

*current challenges;  
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# The Extent of the “Main Associations Contracted” Sector

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& with the support of Alberta Human Services

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## The Extent of the “Main Associations Contracted” Sector

### Introduction and Overview

A significant component of the nongovernment social service sector, including non-profit and for-profit agencies, enters into contract and grant funded agreements with the Ministry of Human Services to deliver services to vulnerable individuals and families. Most of the agencies hold membership(s) in one or more of 4 associations which commit to supporting their efforts and promoting the delivery of quality services. The group of agencies is identified here as the “Main Associations Contracted” sector and referred to as the “MA Sector” or “Sector”. The 4 associations, their members, and the Ministry of Human Services have a collective interest in describing the Sector.

Each of the 4 associations aligns with a primary set of government programs, as listed below. Some agency members have contracts in more than one of the primary program areas and accordingly tend to hold membership in more than one of the associations.

**The Alberta Council of Disability Services (ACDS)** serves community-based service provider members who support people with developmental disabilities or brain injury. The more than 120 members include most agencies that provide services for the Persons with Developmental Disabilities (PDD) program and a portion of Family Support for Children with Disabilities (FSCD) and Fetal Alcohol Spectrum Disorder (FASD) serving agencies.

**The Alberta Association of Services for Children and Families (AASCF)** works to strengthen member agencies and promote attitudes, practices and conditions that contribute to quality services for vulnerable children and families. The more than 120 members include most agencies providing Child Intervention and related Early Intervention services as well as a portion of Early Childhood, FSCD and FASD serving agencies.

**The Alberta Home Visitation Network Association (AHVNA)** supports quality home visitation programs across Alberta for children and families, supporting healthy child growth and development. AHVNA members are agencies that deliver Early Childhood Development (ECD) and parent support services, or are part of larger agencies with programs in the service area including home visitation, family day homes, parent link centres, FASD as well as other services. There are approximately 80 direct service members.

The **Alberta Council of Women’s Shelters (ACWS)** is an ambassador for women’s shelters in Alberta, supports members and works together to end domestic violence and abuse. There were 43 members operating 48 women’s shelters in 2013.

### Highlights

While identifying the limitations with existing information, the following report describes the MA Sector and its workforce. An estimate of Alberta Human Services spending for direct service delivery by contracted agencies is presented. A sound estimate of the MA Sector workforce in terms of part time and full time employees is provided followed by a reasonable estimate of workforce educational attainment. A workforce imbalance

with respect to gender is identified as well as a potential imbalance with respect to age. Measures of staff turnover and reason for leaving, which differ across associations, are described and changes identified so they may be more consistent. The value of measuring “reason for staying” in addition to “reason for leaving” is raised. As most agencies belong to a registered charity, the Canada Revenue Agency Charity Listing was accessed for an added source of data on revenue and overall staff compensation.

Existing information limitations are due in part to the uniqueness of the MA Sector and the broad context in which it operates. The report concludes by proposing that an information framework be developed and presents related basic requirements.

**Sector Context**

The 4 components of the MA Sector overlap with the larger non-profit social service sector and intersect with the government sector to varying degrees. The resulting independence and variation in service scope are often viewed as strengths of the MA Sector but also help explain differences in data collected and information reported between the main associations and across the 3 broad sectors.

Figure 1. Broad Sector Scope

Sector	Services to Vulnerable Albertans
Government sector	Resources and services associated with mandates of Alberta Human Services, including: <ul style="list-style-type: none"> <li>a. MA Sector agency contracted services,</li> <li>b. Other agency contracted services, and</li> <li>c. Services provided directly by Alberta Human Services.</li> </ul>
Main Associations Contracted Sector	Services provided by MA Sector organizations (non-profit and for-profit) to address service demand associated with: <ul style="list-style-type: none"> <li>a. Ministry of Human Services mandates, and</li> <li>b. Beyond those mandates.</li> </ul>
Non-profit sector	Services provided by non-profit social service organizations, many with registered charity status, to meet the needs of vulnerable Albertans through various sources of funding.

**Data and Information Challenges**

**Internal:** Each of the 4 associations gathers information from agency members on a regular basis to meet their respective information needs, which until now has not included reporting the information collectively. Some of the associations count employees based on headcount while others count number of full time and part time employees. Some collect data on workforce educational attainment while others do not, some collect data on workforce age and gender while others do not. While some report full time equivalent (FTE) numbers, none separate out the portion associated with part time employees. Wage and salary information is collected by one or two of the associations. Definitions of staff turnover and turnover rate calculations differ widely.

