

Imagine a Canada...

SECTION 1
SETTING THE STAGE

*“Look closely at the present you are constructing.
It should look like the future you are dreaming.”*

ALICE WALKER

The future is upon us. As charities and nonprofits seek to fulfill their missions in an ever-changing world, Imagine Canada is continuing its process of understanding the operating system for organizations, not just today, but what it may look like in years to come. We are looking at the role and place of Imagine Canada within this environment.

Building off the success of the most recent strategic plan (2013–2015), Imagine Canada is working to articulate a bold path that will result in the greatest impact for organizations seeking to improve the very fabric of society, both here in Canada and on a global scale.

The structure of the Strategic Planning Framework encompasses broad strategic directions, measures of success, and game changing outcomes. Many of these are common to strategic plans...there are, however, some differences.

The first major departure from the past is a longer lens. Imagine Canada’s two most recent strategic plans each covered a three-year span. With this Framework, we have collectively agreed to look further ‘down the road’. Much of Imagine Canada’s work has focused on evolving the rulebook by which charities play and influencing societal attitudes. These have been and continue to be long-term aspirations.

This framework looks at the conditions for success and sets organizational goals over a 7–10 year period.

The second departure is that of defining the role of Imagine Canada as a ‘systems entrepreneur’. During the consultation phase of the Framework development, time and time again people spoke about the ability of Imagine Canada to send significant ‘ripples’ throughout the entire system in which charities and nonprofits operate.

In January 2015, Hamoon Ekhtiari, the Director of Studio Y at MaRS, published an article that discussed systems entrepreneurship.

“The paper *How Actors Change Institutions: Towards a Theory of Institutional Entrepreneurship*, co-authored by Julie Battilana, an associate professor at Harvard Business School, suggests that while all systems entrepreneurs are change agents, to be considered a systems entrepreneur, two criteria must be met.

First, you must initiate divergent change (something that breaks with the status quo rather than simply improving or enhancing it).

Second, you must actively participate in the implementation of these changes, demonstrating an ability to marshal the resources required to implement change.”

Imagine Canada has been acting as a systems entrepreneur for years. From transforming the professionalism of the sector through the Standards Program to articulating federal and pan-Canadian policies that enables organizations to succeed, to reshaping the attitudes of Canadians towards charities and nonprofits, Imagine Canada has been and continues to be uniquely placed to positively advance issues that radiate across the broad sector.

Who is this planning framework designed for?

Imagine Canada and the sector alike. It is important to understand that successes achieved by Imagine Canada will fundamentally alter the operating environment for all charities and nonprofits.

For the sector, this framework outlines key ‘game changing outcomes’ — changes to the broad operating system that will improve the ability of organizations to thrive and fulfil the promise of their respective missions. This document uses the terms charities, nonprofits and social impact sector. While they are not used interchangeably, they do represent a belief that Imagine Canada will, at times, work on behalf of different audiences. During the listening phase of the Strategic Planning Framework development, it was heard that in many instances the work of Imagine Canada will be focused for charities while at others, it will be expanded to charities and nonprofits. At times, this will even go wider to include all organizations contributed to social good. What was heard, was that the blurring of lines through the creation of new entities means that Imagine Canada will need to be intentional about understanding which groups it is serving and at what times.

For Imagine Canada, this Framework provides focus and clarity to its efforts to create the greatest possible impact for the sector.

The comments and feedback of the approximately 700 people who participated in the development of this Framework emphasize the interdependence of the interests of Imagine Canada and the broad sector. To be successful in achieving public policy objectives, the sector will need to understand how to mobilize its collective strength. To achieve a fundamental reframing of the conversation about charities will require a cooperative approach with some common theming and messaging. The operationalization of the Framework will provide the opportunity for honest questions and frank discussion about how these mutual interests can be achieved.

SECTION 2

A CHANGING CANADA

“In much of society, research means to investigate something you do not know or understand.”

NEIL ARMSTRONG

An emergent theme from the ‘listening’ phase of the Framework development has been that the social impact sector is being profoundly affected by changes in Canadian society. The sector’s ability to respond and adapt is critical to its ability to evolve and thrive in the coming years.

