

# 2025 ONN State of Ontario's Nonprofit Sector Survey

[Ontario Nonprofit Network \(ONN\)](#) has engaged Environics Research to conduct our 2025 State of the Sector survey.

Why do we ask you to do this every year? Change is constant, whether that's political, social, or policy related. Our advocacy for the sector's changing realities needs to be built upon high-quality data; the well-being of our sector, and the communities we serve depends on it.

Without data from ALL nonprofits, including charities, grassroots groups, volunteer-run organizations, nonprofit social enterprises, and nonprofit co-operatives in Ontario with a mission to serve a public benefit - we cannot paint an accurate picture of our shared struggles and opportunities for progress.

No matter where you are in this province, or who you serve, we urge you to fill out this survey. In our numbers lies a story that is informative and inspiring, and most importantly it can be used to demand and shape a different future. One that works for all of us.

## **About the survey:**

- Survey is bilingual
- Scope is organizational
- 12 minutes long
- Confidential and anonymous
- [Click here to download a PDF to preview the questions.](#)
- The survey will be available between May 13 2025 until June 13, 2025 5pm EST.

## **Who can fill out the survey?**

- Any nonprofits, charities, and grassroots groups in Ontario with a mission to serve a public benefit. This includes volunteer-run organizations, nonprofit social enterprises, and nonprofit co-operatives.
- A senior representative from your nonprofit who can best estimate and provide organizational operational, financial, and HR information. If you require accommodations to complete the survey please email ONN Policy Analyst, Javil Joujoute at [javil@theonnc.ca](mailto:javil@theonnc.ca).

Organizations who complete the survey can enter a draw to win 1 of 2 gift cards, valued at \$100.00.

**Data Privacy and Confidentiality**

Privacy and confidentiality is important to ONN and our partners and so below are the steps we are taking to protect respondents' data.

Environics Research will:

- Host the data collected in servers located in Toronto, Canada.
- Only collect IP addresses to detect fraud and will not share IP addresses with ONN.
- Enable password protection and encryption for the data stored.
- Share de-identified individual responses (i.e. raw data) with ONN and de-identified individual responses from Toronto with the Toronto Foundation.
- Raw data will be transmitted using secure file transfer mechanisms.

ONN will:

- Report survey results only in aggregate form with the objective to identify the common experiences of nonprofit organizations during a moment in time. Survey results will sometimes be illustrated with anonymous verbatim comments from open-ended questions in the survey.
- Work with Environics Research to publish the survey data as an open data set, taking care to ensure that respondents cannot be identified. For example, breakdowns will be provided by Ontario regions, subsectors (e.g., social services or arts and culture), organizational budget size. If the response rate does not ensure confidentiality, the data will not be published.
- Enable password protection for the raw data stored.

Click "Continue" to begin the survey.

## Survey Questions

### Screening

S1. Does your organization operate on a nonprofit or unincorporated grassroots basis (this includes charities, grassroots groups, volunteer-run organizations, nonprofit social enterprises, and nonprofit co-operatives in Ontario with a mission to serve a public benefit)? Yes / No

S2. Is your organization based in Ontario? Yes / No

S3. Are you able to estimate and provide organizational operational, financial, and HR information on behalf of your organization? Yes / No

### Main Survey

Questions	
1	<b>Share three words that describe how your organization is feeling right now.</b>
2	<b>ONN wants to cultivate a positive public perception of nonprofits. To help us, share what value your organization brings to your communities?</b>
<b>A. The following questions ask about your organizational information.</b>	
3	<b>Enter the postal code for your organization's main Ontario office/headquarter.?</b>  <b>Answers will be disaggregated by <a href="#">Ontario regions</a> and rural, remote, and small communities.</b>
4	<b>Where does your organization primarily operate?</b> A. Local B. Regional C. Provincial D. National E. International
5	<b>What is the primary language of operation of your organization?</b> A. English B. French C. Bilingual (i.e. French and English) D. Other, please specify:

