain staff? Base: all respondents that specified an annual operating budget, n=990.

q20_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 that specified an annual operating budget, n=744.



Staff Supports and Benefits

- Annual operating budget less than \$250k
- Annual operating budget of \$250k or more



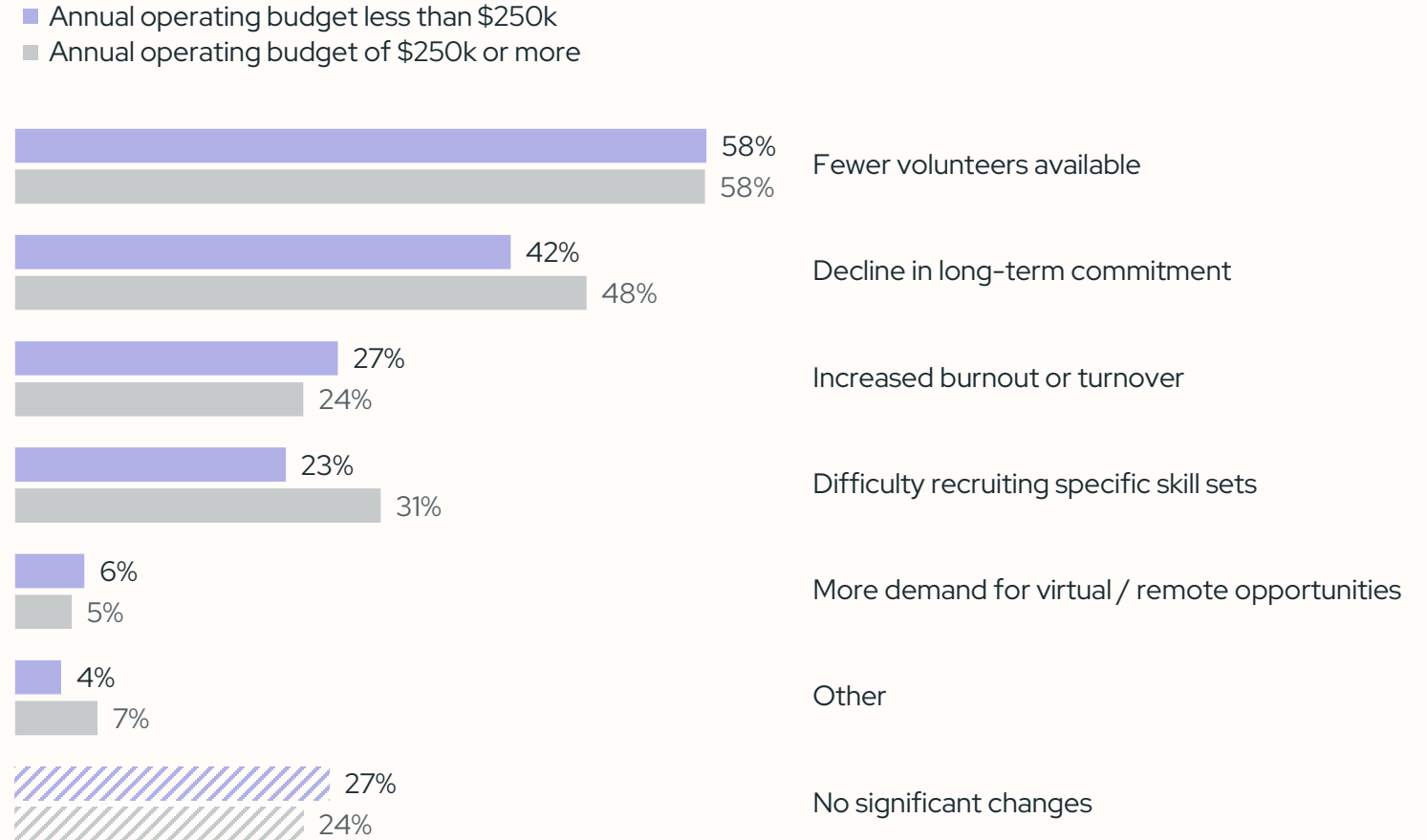
Access to staff benefits varies sharply by organization size. Larger organizations are far more likely to offer structured supports such as health benefits, pensions, training, and mentorship, reflecting a more formal employment model.

15. What benefits does your organization provide to at least some of the paid staff? Base: Organizations with paid staff that specified an annual operating budget, n=744.



Shifts in volunteer engagement over the past three years

Volunteer engagement is becoming less stable across the sector. Most organizations report fewer volunteers and a decline in long term commitment, alongside rising burnout and challenges recruiting people with specific skills. This points to a shift away from a reliable, ongoing volunteer base toward more limited and selective participation.