While a more comprehensive look at environmental factors affecting Canada is contained in the Appendices, some of the topline findings include:

A fundamental shift in the age of the population

Between 2015 and 2021, the number of seniors will surpass the number of children under the age of 14 — the first time such a demographic shift occurs in Canada. In 2009, those over 65 represented 14% of the Canadian population; by 2036, they will represent between 23% and 25%, and by 2061 they will represent 24–28% of the population (Statistics Canada, 2010).

Immigration is reshaping the country

Approximately 3 in 10 Canadians (between 29% and 32%) will be a member of a visible minority group in 2031, regardless of the projection scenario. Canada would then have between 11.4 million and 14.4 million visible minority people.

The visible minority population would be over represented in the younger age groups. Thus, according to the reference scenario for these projections, 36% of the population under 15 years of age in 2031 would belong to a visible minority group, compared to 18% of people aged 65 and over. (Statistics Canada: Projections of the Diversity of the Canadian Population, 2006 to 2031).

Aboriginal young people are important to Canada's future

Aboriginal children aged 14 and under made up 28% of the total Aboriginal population and 7% of all children in Canada in 2014. Non-Aboriginal children aged 14 and under represented 16.5% of the total non-Aboriginal population (Statistics Canada as cited in United Way of Saskatoon & Area, 2014).

Charitable giving is showing weakness

A smaller proportion of Canadians is taking responsibility for increasingly larger donations to charitable organizations. From a high of almost 30% in the early 1990s, the proportion of taxpayers claiming charitable donations on their tax returns had fallen to 23% by the 2011 tax year. The average annual donation, meanwhile, has climbed from \$458 in 1984 to \$1,437 (or \$748 in 1984 dollars) in 2010, according to data compiled by Imagine Canada from Statistics Canada and Canada Revenue Agency figures.

While the social value of helping others remains strong, the nature of volunteerism is changing

Canadians continue to be generous by volunteering an average of 154 hours per year, or close to 2 billion hours in total. However, 12.7 million Canadians (44%) volunteered in 2013 compared to 13.3 million (47%) in 2010.

Despite a slight decrease in the volunteer rate, 17 million Canadians have volunteered at some point in their lives – that's 59% of Canadians aged 15 and older.

Additionally, 82% of Canadians volunteer informally, meaning helping people directly, without the involvement of an orga-

nization or group. This is almost double the formal volunteer rate (Volunteer Canada)!

As Imagine Canada proposes a new strategic future, incorporating an understanding of the ever-changing nature of community and society as a whole is critical.

SECTION 3
A SYSTEM RE-IMAGINED

“Can you imagine what I would do if I could do all I can?”

SUN TZU

Throughout this process there has been a remarkable amount of alignment. Patterns and themes have emerged regardless of the mission or cause of an organization. Of course, there have been many points of difference, but that is to be expected in a sector as broad and diverse as ours.

We have heard about the belief sector leaders have in the transformative effects of the programs operating in communities across the country. We have heard about the widening gap between increasing demands for services and traditional means of financial support available to organizations. We have heard concerns about the ever growing number of charities with similar mandates.

Some of the thinking was bold. Thoughts evolved to ideas, then statements — each designed to positively affect the operating system and ensure a brighter future. Effectively we heard about a System Re-Imagined. It is around this vision that the Framework is constructed.

The following statements employ the term ‘we’. In the context of this document, ‘we’ refers to both the leadership of Imagine Canada and the leadership of sector organizations.

We will be able to measure and effectively communicate the value and impact of the programs we offer.

The very essence of the charitable and nonprofit sector is the provision of programs that make life better for people in their respective communities. From all corners of the sector, we have heard about the need to clearly articulate the positive difference these programs make. Many organizations are struggling with the balance of day-to-day operations and the ability to have meaningful measurement and evaluation systems in place.

An ongoing challenge for the entire sector is to shift the conversation away from questions about cost and overhead to an appreciation of impact and value. Organizations, however, need more than stories to communicate program effectiveness. We foresee a System Re-Imagined that includes the knowledge and capacity for organizations to study, learn and communicate the impact of their programs.

We will broaden the spectrum of opportunities available to charities and nonprofits to create financially sustainable business models.

Overwhelmingly, the major concern of the sector relates to how it is funded. As the Chief Economist for Charitable and Nonprofit Sector, Brian Emmett, regularly points out, we have a financing gap. The demand for services is increasing and the traditional sources of revenue are stagnating or declining.