6	<p><b>What nonprofit subsector* does your organization primarily belong to?</b></p> <p><b>For multi-service organizations please indicate your priority area.</b></p> <p><b>*Based on International Classification of Nonprofit Organizations</b></p> <ul style="list-style-type: none"> <li>A. Arts, culture, heritage and tourism</li> <li>B. Business associations, professional associations and unions</li> <li>C. Community development and housing</li> <li>D. Education and research</li> <li>E. Environment (e.g. this also includes animal welfare)</li> <li>F. Faith group</li> <li>G. Grantmaking, fundraising, and volunteerism promotion</li> <li>H. Health (e.g. nursing homes, mental and crisis intervention)</li> <li>I. Hospitals, universities and colleges</li> <li>J. International</li> <li>K. Law, advocacy, politics</li> <li>L. Social services (e.g. multi-service agencies, child care, settlement services, services for seniors)</li> <li>M. Sports, recreation, and other social clubs (e.g. leisure clubs, fitness and wellness, amateur sports)</li> </ul>
7	<p><b>Is your organization any of the following:</b></p> <p><b>Click here for definitions: <a href="#">CEE Centre for Young Black Professionals</a></b></p> <ul style="list-style-type: none"> <li>A. Black-led (A governance structure where a majority of board members are Black; a majority of senior management staff are Black)</li> <li>B. Black-serving (The main population or service users are Black; An organization that explicitly, through vision, mission, or strategic plan, serves the Black community; an organization that uses an African-centered, cultural approach)</li> <li>C. Black-focused (Supports causes that impact the Black community; has Black service users; Identifies itself as a Black organization serving the Black community)</li> <li>D. All of the above.</li> <li>E. None of the above.</li> </ul>
8	<p><b>Is your organization any of the following:</b></p>

	<p><b>Click here for definitions: <a href="#">The Circle on Philanthropy and Aboriginal Peoples in Canada for full I4 Definitional Matrix</a></b></p> <ul style="list-style-type: none"> <li>A. Indigenous Benefiting (Interest or mandate to serve Indigenous communities but no ongoing connection with Indigenous-led organizations and/or communities)</li> <li>B. An Indigenous Partnership (Driven by Indigenous peoples with Indigenous ways of knowing that inform the work and values)</li> <li>C. Indigenous informed (Driven by Indigenous peoples with Indigenous ways of knowing that inform the work and values)</li> <li>D. Indigenous-led (Indigenous leadership at all levels of decision making within the organization)</li> <li>E. All of the above.</li> <li>F. None of the above.</li> </ul>
9	<p><b>Is your organization any of the following:</b></p> <p><b>Click here for definitions: <a href="#">The Enchante Network</a></b></p> <ul style="list-style-type: none"> <li>A. 2SLGBTQIA+-led; (Organization or collective ensures that 2SLGBTQIA+ individuals are at the centre of your structure, governance, policies and/or operations)</li> <li>B. 2SLGBTQIA+-serving; (Organization or a collective that aims to support 2SLGBTQIA+ communities as your principal objective through your programs, services and/or activities e.g: Peer support programs, queer sports leagues, art and interdisciplinary collectives, 2SLGBTQAI+ specific networks)</li> <li>C. 2SLGBTQIA+-focused; (An organization or a collective that aims to support 2SLGBTQIA+ communities through your programs, services and/or activities.)</li> <li>D. All of the above.</li> <li>E. None of the above.</li> </ul>
10	<p><b>Is your organization any of the following:</b></p> <p><b>ONN crafted this definition with the support of partners.</b></p> <ul style="list-style-type: none"> <li>A. Disability-led; (A governance structure that is governed/directed by people with disabilities or whose leadership is principally made up of people with disabilities demonstrated by 50% or more occupying senior leadership positions. The</li> </ul>