And while “reason for leaving” is collected, responses are not coded into similar themes for a common set of response categories.

**External:** Finding external information to fill the gaps was equally challenging. Valid and relevant information tends to not exist. That which does exist is outdated or applies to the larger non-profit sector, the government sector or to all sectors and industries combined, making it overly broad and not relevant to the MA Sector in particular.

### **Selected Characteristics to Describe the Sector**

Based on available and relevant information, the following characteristics were selected to describe the Sector and its workforce:

- Ministry of Human Services estimates of contracted service activity
- Sector employees by part time and full time status
- Full time equivalents (FTEs)
- Workforce educational attainment
- Workforce age and gender
- Staff turnover and reason for turnover
- Volunteer support and voluntary contribution
- Number and type of Sector organizations (non-profit, charitable, for-profit)
- Overall staff compensation (earnings, benefits and employer contributions)
- Overall revenue (all sources) and provincial government revenue (all sources).

All Government of Alberta information pertains to fiscal year 2012-13. All Canada Revenue Agency (CRA) charity listing information pertains to either 2012 or 2013 as does all MA Sector and nongovernment information unless otherwise stated.

### **Human Services Contracted Service Estimates**

To help describe the extent to which the Ministry of Human Services draws upon agency contracted service delivery, an information request was made to those divisions of Human Services whose programs align with the work of the 4 main associations.

The 4 corresponding government divisions were asked to:

1. Confirm total program and service delivery spending as reported in the 2012-13 Ministry annual report and separate out the direct service delivery component;
2. Estimate that portion of direct service delivery spending associated with contracted agencies as well as the portion of program caseloads and the number of contracted agencies involved.

The information generated by the request should not be viewed as a full and accurate account but rather a reasonable estimate of related spending and activity. The common understanding is that most but not all of the direct service delivery spending and related activity would pertain to MA Sector agencies. Approximately \$1.3B was identified as direct service delivery spending by the 4 related government divisions combined, and of that, \$897M was identified as spending for direct services delivered by contracted

agencies. Most of the spending was for services associated with the Persons with Developmental Disabilities (PDD) program and most of the caseload numbers with the Parent Link Centres (PLCs). The high volume associated with PLCs, and the Early Childhood and Community Supports division in general, reflects both the preventive nature of the work and the fact that the numbers are based on counts provided by agencies as opposed to a Ministry centralized information system.

70% of direct service delivery spending by the 4 divisions (combined) was for services delivered by contracted agencies, including grant funded agreements. The percent varied by program, from approximately 80% for PDD to 55% for Child Intervention to less than 30% for FSCD. The variation may reflect differences in types of services provided under respective legislation and varying capacity or viability to establish contracted service arrangements.

Table 1. Ministry of Human Services Estimated Contracted Agency Spending and Numbers Served (2012-13)

Government Program Areas	Contracted Agency Spending (\$M)	Estimated Individuals or Families
<b>Disability Services:</b>	<b>\$588</b>	<b>12,500</b>
Persons with Developmental Disabilities	\$545	10,000
Family Support for Children with Disabilities	\$33	2,500
Fetal Alcohol Spectrum Disorder	\$10	
<b>Child and Family Services:</b>	<b>\$242</b>	<b>15,000</b>
Child Intervention Services	\$215	
Early Intervention for Child Intervention	\$27	
<b>Early Childhood and Community Supports:</b>	<b>\$36</b>	<b>105,000</b>
Home Visitation	\$10	3,000
Parent Link Centres	\$16	91,000
Family Day Homes and Day Home Agencies	\$10	11,000
<b>Prevention of Family Violence Supports:</b>		
Women's Shelters (Residential program)	\$31	9,869
<b>Overall Totals</b>	<b>\$897</b>	<b>N/A</b>

Note: As Early Intervention was a separate division in 2012-13, the related numbers have been allocated as accurately as possible to the 4 current divisions with the help of Alberta Human Services.

The information drawn from the Ministry of Human Services is not meant to reconcile with that of the main associations. The Ministry enters into contracts beyond the MA Sector and the Sector provides services beyond Ministry contracts. Also, the 4 associations and corresponding government programs collect data and report information differently, as illustrated by the following examples. In the first example the government number is relatively high and vice versa in the second example.

