



MANAGEMENT OF CANADA'S CHARITIES AND FOUNDATIONS



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EXECUTIVE SUMMARY

Our December 2023 Research Report presented a comprehensive analysis of [Employment in Canada's Charities and Foundations](#). This report provides insight into the best-in-class management skills required for Canada's Charities and Foundations.

The report begins with a numerical status report of employment in the Sector. Included is an analysis of Total Employment, Part-time and Full-time employment, the difference between Small Charities and Large Charities, and current Salary Ranges offered in the Sector.

This is followed by a discussion of:

- Responsibilities of management in the Sector (legal, human resources, technology, accounting/finance, marketing, fundraising)
- Regulatory oversight in the Sector
- Governance and the Role of the Board of Directors
- Code of Conduct
- Management Compensation
- Professional Development and Industry Accreditation.

The Charity Sector is very much a people industry. Analyzing the sector's management provides insight into an important component of Canada's workplace.

The report is an ideal source for management of Charitable Organizations to benchmark their operational and governance standards. It also provides valuable information for donors as a checklist of management skills required in today's charity marketplace.

Principle conclusions of the Report

- Improving Charity management leads to greater impact and outcomes. Investment in this pool of labour must be of primary concern for its future.
- The majority of Canada's Charitable Organizations are managed by volunteers, but the proportion of organizations with employees increased by 3 percent over the 2017-2022 period to 48 percent. Small Charities depend on volunteers more than Large Charities.
- Part-time employment has grown by 9.9 percent over the five-year period, whereas full-time employment has grown by 15.5 percent.
- Large Charities employ 95 percent of the total number of employees and are responsible for 98 percent of the total value of compensation remitted to employees in the sector.
- The Average Charitable Compensation for full-time employees has grown by 17.7 percent over the past five years, whereas that of part-time employees has grown by 12.6 percent.

- The bulk of employees are located in salary ranges below \$120,00 per annum, and concentrated in the \$40-80,000 range.
- Employment strategies, compensation and human resource management differs greatly between Small Charities and Large Charities.
- Management must be fully aware of and compliant with reporting regulations.
- Charitable Organizations must establish an effective system of financial reporting to meet many of the human resources, regulatory, and reporting requirements.
- Charities rely on their funding sources to deliver on their mission systems, and thus they must have an appropriate strategy to raise awareness and attract funding. The organization must embrace their community and stakeholders and communicate with them
- Managing for success includes creating a business plan for the organization and ensuring its implementation.
- An effective governance and board structure, adopting a Code of Conduct and a Compensation Policy, and acquiring industry accreditations are all important ingredients to building a trusted Charitable Organization.

Purchase your copy of this insightful, detailed Report today!
\$150 for a single issue copy

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March 2024: [Canada's Charities in a Global Context](#)

April 2024: [The Largest Charities and Foundations in Canada](#)

May 2024: [Activities of Small Charities and Foundations in Canada](#)

UPCOMING RESEARCH REPORTS

July 2024: Update on the Canadian Charitable and Philanthropic Sector

August 2024: Update on the Canadian Charitable and Philanthropic Sector

[VIEW ALL PAST RESEARCH REPORTS HERE.](#)



Our Vision

We will participate in a thriving Canadian philanthropic sector where the most impactful charities with the highest governance standards are celebrated and supported by donor capital.

Our Mission

The Veritas Foundation aims to be Canada's authoritative source for participating in the country's charitable sector and evaluating its effectiveness and impact.



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