With government still providing 51% of revenues to the sector and most governments being under pressure to balance their books, the future of new funding looks less than promising. Earned income, now accounting for 32% of sector revenues, continues to grow and become a more integral source of ongoing financing. Philanthropy, as it has been known for decades, is waning. Fewer donors are contributing to community organizations.

A System Re-Imagined includes a recognition of full costs in all funding proposals. It includes access to business develop-

ment programs as organizations seek to diversify their revenue stream. It sees access to new financial instruments to enable innovation and start-ups. In essence, the overall operating system is designed to provide the highest probability of success (regulatory framework, access to capital, positive changes to donor attitudes, etc.) as organizations seek sustainable business models.

We will understand and adapt to the powerful forces shaping Canadian society.

During the listening phase of the Framework development, it was clear that charitable leaders are cognizant of the evolving nature of their communities. Baby Boomers, the backbone of charities (donors, volunteers, staff) for the past couple of decades, are moving into their retirement years. What will happen with their patterns of giving of time and money as they become the healthiest and wealthiest group of retirees in history? Combine this with a generation of young people who exhibit community involvement and contribution to social good in different ways. As Boomers potentially reduce their roles in sector organizations, will they be replaced by a new generation? It may be that, while incredibly connected to social good, young people will not tread the path blazed by their parents and grandparents — rather they will seek their own way. During the listening phase, many young people expressed the desire to improve society, but didn't see that necessarily taking place through traditional charities. Owner-operated social purpose businesses, innovative new programs and social enterprises surfaced as ways to engage in society.

Charitable leaders identified the impact of the increasing numbers of new immigrants as another major shift in the operating system. How does giving to long-standing charities relate to the needs of new immigrants as they seek meaningful work, settle in a community, and support faith and family in Canada and the country of origin? In the coming years, demographic patterns point to the emergence of Aboriginal youth will be a major force in this country. Is the sector working to ensure

healthy, happy and meaningful lives and readying a new generation of Aboriginal young people for leadership?

We envision a System Re-Imagined that includes access to knowledge, data, research and information that enables charities and nonprofits to anticipate and react to societal changes. We envision a role for Imagine Canada in interpreting and distilling this vast body of knowledge to sector leaders in a manner that contributes to its highest possible usage. We envision a commitment to innovation and smart risk taking to ensure that these changes are opportunities and not challenges.

SECTION 4
ARTICULATING THE FUTURE

We have listened and spoken with leaders from across the sector. Compiled from their feedback is a vision of the future...what success will look like in seven to ten years. This will serve as a guide for the work of Imagine Canada.

Our vision for the future

A society that values charities for the difference they make, not the amount they spend on overhead. Over the next decade the pendulum has shifted to a place where questions about cost are balanced with dialogue about the outcomes of the work undertaken by charitable organizations. The charitable and nonprofit sector has developed a core competence in evaluating and measuring its activities so that heart-warming stories are complemented by evidence-based measurement.

A sector that employs meaningful partnerships and collaborations as a way to solve complex social problems. Recognizing that territorial thinking and ‘go it alone’ approaches do not achieve the desired outcomes, organizational leaders regularly initiate collaborative activities as a proactive method of enhancing the success of their work.

Contributing to the betterment of society is definitely the ‘place to be’. Whether it is as paid staff or volunteer talent, people want to be part of the movement to improve the social

fabric of society. The sector has responded by intentionally focusing on attracting, developing, retaining and celebrating the very best people.

Charities and nonprofits exhibit the highest standards of governance, accountability and transparency and are viewed with the utmost respect. The evolution of great governance has continued and reached a point where it is a basic expectation. The sector's Standards Program is the recognized benchmark for excellence in this area.

Together with government and the private sector, charities and nonprofits are viewed as an integral component to building the best possible communities. No longer the 'third sector', charities and nonprofits have found their place as vibrant contributors to the economy and as agents of social change. Leaders at all levels intentionally seek representation from charities and nonprofits when considering initiatives that will affect the health of communities.

Charities have developed diversified streams of revenue that can withstand economic downturns and contribute to the sustainability of the sector. While the mix is different for each and every organization, the conditions are favourable for organizations to embrace and try new methods of generating funds. The 'blurring of lines' between structures has continued, but is a secondary discussion. Sector leaders have figured out how to operate and take advantage of an operating environment that fosters innovation. Philanthropy is re-invented. Historical declines in giving have been addressed with innovative, knowledge based approaches. There is evidence that more Canadians give and Canadians give more.