**Example 1:** The combined count of contracted agencies reported by the 4 government divisions was 555 (not reported in Table 1) while the number of

agency members reported by the 4 associations and listed on their websites was 370. The wide difference, while not anticipated, does not reflect a lower than expected level of contract activity but rather that the government divisions in this instance count agencies more than once, across programs and delivery sites.

- **Example 2:** The estimated portion of the Child and Family Services division caseload associated with agency contracted services is 15,000 as reported in Table 1. Drawing upon 2013 AASCF membership survey data to generate a comparable number, agencies delivering Child Intervention and related Early Intervention services exclusively reported serving more than 50,000 “children or families”. Both numbers are correct. The government number is based on a centralized reporting system designed to approach a unique case count by program. The MA Sector number is based on a decentralized system not intended to approach a unique count, with numerous agencies counting children or families depending on the specific service provided.

### The Sector Workforce

The following Sector workforce numbers are based on surveys conducted by the 4 associations. Adjustments were made for agencies not responding to respective survey questions. For example, the Alberta Council of Women’s Shelters (ACWS) reported a total of 931 employees and 572 FTEs for 43 shelters. The numbers have been adjusted to 1,039 employees and 639 FTEs to reflect a population of 48 actual shelters.

An estimated 23,911 employees were working in the MA Sector in 2013 including 15,119 with full time and 8,792 part time employment status. The percent that were full time varied from 51% for ACWS to 72% for Alberta Association of Services for Children and Families (AASCF). There were an estimated 17,749 full time equivalents (FTEs).

Table 2. 2013 Employees by Employment Status and Association

Employment Status	ACWS	AHVNA	ACDS	AASCF	Sector Total
Full Time	<sup>(1)</sup> <b>534</b>	<sup>(1)</sup> <b>665</b>	6,854	7,049	15,102
Part Time	<b>506</b>	<b>552</b>	4,939	2,782	8,779
Total Employees	1,039	1,217	11,793	9,832	23,881
% Full Time Status	51%	55%	58%	72%	63%
Full Time Equivalents (FTEs)	639	992	<sup>(2)</sup> <b>8,484</b>	<sup>(2)</sup> <b>7,634</b>	17,749

<sup>(1)</sup>ACWS and AHVNA total employee numbers were converted to part time and full time based on a sample of charities (25 per association) that filed a Canada Revenue Agency (CRA) Information Return for 2013.

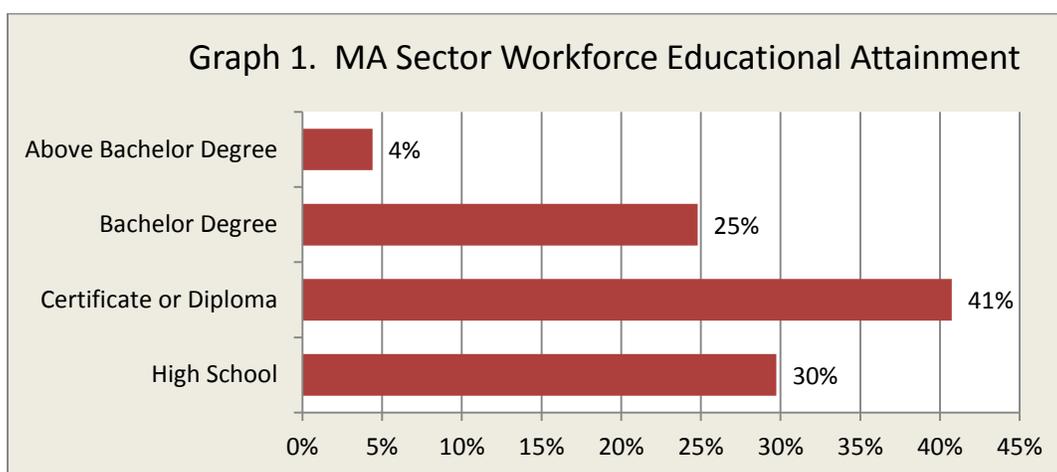
<sup>(2)</sup>ACDS and AASCF part time employee counts were converted to full time equivalents (FTEs) based on a ratio of part time to full time compensation using a sample of charities (75 per association) for 2013.

The Alberta Home Visitation Network Association (AHVNA) and ACWS report employee headcount and number of full time equivalents (FTEs) while the Alberta Council of Disability Services (ACDS) and AASCF report number of full time and part time employees. Figures in bold italics (Table 2) indicate where numbers were converted for

consistent reporting. The percent of members participating in the surveys varies from over 90% for AHVNA and ACWS to less than 75% for AASCF and ACDS.