	<p>governance structure prioritizes the perspectives and experiences of people with disabilities in their leadership and decision-making processes.)</p> <p>B. Disability-serving; (The main population or service users are people with disabilities; an organization that explicitly, through vision, mission/mandate, or strategic plan, serves people with disabilities and offers disability-specific services)</p> <p>C. Disability-focused; (Mission/mandate is to advance the interests and rights of people with disabilities, supports causes that impact people with disabilities, identifies as a disability-focused organization)</p> <p>D. All of the above.</p> <p>E. None of the above.</p>
11	<p><b>Is your organization any of the following:</b></p> <p>A. Women-led; (A governance structure that is governed/directed by women or whose leadership is principally made up of women demonstrated by 50% or more occupying senior leadership positions).</p> <p>B. Women-serving (The main population or service users are women; Aan organization that explicitly, through vision, mission/mandate, or strategic plan, serves women and offers women specific services; Aan organization that uses a Feminist, intersectional-feminist, and/or gender-based intersectional approach)</p> <p>C. Women-focused: (Their mission/mandate is to advance women’s interests and rights, supports causes that impact women, identifies as a women’s organization)</p> <p>D. All of the above.</p> <p>E. None of the above.</p>
12	<p><b>Is your organization any of the following:</b></p> <p><b>ONN crafted this definition with the support of partners.</b></p> <p>A. Francophone-led; (A governance structure that is governed/directed by Francophones or whose leadership is principally made up of Francophones demonstrated by 50% or more occupying senior leadership positions).</p> <p>B. Francophone-serving; (The main population or service users are Francophone; an organization that explicitly, through vision, mission/mandate, or strategic plan, serves francophones and offers francophone specific services)</p>

	<p>C. Francophone-focused; (Mission/mandate is to advance Francophone interests and rights; supports causes that impact francophones, identifies as a Francophone organization)</p> <p>D. All of the above</p> <p>E. None of the above</p>
13	<p><b>What is your organization's annual operating budget in fiscal 2024-2025?</b></p> <p>A. 0 - \$99,999</p> <p>B. \$100,000 - \$249,999</p> <p>C. \$250,000 - \$499,999</p> <p>D. \$500,000 - \$999,999</p> <p>E. \$1,000,000 - \$2,999,999</p> <p>F. \$3,000,000 - \$9,999,999</p> <p>G. \$10,000,000 +</p> <p>H. Do not wish to answer</p>

<b>B. Operations</b>	
14	<p><b>In the past year, a number of events have occurred that may have affected various aspects (mission, governance, staff, programming, revenue, and expenses) of your organization's operations.</b></p> <p><b>Have any of the following events had an impact on your organization's [mission, governance, staff, programming, revenue, expenses]?</b></p> <p>A. Changes to Canadian immigration laws and policies.</p> <p>B. Changes to provincial safe consumption sites laws and policies.</p> <p>C. Economic downturn (e.g. economic uncertainty, looming recession, tariffs and trade war).</p> <p>D. Deterioration of the Canada-U.S. relationship.</p> <p>E. Climate change related events.</p> <p>F. Backlash and/or decline in commitments to diversity, equity, and inclusion initiatives.</p> <p>G. Rise in polarization and hate crimes.</p> <p>H. Rise in facism, extremism, populism, far-right movements.</p> <p>I. Political instability outside of Canada.</p> <p>J. Technological and digital advancements (e.g. Generative AI adoption).</p> <p>K. None of the above [Exclusive]</p>