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 and specified an annual operating budget, n=641.





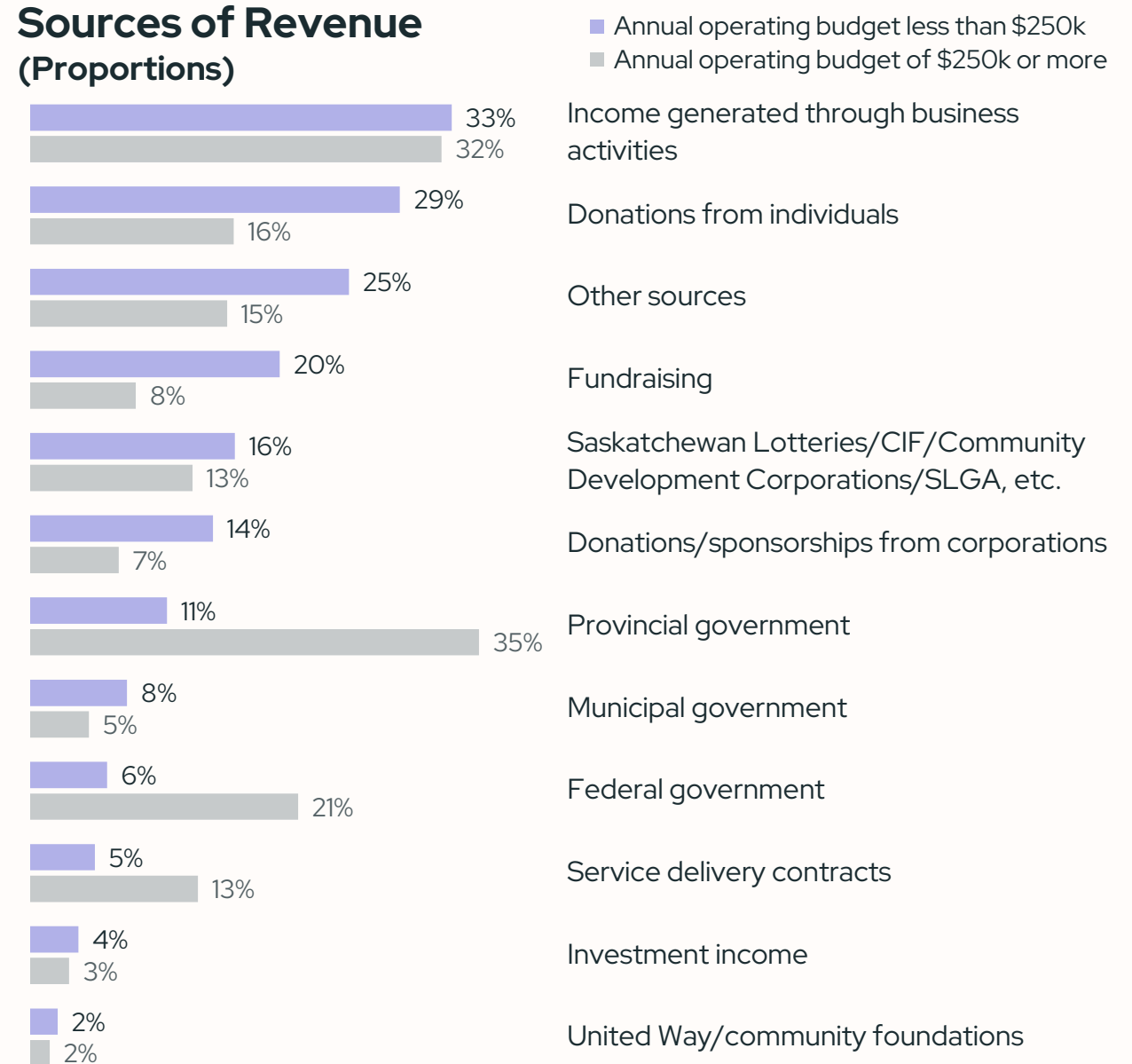
Financial Health and Sustainability of the Sector

Revenue Models Vary by Organization Size

Revenue models differ clearly by organization size, reflecting two distinct funding realities. Organizations with annual budgets under \$250K rely more heavily on **earned revenue, individual donations, and fundraising**, pointing to a more community-driven and self-generated funding base.

Organizations with budgets of \$250K or more, in contrast, are more dependent on **government funding and service delivery contracts**, with provincial and federal sources making up a significant share of revenue.