**Workforce Educational Attainment**

An estimated 4% of Sector employees have a graduate or post-graduate degree, 25% a bachelor’s degree, 41% a certificate or diploma and 30% have a high school level of education. Educational attainment varies across the 4 associations due in part to different credential expectations across programs and differences in the human resource complement required to provide different types of services in different settings. Variation is greatest for high school and bachelor degree levels of education. The most consistent and prevalent level of education is a certificate or diploma.



The estimated percent of employees with a high school education varies from 8% for Early Childhood (AHVNA) to 24% for Child and Family (AASCF) to 27% for Family Violence (ACWS) and 37% for Disability Service (ACDS) agencies. The low percent with high school (8%) for AHVNA members may indicate that most members provide Early Childhood Development and Home Visitation services exclusively.

**Table 3. Educational Attainment by Main Association**

Level of Education	ACWS	AHVNA	ACDS	AASCF	Overall
High School	27%	8%	37%	24%	30%
Certificate or Diploma	47%	49%	40%	40%	41%
Bachelor Degree	22%	41%	19%	30%	25%
Above Bachelor Degree	4%	2%	4%	6%	4%
Total	100%	100%	100%	100%	100%

Information for the ACDS component is based on the *HR Pro-Tracker 2013 Annual Data Analysis* report by Vecova Centre for Disability Services and Research; for ACWS, a 2012 survey of member agency staff; and for AHVNA, a survey of members conducted for this report. For AASCF, estimates were made using a report by the *Canada HR Council for the Non-profit Sector* entitled “A Profile of Community and Social Service Workers” (January 2013).

AASCF numbers were estimated from an occupational survey of social service workers in the Alberta non-profit sector (see Table 3) as opposed to a full complement of staff working in agencies. The occupational survey pertains to years 2000 and 2005 and would not have captured the impact of the AASCF Leadership Bursary program, which has contributed to an increase in education credentials across the MA-sector in recent years. In addition, it may not have captured the recent impact of Child and Youth Care Counsellor Certification. A recent count by the Child and Youth Care Association indicates 400 staff from AASCF agencies had this certification, often gained in conjunction with a formal certificate or diploma.

### **Gender and Age**

Through employee surveys, ACWS and ACDS report age and gender of their respective workforces. 2013 survey results identified a high disproportion of females: 96% for ACWS and 75% for ACDS. While there would be a natural tendency toward a high percent of females working in women's shelters, the 75% for community disability services may indicate a more basic imbalance that may apply to the MA Sector overall.

Although the two associations report employee age by slightly different categories, an imbalance with respect to age may also be evident. ACWS reported that more than one third of its 2013 shelter workforce was over 50 years of age. ACDS reported that 18% of its workforce was 55 and older and 21% between 45 and 54. Potentially, if all 4 associations reported age and gender, the Sector would have a sound resource for identifying trends and exploring patterns and drivers of imbalance in the workforce.

### **Staff Turnover**

Staff turnover is a key challenge, with all 4 associations identifying significant numbers leaving the Sector each year, many moving to the government sector in particular.

***Length of Employment:*** Average length of employment varies from 5 years for ACWS agencies to 3.5 for AASCF to approximately 2 years for ACDS. While 25% of AASCF employees have been with an agency for over 5 years, it rises to 33% for ACDS.

***Turnover Rate:*** AASCF and ACDS report an agency turnover rate as follows:

1. ACDS: Number of employees who left the agency in the year divided by the average number of employees for the year.
2. AASCF: Number of new hires in the year plus current vacancies divided by number of employees plus current vacancies.

The reported average turnover rates for 2013 were 25.6% for ACDS and 32.7% for AASCF. Both are valid measures of turnover but cannot be compared to one another. The first measure would tend to be influenced somewhat more than the other by employees leaving and the second by employees being hired. The second measure is somewhat more complex than the first. A consistent measure across the Sector could be useful in analyzing trends, determining drivers of turnover and reporting relative

benchmarks across the 4 associations. A decision on how to report data outliers for agencies with relatively small numbers of employees would be required.

**Reason for Turnover.** Three associations report reasons for staff leaving. Two conduct a survey of employees while one gathers the information through a survey of agencies. Based on 2013 survey results, the most prevalent themes, as listed in Figure 2 below, tend to reveal more similarities than differences. This would indicate that if the question were asked in a consistent manner and responses coded consistently, the information could support analysis of turnover at the Sector level.