15	<p><b>Given the significant events, what actions is your organization planning to take?</b></p> <ul style="list-style-type: none"> <li>A. Strengthening relationships with funders to ensure financial stability.</li> <li>B. Preparing contingency plans for potential funding shifts.</li> <li>C. Increasing public engagement and awareness efforts.</li> <li>D. Adjusting fundraising strategies in response to anticipated changes.</li> <li>E. Monitoring policy developments closely to adapt operations accordingly.</li> <li>F. Increasing advocacy efforts to engage policymakers.</li> <li>G. Expanding or adjusting services in response to anticipated demand.</li> <li>H. Working with coalition(s) to advocate the federal/provincial/municipal governments.</li> <li>I. No planned actions at this time. [Exclusive]</li> <li>J. Not sure [Exclusive]</li> <li>K. Other (please specify):</li> </ul>
16	<p><b>Have for-profit actors increased in number (including increasing from 0) in your subsector between April 1, 2024 - March 31, 2025?</b></p> <ul style="list-style-type: none"> <li>A. Yes</li> <li>B. No</li> <li>C. Not sure</li> <li>D. Not Applicable</li> </ul>
17	<p><b>Has your organization lost contracts to a for-profit provider?</b></p> <ul style="list-style-type: none"> <li>A. Yes, in the last year.</li> <li>B. Yes, in the last two years.</li> <li>C. Yes, in the last three years.</li> <li>D. Yes, in the last four years.</li> <li>E. Yes, in the last five years.</li> <li>F. No</li> <li>G. Not sure</li> <li>H. Not Applicable</li> </ul>
18	<p><b>Has your organization seen an <u>increase in demand</u> for programs and services between April 1, 2024 - March 31, 2025?</b></p> <ul style="list-style-type: none"> <li>A. Yes, our organization has experienced increased demand for programs and services.</li> <li>B. No, our organization has not experienced increased demand for programs and services.</li> </ul>



	C. Not sure
19	<p><b>Please estimate the percentage of increased demand for your programs and services compared to the previous fiscal year using the following ranges:</b></p> <ul style="list-style-type: none"> <li>A. 25% or less</li> <li>B. 26% to 50%</li> <li>C. 51% to 75%</li> <li>D. 76% to 100%</li> <li>E. More than 100%</li> </ul>
20	<p><b>How well is your organization meeting the <b>increased</b> demand for your programs and services?</b></p> <ul style="list-style-type: none"> <li>A. We are unable to meet the demand.</li> <li>B. We can somewhat meet the demand.</li> <li>C. We can meet the demand.</li> <li>D. Not sure</li> </ul>
<p><b>C. Finances</b></p> <p><b>In this section, some questions are on a fiscal year basis (between April 1 2024 and March 31 2025) as it aligns with both provincial and federal government and the majority of the nonprofit sector fiscal years. If your year end is a different date, please answer the questions to the best of your ability.</b></p>	
21	<p><b>What is your current financial forecast?</b></p> <ul style="list-style-type: none"> <li>A. We are able to sustain our organization for 1-3 months.</li> <li>B. We are able to sustain our organization for 4-6 months.</li> <li>C. We are able to sustain our organization for 7-12 months.</li> <li>D. We are able to sustain our organization for the next 12 months or more.</li> <li>E. Not sure</li> </ul>
22	<p><b>How has your revenue changed between April 1, 2024 - March 31, 2025?</b></p> <ul style="list-style-type: none"> <li>A. Increased by more than 100%</li> <li>B. Increased by 75% to 100%</li> <li>C. Increased by 50% to 74%</li> <li>D. Increased by 25% to 49%</li> <li>E. Increased by 1% to 24%</li> <li>F. Stayed the same</li> <li>G. Decreased by 1% to 24%</li> <li>H. Decreased by 25% to 49%</li> </ul>

	<ul style="list-style-type: none"> <li>I. Decreased by 50% to 74%</li> <li>J. Decreased by 75% to 100%</li> </ul>
23	<p><b>What trends are you seeing in your actual revenues?</b></p> <ul style="list-style-type: none"> <li>A. Revenue from earned income (e.g., sales of goods and services, membership fees)</li> <li>B. Revenue from special events</li> <li>C. Revenue from other fundraising</li> <li>D. Revenue from individual donations</li> <li>E. Revenue from foundation grants (including United Ways)</li> <li>F. Revenue from corporations/businesses</li> <li>G. Revenue from municipal funding</li> <li>H. Revenue from provincial funding</li> <li>I. Revenue from federal funding</li> </ul>
24	<p><b>Did you see an increase in funding from funders (foundation grants, corporations/businesses, municipal/provincial/federal governments) for:</b></p> <ul style="list-style-type: none"> <li>A. All programs and services</li> <li>B. Existing Programs and Services</li> <li>C. New programs and services</li> <li>D. Not sure</li> <li>E. Not applicable</li> </ul>
25	<p><b>How have your expenses changed between April 1, 2024 - March 31, 2025?</b></p> <ul style="list-style-type: none"> <li>A. Increased by more than 100%</li> <li>B. Increased by 75% to 100%</li> <li>C. Increased by 50% to 74%</li> <li>D. Increased by 25% to 49%</li> <li>E. Increased by 1% to 24%</li> <li>F. Stayed the same</li> <li>G. Decreased by 1% to 24%</li> <li>H. Decreased by 25% to 49%</li> <li>I. Decreased by 50% to 74%</li> <li>J. Decreased by 75% to 100%</li> </ul>
26	<p><b>What trends are you seeing in your actual expenses?</b></p> <ul style="list-style-type: none"> <li>A. Capital</li> <li>B. Professional fees</li> </ul>