Sources of Revenue (Proportions)



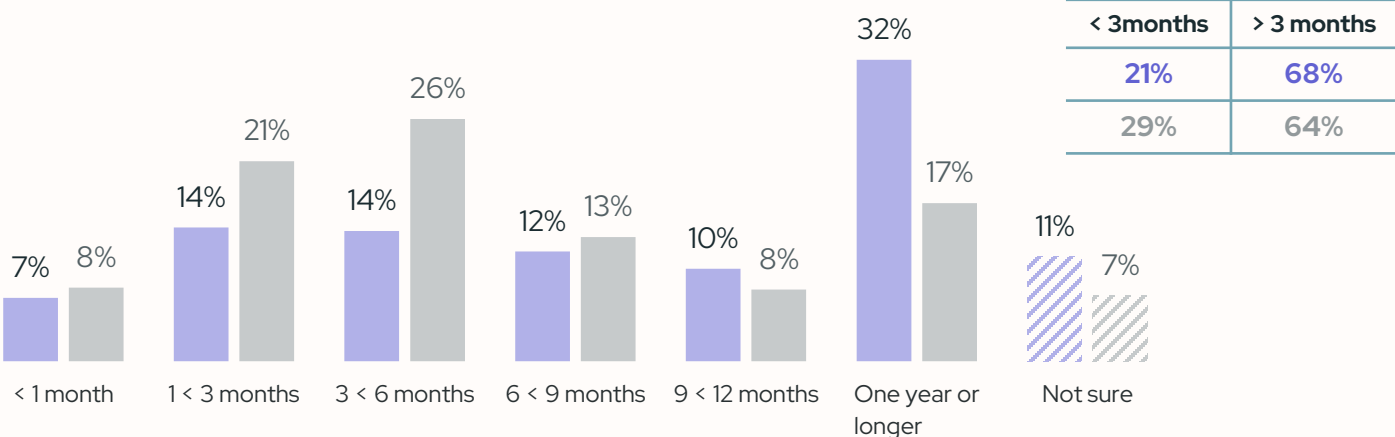
25. Please indicate the proportion of your Saskatchewan revenue that comes from each of the following sources. Base: Organizations who specified an annual operating budget and entered proportion of their Saskatchewan revenue from specific sources, n=174-740.

Financial Stability: Cash Reserves

■ Annual operating budget less than \$250k
 ■ Annual operating budget of \$250k or more

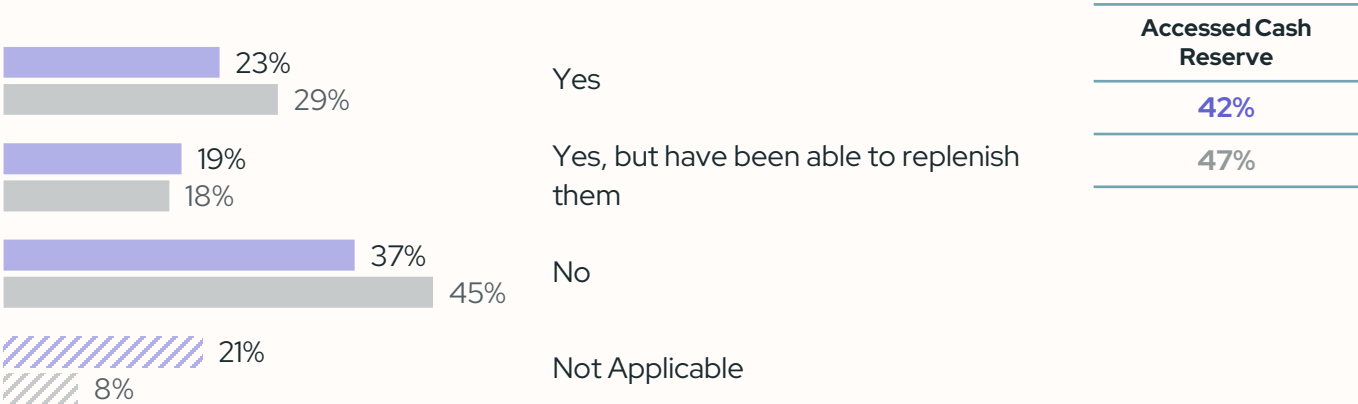
Most organizations report having some financial cushion, with roughly two-thirds indicating reserves that could sustain operations for at least three months. However, nearly one in four have less than three months of reserves, pointing to limited short-term resilience.

Month of Cash Reserves



At the same time, reserves are being actively used rather than preserved. Nearly half of organizations have accessed them in the past three years, indicating that for many, reserves are functioning as a necessary tool to manage ongoing financial pressure.