Figure 2. Main Reasons for Staff Leaving

ACWS	ACDS	AASCF
Took a position in government	Unsuitable career position	Pay and Benefits
Took a position elsewhere	Moving or relocating	Career Advancement
Retiring	Going back to school	Education
Other	Personal reasons	Stress/burnout

Given that the Sector has high turnover, but also a relatively high percent of employees who have been with an agency for over 10 years, it may be important to survey employees as to reasons for remaining in the Sector. The potential exists for analyzing such data by age, gender and other characteristics in order to better understand and reduce turnover as well as to better meet the needs of those who remain in the Sector.

### **Volunteering and Voluntary Support**

The 2013 AASCF membership survey identified an average of 213 volunteers per member agency, ranging from no volunteers to several hundred. Applying the AASCF average to all 370 Sector members indicates there may be 78,800 volunteers in the Sector. Based on the 2010 Survey of Giving, Volunteering and Participating by Statistics Canada, an estimated 385,000 Albertans were volunteering in the social service sector in 2013 and so the MA Sector might account for 20% of them.

It is assumed member agencies respond to the AASCF survey by reporting volunteers in a formal sense, those who apply to volunteer. Accordingly it is assumed they do not report those who provide voluntary support to clients at a more personal and community level, such as by being part of their individual, family or community network of contacts and resources. If included, the volunteer rate for the MA Sector would be much higher.

### **Number and Type of Organizations**

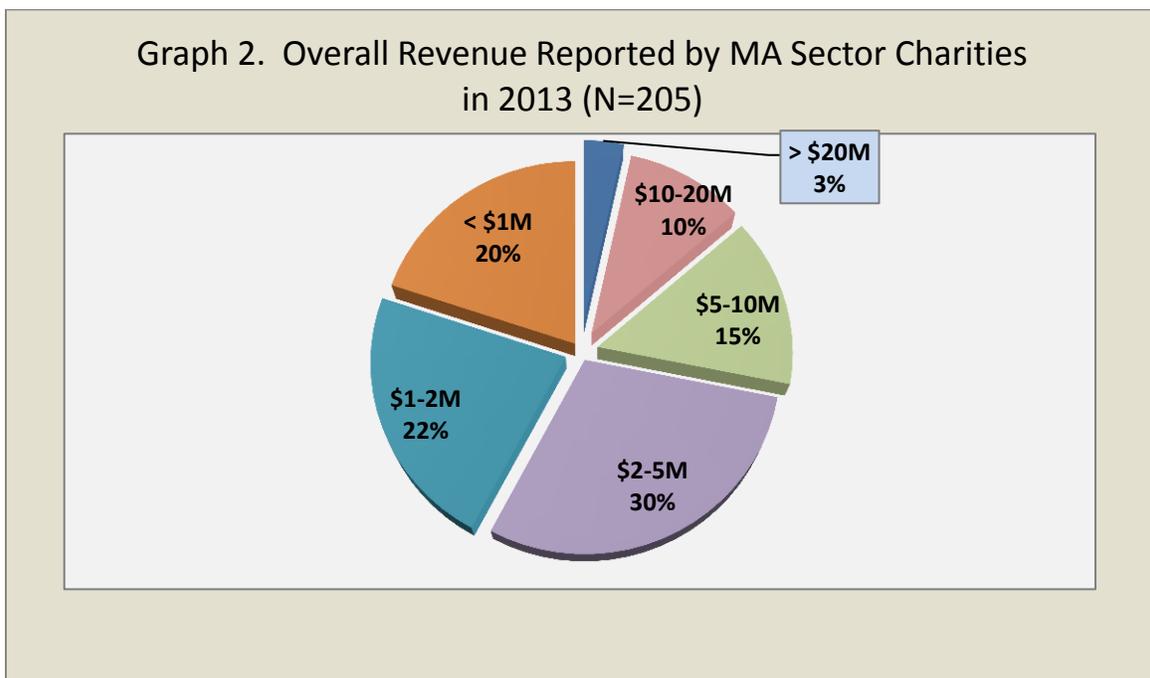
The 4 associations making up the Sector identified a total of 370 members. Analysis of combined membership lists indicated 100 were regional delivery or program specific entities of a larger agency. The resulting 270 unique (larger) organizations were matched to the Canada Revenue Agency Listing of Charities resulting in 210 (78%) being identified as charitable organizations. Since the above matching exercise was

based on name of organization and not business number, the 78% would be a low estimate and may serve to indicate that well over 80% of the 370 Sector members might be part of a charitable organization. Given that not all non-profit organizations have charitable status, a reasonable estimate might be that at least 85% of Sector members are non-profit and potentially 10% for-profit.