Technology and data have been harnessed for organizational effectiveness and program greatness. A core competency of the charitable and nonprofit sector is its ability to activate new technologies to further organizational missions.

These are embodied in our beliefs, mission, vision and brand narrative:

Imagine a Canada where charities work together to connect and learn from each other.

Imagine a Canada whose charities support and strengthen one another.

Imagine a Canada where charitable organizations are more effective, more respected and more vibrant collectively than they ever could be individually.

That's the Canada we imagine.

A Canada where charities work hand in hand with business and governments, to build more vibrant, prosperous communities.

A Canada where charities and nonprofit organizations are better able to help those in need and enhance the quality of life for all of us.

A Canada where charities are innovative, transparent, ethical and well-governed.

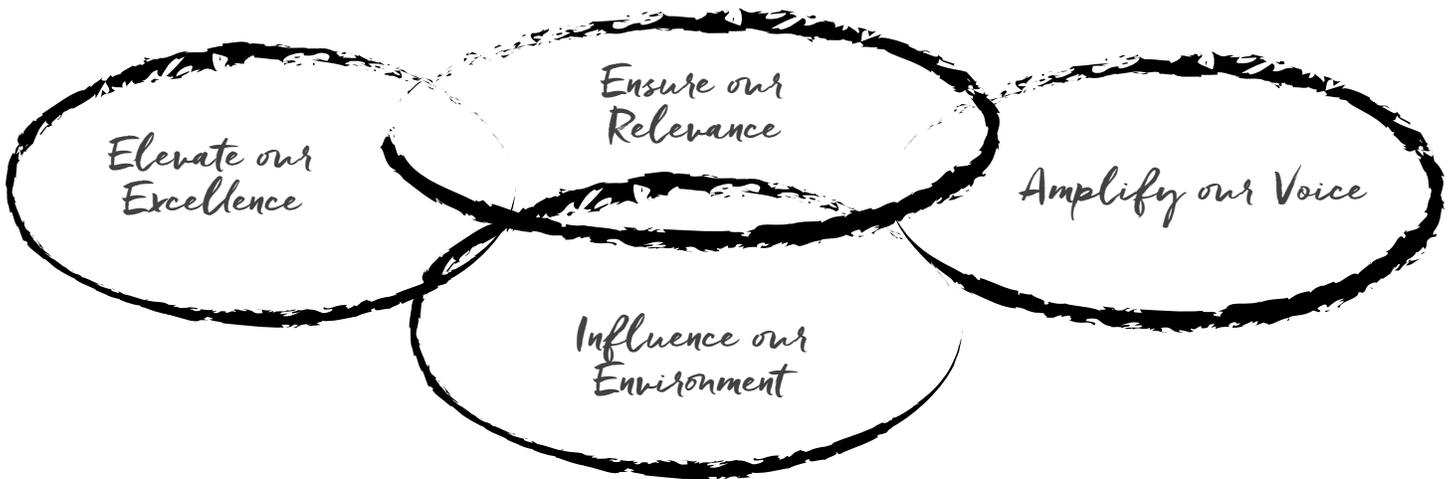
We imagine a Canada where all this is possible.

Where giving is a powerful act engaged in by all our citizens.

Where that giving has fundamental, tangible lasting benefits for our society.

That's what we imagine, when we Imagine Canada.

SECTION 5
STRATEGIC DIRECTIONS



The Strategic Directions bring together the thoughts from Setting the Stage, A Changing Canada, A System Re-Imagined and A Vision for the Future into a series of statements to guide the efforts of Imagine Canada. The Appendices contain worksheets on each of the four Strategic Directions that examine areas such as Measures of Success, Story behind the Data, Partners, and Action Plan. As these speak to the operationalization of each Strategic Direction, they require more work but will serve as starting points for discussion.

Amplify our Voice

“Increase Canadians awareness about the vital role that nonprofits and charities contribute to the economic, social, environmental and political objectives of our country, in a strategic and ongoing basis.” — ONLINE SURVEY CONTRIBUTOR

At the heart of the Framework is both a desire and a tension. The desire is to work collectively to re-frame the dialogue between Canadians and the sector. The tension is that when asked to articulate impact, many organizations cannot do so in a meaningful way.