	<ul style="list-style-type: none"><li>C. Salaries and benefits</li><li>D. Programs, services, and activities</li><li>E. General administration costs</li><li>F. Office space expenses</li><li>G. Programming space expenses</li><li>H. Investments in equity related professional development and/or education</li></ul>
27	<p><b>Has your organization had to access its reserve fund between April 1, 2024 - March 31, 2025?</b></p> <ul style="list-style-type: none"><li>A. Yes, our organization has had to use our reserves.</li><li>B. No, our organization has not had to use our reserve fund.</li><li>C. Our organization does not have reserves.</li><li>D. Our organization is resorting to other measures (e.g., pay cuts, selling assets).</li><li>E. Not sure</li></ul>
28	<p><b>If yes, can you estimate how much of your reserve fund has your organization had to access between April 1, 2024 - March 31, 2025?</b></p> <ul style="list-style-type: none"><li>A. Our organization has accessed less than 25% of our reserves.</li><li>B. Our organization has accessed 25% to 50% of our reserves</li><li>C. Our organization has accessed 50% to 75% of our reserves.</li><li>D. Our organization has accessed 75% to 100% of our reserves.</li></ul>
29	<p><b>Have you used any of the following external financing levers between April 1, 2024 - March 31, 2025?:</b></p> <p><b>*This includes both first-time use and continued use.</b></p> <ul style="list-style-type: none"><li>A. Issued Bonds (e.g. Community Bonds)</li><li>B. Leveraged equity in owned land and/or property.</li><li>C. Used credit card.</li><li>D. Borrowed from line of credit.</li><li>E. Borrowed from overdraft.</li><li>F. Borrowed loans below market rate.</li><li>G. Borrowed loans at or above market rate.</li><li>H. Avail of Government guaranteed loans.</li><li>I. Avail of non-repayable contributions to loans.</li><li>J. Liquidated securities (e.g bonds, shares, futures, ETFS, mutual funds)</li><li>K. None of the above, but other</li></ul>

	<p>L. Not sure</p> <p>M. Have not used any external financing levers.</p>
30	<p><b>What barriers, if any, limit your organization's access to and use of the financial levers listed above?</b></p> <p>A. We don't know enough about the options.</p> <p>B. We don't have the assets or collateral needed.</p> <p>C. We don't have the financial skills to explore the options.</p> <p>D. We don't have the capacity to fill out the applications.</p> <p>E. Our credit history isn't strong enough.</p> <p>F. Rules or regulations make it difficult.</p> <p>G. Our internal policies or board don't allow it.</p> <p>H. We don't have connections to lenders or investors.</p> <p>I. These tools don't fit our size or type of organization.</p> <p>J. We choose not to use debt or private capital.</p> <p>K. Do not qualify based on the lender's risk assessment framework.</p> <p>L. Other (please specify):</p> <p>M. We don't face any challenges.</p> <p>N. Not sure</p>
31	<p><b>Do you receive funding from the Ontario provincial government?</b></p> <p>A. Yes</p> <p>B. No</p>
32	<p><b>If yes, which ministry?</b></p> <p>A. Agriculture, Food and Agribusiness</p> <p>B. Attorney General</p> <p>C. Children, Community and Social Services</p> <p>D. Citizenship and Multiculturalism</p> <p>E. Colleges, Universities, Research Excellence and Security</p> <p>F. Economic Development, Job Creation and Trade</p> <p>G. Education</p> <p>H. Energy and Electrification</p> <p>I. Environment, Conservation and Parks</p> <p>J. Finance</p> <p>K. Francophone Affairs</p> <p>L. Health</p> <p>M. Indigenous Affairs and First Nations Economic Reconciliation</p>