**Revenue and Staff Compensation**

The matched sample of Sector organizations to charities provides a source of consistent information on revenue and overall staff compensation for more than 80% of the MA Sector. However, the information cannot be readily reported at a program or main association level.

**Overall Revenue:** Of the 210 charities in the matched sample, 205 reported an overall revenue amount. 3% reported more than \$20M in overall revenue, 10% from \$10 to \$20M, 15% from \$5 to \$10M and 30% \$2 to \$5M. The remaining 42% reported overall revenue of less than \$2M (22%, \$1 to \$2M; 20%, less than \$1M).

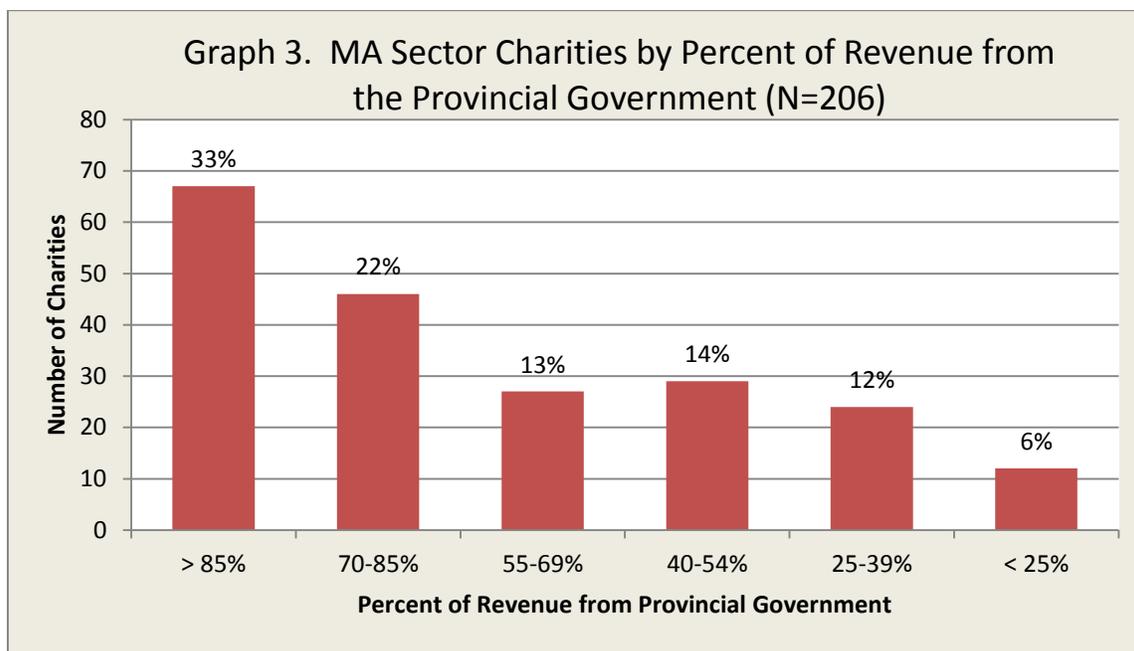


**Provincial Government Revenue:** As the Sector is defined in part by its contract service relationship with Alberta Human Services, the primary source of revenue tends to be the Government of Alberta (GOA). 206 Sector charities from the matched sample reported provincial government revenue. Their combined total of provincial government revenue made up 68% of combined overall revenue.

144 of the 206 Sector charities (70%) received more than half of their revenue from the provincial government (GOA). In contrast, a 2014 report prepared for Alberta Human Services by the Calgary Chamber of Voluntary Organizations (CCVO) found that only

44% of non-profits in the social service sector (MA Sector and other non-profits combined) identified the provincial government as their “primary” source of revenue.

The percent of revenue from a provincial government source varies considerably. 67 (33%) of 206 Sector charities received more than 85 percent of their revenue from the provincial government, 46 (22%) between 70 and 85 percent, 27 (13%) between 55 and 70 percent, 29 (14%) between 40 and 55 percent. And the remaining 36 (18%) received less than 40% of their revenue from the provincial government (Graph 3).