The story behind Amplify our Voice is a belief that there is an urgent need to bridge the disconnect between the growing mindset that cost is the sole measure of a charity’s worth and a desire to showcase the transformative nature of the work of charities and non-profits. We believe that a clear demonstration of impact will contribute to reversing declining public engagement levels in the sector. Sector leaders have indicated that Imagine Canada can play a role in demystifying impact assessment and be a thought leader in assisting organizations to demonstrate value.

Effectively, the sector wants Imagine Canada to ‘activate the Narrative’.

The Narrative Project has been viewed as a significant piece of positive work that sets the stage for the re-framing of the conversation. Enhanced by economic impact work, the tools exist to begin the long, slow process of reversing public opinion. Sector leaders have identified Imagine Canada should play a coordinating role in succeeding this effort.

WHEN SUCCESSFUL, WE WILL HAVE ACHIEVED
TWO GAME CHANGING OUTCOMES

a Canada where
citizens have an
improved perception of
social impact organizations

and

a Canada where
organizations have the
ability to speak with a
unified, amplified voice
to key audiences

The Narrative project responds to emerging issues and utilizes market research, social media and public relations tools to connect with current and prospective donors and volunteers. It identifies the government and the private sector as both audiences and allies. Ensuring that these groups embrace the message of impact and transformation is crucial, and their strength and networks can greatly assist in communicating these messages.

Amplify our Voice embodies the ideas of effective marketing to both the sector and Canadians. It will raise the issue of how organizations will be asked to adopt and reflect the tone and essence of the Narrative Project in their own marketing communications — thereby truly amplifying the reach of the sector.

Ensure our relevance

“Mainstream charities see the case for extending their operations into aboriginal communities. What they don’t understand, however, is that they are unique communities requiring different/unique approaches. They have no idea how to indigenize their work.” —KEY INFORMANT INTERVIEWEE

Canadian society is going through profound, fundamental changes. Sector leaders have expressed a keen interest in ensuring that organizations have access to the most up to date and relevant information to help them make the best possible decisions.

The story behind Ensure our Relevance relates to a belief that with a strong focus on everyday operations, it is difficult for leaders to spend time, money and energy on examining macro issues. In fact, many don’t see

WHEN SUCCESSFUL, WE WILL HAVE ACHIEVED
A SIGNIFICANT GAME CHANGING OUTCOME

a Canada where a sector-wide operating culture exists that sees organizations use more data, information, research and knowledge to make wise decisions.

that as their role, but one that is better left to an organization like Imagine Canada. At the same time, there is a thirst for knowledge about the changes that are taking place in society. Leaders have expressed the desire to be well-informed so that choices facing their organizations are made in a way that provides the best possible chance for success.

Sector leaders see Imagine Canada as a natural conduit in providing the sector with research, knowledge, data, and information.

Ensure our Relevance embodies the idea of connectedness to changes in society — population changes, demographic shifts, trends in volunteerism and giving, etc. It speaks to a need to provide access to timely information in a way that is easily understood and with the highest possible chance of being used. It encompasses the desire to share and learn from each other by providing places of connection. It proposes that we need to adapt our measures of success to be truly relevant in a changing world. It highlights the importance of creating an environment for innovative approaches to be tested and implemented, where successes rise to the surface.

Imagine Canada has a long-standing strength in providing primary research. As access to other forms of information become readily available, the idea of being a knowledge and information broker has emerged. Imagine Canada is being challenged to examine initiatives that address this need. Knowledge and information brokering does not need to be a high cost area.

Influence our environment

“Continue to impress upon the government the depth and breadth of the sector.” — ONLINE SURVEY CONTRIBUTOR

Charities and nonprofits can either be enabled or constrained by the conditions of the operating environment. There is a belief that current regulatory, legislative and policy structures are not adapting to changes within society and the sector, and are therefore preventing organizations from realizing their full potential.

WHEN SUCCESSFUL, WE WILL HAVE ACHIEVED
A SIGNIFICANT GAME CHANGING OUTCOME

a Canada where a
‘social impact lens’ is
applied when public
policy is being created.