	<p>N. Infrastructure</p> <p>O. Labour, Immigration, Training and Skills Development</p> <p>P. Long-Term Care</p> <p>Q. Mines</p> <p>R. Municipal Affairs and Housing</p> <p>S. Natural Resources</p> <p>T. Northern Development</p> <p>U. Public and Business Service Delivery and Procurement</p> <p>V. Red Tape Reduction</p> <p>W. Rural Affairs</p> <p>X. Seniors and Accessibility</p> <p>Y. Solicitor General</p> <p>Z. Sport</p> <p>AA. Tourism, Culture and Gaming</p> <p>BB. Transportation</p> <p>CC. Treasury Board Secretariat</p>
33	<p><b>Does your organization have any of the following issues with their provincial transfer payment agreements?</b></p> <p>A. Difficulty moving money between budget lines.</p> <p>B. Less than 15% for administration costs.</p> <p>C. Excessive or burdensome reporting requirements.</p> <p>D. Difficulty renewing funding agreements.</p> <p>E. Receiving funding payments late.</p> <p>F. Short term/project based funding agreements.</p> <p>G. Restrictions on carrying forward money year over year.</p> <p>H. Additional auditing (e.g separate schedule for the funding or government audit of financials).</p> <p>I. 2 or more cash flow and financial reporting annually, apart from the audits.</p> <p>J. Ministry overreach into organizational operations and non-funded activities.</p> <p>K. Difficulty with the risk assessment framework.</p> <p>L. Difficulty using/navigating databases.</p> <p>M. I don't have any issues</p> <p>N. Other, please specify:</p>
34	<p><b>In the next 6-12 months, do you expect your organization's financial situation will:</b></p> <p>A. Improve</p> <p>B. Remain the same</p>

	<p>C. Worsen</p> <p>D. Do not know</p>
35	<p><b>How would you describe your organization's risk of not existing in the next 3 years on a scale of 1 (low risk) to 10 (high risk)?</b></p>
<p><b>D. Staff &amp; Volunteers</b></p>	
36	<p><b>Does your organization have paid staff?</b></p> <p>A. Yes</p> <p>B. No, our organization is entirely volunteer driven.</p>
37	<p><b>What is your organization's current job vacancy rate?* It's okay if this is just an estimate.</b></p> <p><b>*Job vacancy rate = number of vacant positions <u>divided by</u> the total number of staff if all vacancies were filled <u>multiplied by</u> 100.</b></p>
38	<p><b>Did your organization experience challenges with recruitment and/or retention of paid staff between April 1, 2024 - March 31, 2025?</b></p> <p>A. Yes</p> <p>B. No</p> <p>C. Not sure</p>
39	<p><b>What factors affected your nonprofit's ability to recruit and/or retain staff?</b></p> <p>A. Lack of affordable accessible child care services for staff.</p> <p>B. Lack of paid learning/advancement opportunities.</p> <p>C. Lack of candidates in your region.</p> <p>D. Short-term precarious contracts.</p> <p>E. Skills shortage (lack of candidates with the skill sets sought by the organization).</p> <p>F. Staff burnout and stress.</p> <p>G. Staff pushback to return to in-person work.</p> <p>H. Demanding and difficult nature of the work.</p> <p>I. Turnover.</p> <p>J. Uncompetitive compensation packages (e.g. pension plan, health benefits).</p> <p>K. Wage disparity for similar and/or same jobs across sectors.</p> <p>L. Economic uncertainty and/or instability (e.g. recession)</p> <p>M. Funding cuts</p> <p>N. Other, please specify:</p>