**Staff Compensation:** From the matched sample of Sector charities, spending on overall staff compensation was reported by 194 charities. A total of \$737M, \$3.8M per charity, was expended on overall staff compensation, which is 77% of their total overall revenue. (Overall compensation includes: Wages and salaries, medical and health benefits, pension plan contributions and Canada Pension Plan, Employment Insurance and Workers Compensation Board benefit contributions.)

Table 4. Financial Measures of Sector Charities

Financial Measure	N	Charity Average	Total Amount	% of Overall Revenue
Overall Revenue (all sources)	205	\$4.9M	\$1,005M	100%
GOA Revenue (all sources)	206	\$3.4M	\$701M	68%
Overall Compensation Spending <sup>(1)</sup>	194	\$3.8M	\$737M	77%

Source: Canada Revenue Agency Listing of Charities, T3010 Information Returns.

<sup>(1)</sup>“Compensation generally includes all amounts that form part of an employee’s gross income from employment, plus the charity’s contributions to the employee’s pension, medical or insurance plan, employer Canada Pension Plan/Quebec Pension Plan and employment insurance contributions, and worker’s compensation premium.” Canada Revenue Agency, “Completing the Registered Charity Information Return”. [www.cra.gc.ca/charities](http://www.cra.gc.ca/charities).

**Overall MA Sector Financial Estimates:** The above information on charities is based on 210 of 270 unique Sector organizations. An estimate of sorts for the MA Sector overall can be arrived at by applying the revenue and compensation distributions of the known 210 to the unknown 60. This assumes the remaining 60, which may include approximately 25 for-profit organizations, have a similar pattern of revenue and staff compensation as the charitable organizations. And while it may not be a valid assumption it allows for the following Sector level estimates (Table 5).

Table 5. 2013 Overall MA Sector Financial Estimates

Sector Financial Measure	Total Amount (\$M)
Overall Revenue (all sources)	\$1,300
GOA Revenue (all sources)	\$918
Overall Staff Compensation Spending	\$927

Based on the above assumptions, the MA Sector received or generated overall revenue of approximately \$1.3B including provincial government revenue of approximately \$918M. The later would include most of the \$897M in contracted agency spending estimated by the Ministry of Human Services for 2012-13 (Table 1). The Sector spent approximately \$927M on overall staff compensation.

### **Concluding Remarks and Considerations for an Information Framework**

The information presented in this report is neither a complete nor highly accurate account of the Main Associations Contracted Sector and should not be used as baseline information from which comparisons can be made over time. While the information challenges are significant, they help describe the current state of affairs and confirm the uniqueness of the MA Sector. Such uniqueness requires that the Sector continue to develop its own set of information. This does not necessarily mean that the MA Sector must have its own unique measures. It does mean that even if measures were the same across the broader sectors of government, non-profit and industry, the information would need to be reported separately for the MA Sector.

The information currently collected and reported by each of the 4 main associations tends to meet their individual needs. At the MA Sector level it tends to become a patchwork of measures and methods of data collection and reporting that does not adequately allow for the necessary monitoring of trends, target setting and analysis of drivers at a Sector level. Developing an information framework, for MA Sector reporting, would seem to be a necessary next step.

Such a framework would identify the current information needs and expectations of the Sector, based in part on what is currently reported and in part on what is considered to be best practice. A smaller set of core measures, considered to be the most relevant, might then be agreed upon. For these core measures the most reasonable, consistent and least onerous means of data collection and reporting would be determined. Associations would likely want to continue to collect their own information as well, but for the smaller set of compulsory measures, a relatively high response rate would be

expected and data would be collected over a common time period. The current Pro-Tracker system used by ACDS might be explored as the logical tool for data collection, with any necessary modifications.

The purpose of the framework would be to collect and report a basic set of workforce information, some collected at the employee level and some at the agency level, including number of part time and full time employees, staff compensation, educational attainment, age, gender, turnover rate, reasons for leaving and reasons for staying, type of position (front line, supervisory, management) and potentially program type.

Key principles would be identified for the framework, including those that speak to confidentiality of agencies and employees, parameters on how the information would and would not be used. A relatively small but meaningful funding incentive might be considered to promote participation and meet framework expectations – a quality of information incentive.