Use of Cash Reserves



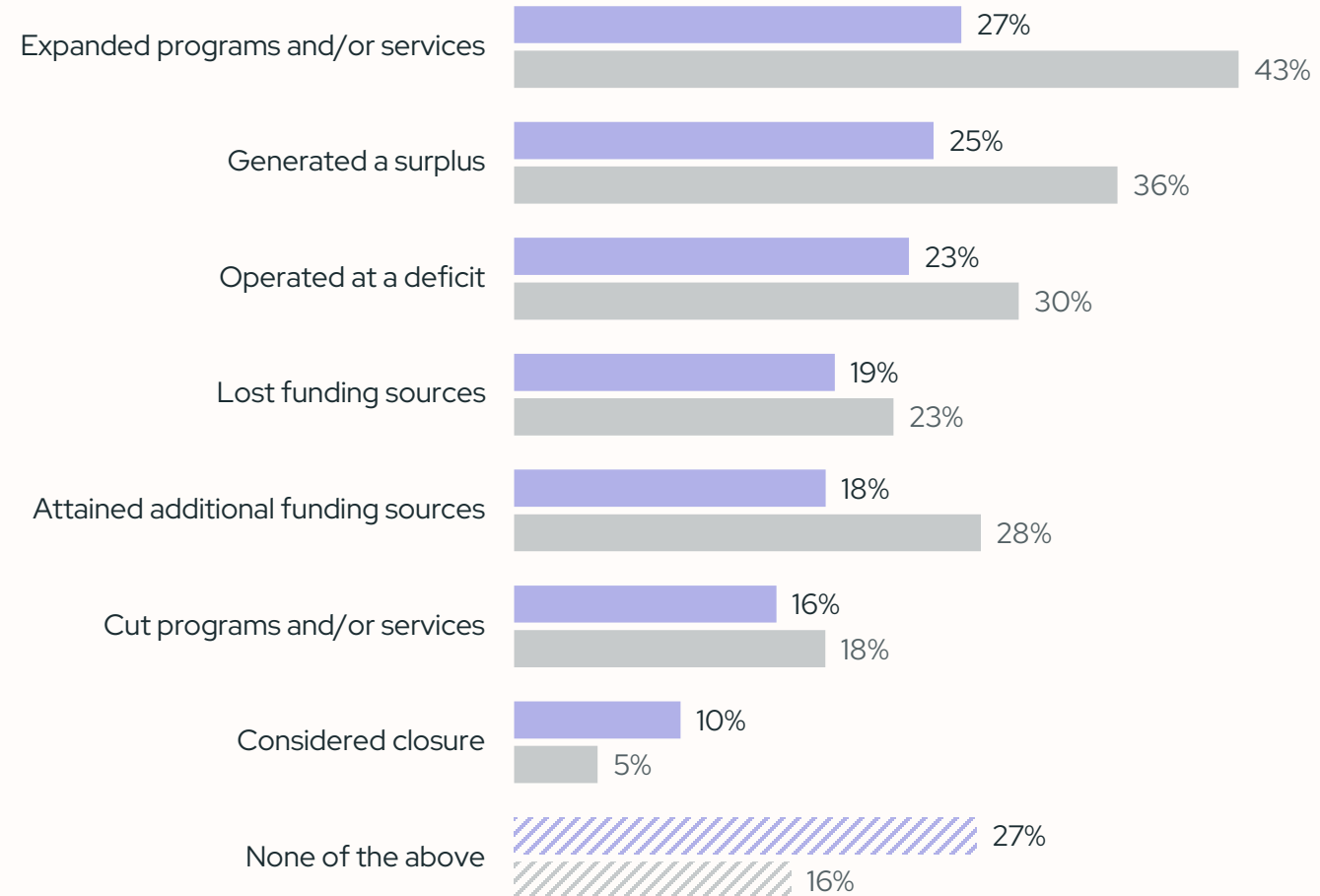
q27: For how many months would your organization's cash reserve carry your organization assuming that all incoming revenue were to stop as of today? Base: Organizations who specified an annual operating budget, n=990.

Q27.1: Have you had to access your cash reserves in the last 3 years? Base: Organizations who specified an annual operating budget, n=990.



Successes, Challenges, and Actions Over the Past 12 Months

Organizations with operating budgets over \$250K are more likely to be growing, expanding programs and bringing in new funding, yet they are also more likely to face deficits and funding instability. Organizations with operating budgets under \$250K appear more stable on the surface



32. Within the past 12 months has your organization... Base: All respondents that specified an annual operating budget, n=990.