40	<p><b>Thinking about team members who left your organization in the past year, what are they doing now?</b></p> <ul style="list-style-type: none"> <li>A. Working at another nonprofit for the same and/or similar role.</li> <li>B. Working in the public sector for the same and/or similar job.</li> <li>C. Working in a for-profit for the same/similar job.</li> <li>D. Self-employed or doing freelance work.</li> <li>E. Changed careers.</li> <li>F. Went back to school.</li> <li>G. Not working.</li> <li>H. Retired.</li> <li>I. Not sure</li> <li>J. Other, please specify:</li> </ul>
41	<p><b>Is your organization currently using any of the following to fill staffing gaps?</b></p> <ul style="list-style-type: none"> <li>A. External Consultants</li> <li>B. Splitting roles</li> <li>C. Combining roles</li> <li>D. Changing full-time roles to part-time roles</li> <li>E. Changing part-time roles to full-time roles</li> <li>F. Temporary staffing agencies</li> <li>G. Volunteers (including board members)</li> <li>H. Other, please specify:</li> </ul>
42	<p><b>Has your organization implemented any of the following strategies to recruit and retain staff?</b></p> <ul style="list-style-type: none"> <li>A. 4-day work week.</li> <li>B. Increased benefits (e.g. health and dental insurance, pension or other retirement benefits etc.).</li> <li>C. Enhanced perks (e.g. reimbursement for cell phone use, transportation support etc.).</li> <li>D. Career advancement opportunities (training, mentorship, etc.).</li> <li>E. Equity trainings and strategies.</li> <li>F. Flexible working hours.</li> <li>G. Mental health support (e.g. expanded benefits, counseling, etc.).</li> <li>H. One-time bonuses.</li> <li>I. Remote work options (e.g. hybrid, full-time, etc.).</li> <li>J. Raised salary.</li> <li>K. Signing bonuses.</li> </ul>

	<p>L. Succession planning.</p> <p>M. Wellness programs (additional time off, retreats, sabbaticals, etc.).</p> <p>N. We have not implemented any of these strategies.</p> <p>O. Other, please specify:</p>
43	<p><b>What specific skills are lacking in your organization's candidates and/or staff?</b></p> <p>A. Community organizing</p> <p>B. Communications</p> <p>C. Data</p> <p>D. Digital</p> <p>E. Evaluation</p> <p>F. Finance</p> <p>G. Fundraising</p> <p>H. Government Relations (GR)</p> <p>I. Grant Writing</p> <p>J. Human Resources</p> <p>K. IT/Tech</p> <p>L. Public policy and advocacy</p> <p>M. Public affairs</p> <p>N. Program design and delivery</p> <p>O. Senior management</p> <p>P. Volunteer management/coordination</p> <p>Q. We are not facing a skills shortage</p> <p>R. Other, please specify:</p>
44	<p><b>Did your organization experience challenges with recruitment and/or retention of volunteers between April 1, 2024 - March 31, 2025?</b></p> <p>A. Yes</p> <p>B. No</p> <p>C. Not sure</p>
45	<p><b>What factors affected your nonprofit's ability to recruit and/or retain volunteers?</b></p> <p>A. Difficulty attracting youth volunteers.</p> <p>B. Difficulty convincing previous volunteers to return.</p> <p>C. Difficulty recruiting new volunteers.</p> <p>D. Volunteers concerned about health and safety.</p> <p>E. Volunteers retiring.</p> <p>F. Burden of police record checks for volunteering.</p>