The framework might also attempt to determine if comparisons between the MA Sector, Ministry of Human Services and the larger non-profit sector would be possible on selected core measures. The framework might acknowledge that the 3 broad sectors are workforce competitors in many ways and as such a consistent set of measures would allow for recognizing when progress is truly being made individually and collectively. At the same time the MA Sector would want to ensure its core measures do not become complicating and onerous. Simplicity would be a key principle and would be confirmed in developing the initial set of baseline data and information.

## Appendix I: High Level MA Sector Statistics

### *Number and Type of Organizations:*

- 370 members;
- 270 unique organizations of which over 80% are charities;
- Approximately 85% are non-profit and potentially 10% for-profit.

### *Staff*

- Over 23,000 paid employees;
- 15,100 full time and 8,700 part time;
- Over 17,000 full time equivalents (FTEs).

### *Workforce Educational Attainment:*

- High School (31%), Certificate or Diploma (41%), Bachelor Degree (24%), Above Bachelor Degree (4%).

### *Volunteers:*

- Over 78,000 formal volunteers, not including voluntary supports.

### *Estimated Revenue:*

- \$1,300M (\$1.3B) overall revenue (all sources);
- \$918M in provincial government revenue, primarily from Alberta Human Services.

### *Estimated Overall Staff Compensation:*

- \$927M (earnings, all benefits, all employer contributions), or 77% of overall revenue.

**Appendix II: Key Information and Sources**

**Key Information and Sources**

Information	Source
Characteristics of Association member organizations including: <ul style="list-style-type: none"> <li>◦ Number of agencies,</li> <li>◦ Number of employees,</li> <li>◦ Workforce educational attainment,</li> <li>◦ Number of volunteers</li> <li>◦ Revenue and Compensation.</li> </ul>	<ul style="list-style-type: none"> <li>◦ 4 main association websites and the membership lists on their websites;</li> <li>◦ Reports by the associations and membership surveys they conduct;</li> <li>◦ Selected studies and reports from the literature, particularly to estimate gaps in workforce educational attainment;</li> <li>◦ Canada Revenue Agency Charity Listing (2013) of Sector charities.</li> </ul>
Alberta Human Services estimates: <ul style="list-style-type: none"> <li>◦ Contracted agencies,</li> <li>◦ Number of clients served,</li> <li>◦ Contract service expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>◦ Based on a request made to the 4 related Ministry divisions (2012-13 information).</li> </ul>
Alberta’s non-profit social service sector: <ul style="list-style-type: none"> <li>◦ Number of charities,</li> <li>◦ Number of volunteers,</li> <li>◦ Overall revenue,</li> <li>◦ Provincial gov’t revenue.</li> </ul>	<ul style="list-style-type: none"> <li>◦ Canada Survey of Giving and Volunteering (2010);</li> <li>◦ Calgary Chamber of Volunteer Organizations 2014 Survey.</li> <li>◦ Imagine Canada release of tables from CRA Listing of Charities (2013).</li> </ul>

## Selected Sources

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Alberta Council of Disability Services. HR Pro-Tracker 2013 Annual Data Analysis (by Vecova Centre for Disability Services and Research). March 2014.

Alberta Human Services: “Estimates of contract activity, funding and number of agencies for 2012-2013”. The information was based on a request of September 2014.

Calgary Chamber of Voluntary Organizations. 2014 Alberta Nonprofit Survey. 2014.

Calgary Chamber of Voluntary Organizations. Points of Light: The State of the Alberta Nonprofit Sector. February, 2011.

Canada Revenue Agency Charity Listing. An electronic download of Alberta registered charities that filed a T3010 return in the 2013 reporting year and had program codes that met social services criteria. Data elements included program area codes, full time and part time paid staff, compensation overall and compensation for part time staff, overall revenue (all sources), and provincial government revenue. The information is based on a July 2014 request to Canada Revenue Agency Charities Directorate.

“Main Associations” Requests - A number of requests for information were made to executive leads of the following Associations: Alberta Association of Services for Children and Families (AASCF), Alberta Council of Disability Services (ACDS), Alberta Council of Women’s Shelters (ACWS) and Alberta Home Visitation Network Association (AHVNA). The requests were made from July 2014 to September 2014 and pertain to each of the sections of the report.

Imagine Canada. Summary tables of Canada Revenue Agency (CRA) Charity Listing data for the 2013 reporting period, including number of charities, number of employees and sources of revenue. The information is based on a May 2014 request to Imagine Canada.

Statistics Canada. Canadian Social Trends, *Volunteering in Canada* (by Mireille Vezina and Susan Crompton). April 2012.

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