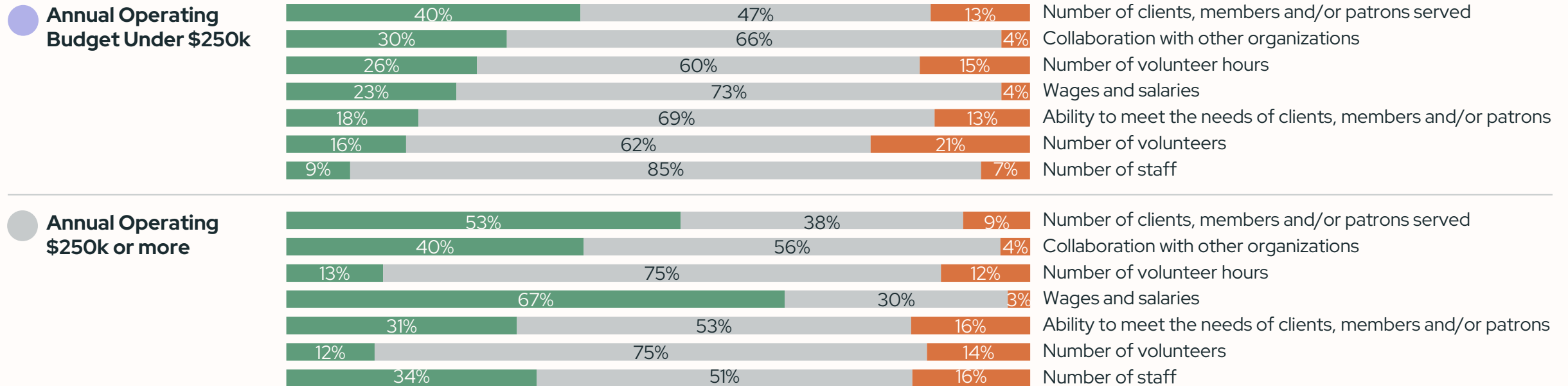
Operational Impact (Capacity Changes)

Across the sector, demand is rising, with more organizations reporting increases in the number of people they serve. At the same time, capacity is not keeping pace.

Organizations with operating budgets over \$250K are more likely to be growing, with increases in staff and wages, while those under \$250K remain more stable but constrained. Declines in volunteers and limited staffing growth point to a widening gap between demand and the sector's ability to respond.

Organizational Changes in the Past 12 Months

■ Increased ■ Remained the Same ■ Decreased



33. In the last 12 months, has your organization's circumstances changed in any of the following ways? Base: All respondents that specified an annual operating budget, n=990.

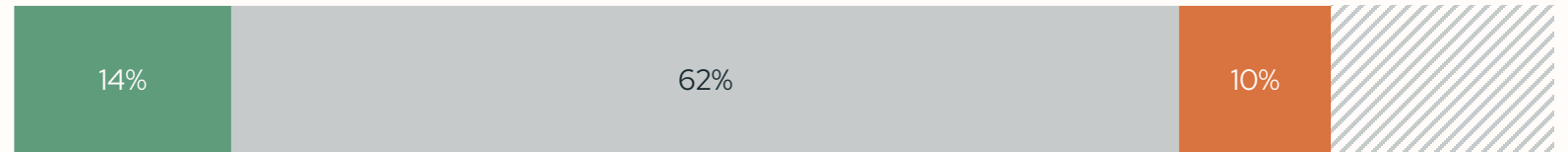


Financial outlook remains cautious, with stability expected but little confidence in improvement and signs of growing concern among larger organizations.

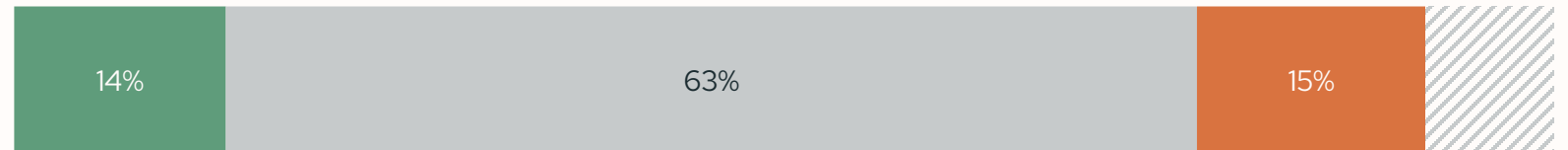
Outlook for Organizational Financial Situation (Next 12 Months)

■ Improve ■ Stay About the Same ■ Worsen 🔄 Not sure

Annual Operating Budget Under \$250k



Annual Operating \$250k or more



q34: Within the next 12 months, do you anticipate that your organization's financial situation will... Base: All respondents that specified an annual operating budget, n=990.