	<p>G. Lack of dedicated individual(s) responsible for volunteer recruitment and/or retention.</p> <p>H. Other, please specify:</p>
46	<p><b>How are staffing and/or volunteer challenges affecting your organization's mission or mandate?</b></p> <p>A. Programs or services discontinued</p> <p>B. Programs or services scaled back</p> <p>C. Programs or services have increased waitlists</p> <p>D. Other, please specify:</p>
<p><b>G. Digging Deeper</b></p> <p><b>This section probes a few significant areas in detail. You can expect to spend around 4 to 5 minutes on this section.</b></p>	
47	<p><b>To what extent do you agree or disagree with the following statements?</b></p> <p>A. Strengthening social connection is an important part of our mission.</p> <p>B. We are a connector between different types of individuals and groups.</p> <p>C. It is difficult to get people to attend meetings or events in-person.</p>
48	<p><b>Which of the following are either explicitly part of your organization's strategy or have a specific strategy built around them?</b></p> <p>A. Collecting inputs from community members to directly inform our work.</p> <p>B. Reducing social isolation or loneliness.</p> <p>C. Building trust between different individuals and groups.</p> <p>D. None of the above</p>
49	<p><b>Which of the following functions does your organization carry out?</b></p> <p>A. We host in-person events to engage a broad public audience.</p> <p>B. We convene conversations between people with different perspectives or identities in order to build understanding.</p> <p>C. We provide physical space for people in the community to gather for their own purpose/interest.</p> <p>D. We run programs designed to connect community members with each other and our organization.</p>
50	<p><b>Has your organization engaged in any of the following advocacy tactics? Select all that apply.</b></p>

	<ul style="list-style-type: none"> <li>A. Organized and/or participated alongside the local community in marches, gatherings, boycotts etc against big businesses, landlords etc.</li> <li>B. Met with government officials or policymakers.</li> <li>C. Submitted written feedback or policy recommendations.</li> <li>D. Participated in advocacy coalitions.</li> <li>E. Engaged in public awareness campaigns (e.g. media, social media, events).</li> <li>F. Organized, joined, and/or signed petitions, letter-writing campaigns, open letters.</li> <li>G. Hosted or participated in community consultations or forums.</li> <li>H. Released research reports to the media, public, or policymakers.</li> <li>I. Discussed obtaining grants or contracts with government officials.</li> <li>J. Made representations in writing or verbally to elected officials.</li> <li>K. Advocating on behalf of or against a proposed bill or other policy pronouncement/proposal.</li> <li>L. Encouraged community members to write, call, fax, or email policymakers.</li> <li>M. Networked with government officials.</li> <li>N. Worked in a planning or advisory group that includes government officials.</li> <li>O. Formally met with government officials about the work we are doing.</li> <li>P. Responded to requests for information from those in government.</li> <li>Q. Other (please specify):</li> <li>R. None of the above.</li> <li>S. Not sure</li> <li>T. We engage in these tactics but there was no capacity to do so in the last year.</li> <li>U. We do not engage in advocacy/lobbying.</li> </ul>
51	<p><b>How important is it for your organization to increase its level of participation in public policy dialogue and development activities?</b></p> <ul style="list-style-type: none"> <li>A. Very Important</li> <li>B. Important</li> <li>C. Moderately Important</li> <li>D. Slightly Important</li> <li>E. Not Important</li> <li>F. Not Sure</li> <li>G. Not applicable</li> </ul>
<b>F. Wrap-up</b>	
52	<b>Are you interested in any of the following:</b>

	<p>A. Enter a draw for one of two gift cards (\$100). (Environics Research will conduct the draw.)</p> <p>B. Speak to the media on issues impacting nonprofits and the communities they serve?</p> <p>C. I would like to be added to ONN's electronic communications list.</p> <p>D. I am not interested in any of these.</p>
53	<p><b>Please include your contact information so ONN and/or Environics Research can contact you. Your contact information will not otherwise be connected to your survey responses or shared with the Ontario Nonprofit Network.</b></p> <p>Name:</p> <p>Organization:</p> <p>Title:</p> <p>Email:</p>
54	<b>Any last comments or concerns?</b>

Thank you for completing our survey. Your efforts are greatly appreciated. If you're new to ONN, explore [our website](#) and [subscribe](#) to our mailing list for policy and network updates, including funding updates, resources, and more!