The story behind Influence our Environment is that we need to create an enabling environment for charities and nonprofits (and, in fact, all structures that contribute to social impact) to respond to growing demand. There is a sense that the current relationship with government is limiting and restraining, and requires a redefinition.

Influence our Environment embodies the idea that government and the sector share a common interest: the betterment of communities. It proposes that the evolution of the environment governing charities is good for government, private sector, the charitable sector and ultimately, Canadians. It speaks to the need for the sector to present evidence-based approaches that enable lawmakers and legislators to provide their support.

Sector leaders were clear in highlighting a gap between the successful work of Imagine Canada at a federal level and the need to replicate that kind of public policy success at a provincial level. Remaining within this framework is an unanswered question: how can Imagine Canada assist in achieving policy success provincially?

Elevate our excellence

“Continue to evaluate and accredit as many organizations as possible as a measure of accountability to the clients and the community and our funders.” —KEY INFORMANT INTERVIEWEE

At the core of the relationship between charities, donors and volunteers is trust.

Trust that dollars are being spent in an honest and transparent manner and for the intent in which they were given. Trust that programs are designed to benefit clients and that programs are furthering outcomes. Trust that organizations are well governed and that volunteer contributions are meaningful.

The story behind Elevate our Excellence is that there is a profound need to demonstrate operational excellence to Canadians — at both program and governance levels. There is a belief that the Standards and Accreditation Program, stewarded and operated by Imagine Canada, can be the lead vehicle for showcasing excellence in governance, accountability and transparency. There is a growing awareness that well-governed organizations tend to have greater impact.

Demonstrating excellence at a program level is unique to each organization. Linking to Ensure our Relevance, the role for Imagine Canada will be to work with organizations to assist in developing approaches to meaningfully measure impact and program quality.

Elevate our Excellence embodies the belief that as more Canadians experience the impact of accredited charities, they will witness the quality of well-governed, professionally managed organizations. These positive experiences, from both a program quality and governance standpoint will, over time, work

WHEN SUCCESSFUL, WE WILL HAVE ACHIEVED
A SIGNIFICANT GAME CHANGING OUTCOME

a Canada where charities and nonprofits are operating at the highest level of governance and deliver the highest quality programs.

to increase the appreciation of the value of the sector. It speaks to an aspiration that the Imagine Canada Standards' Trustmark will become the recognized brand for good governance in this country. It honours and values other accrediting, credentialing and certification programs and will seek ways to collaborate in authentic ways. It comes with the knowledge that successfully achieving accreditation is much more than a brand. It is about real, tangible improvement in the operations of organizations. It suggests a role for Imagine Canada in addressing the 'bad apples' that arise from time to time in a such vast sector.

APPENDIX 1

SUMMARY OF NINE KEY TRENDS

¹ *Nine Key Trends Affecting the Charitable Sector*, Independent Sector, February 2015. <https://www.independentsector.org/uploads/nine-trends22015.pdf>

This summary presents highlights from a recent Independent Sector publication *Nine Key Trends Affecting the Charitable Sector*.¹ While this report speaks to the United States and the global operating environment, many of these findings are also applicable to Canada. The following trends are a combination of direct paraphrased content from the Independent Sector (items 1-3) and modified to reflect the Canadian context, particularly with regards to population demographics and volunteering behaviour.

Trends in National and Global Level Forces:

1. Social disruption, environmental degradation and the need for institutional support

Most interesting is the recognition of the impact of the unequal distribution of wealth and power:

- a. The increasing gap between the haves and have-nots (or the 1% and everyone else) has the predicted effect of a greater number of individuals seeking institutional support.
- b. May result in “unforeseen innovation in political governance and the social compact.”
- c. Likewise, increasing environmental degradation globally will impact migration and resources.

² *Projected trends to 2031 for the Canadian labour force*, Laurent Martel, Éric Caron Malenfant, Jean-Dominique Morency, André Lebel, Alain Bélanger, Nicolas Bastien. Published December 19, 2012; accessed March 3, 2015. <http://www.statcan.gc.ca/pub/11-010-x/2011008/part-partie3-eng.htm>

2. Greater ethnic diversity and new generations of leaders

Ethnic diversity will increase and most of the Boomer population will be of retirement age (though likely involved as retirees). Sector leadership will have shifted to Gen X and Millennial populations.² In Canada:

- a. Close to 1 out of 4 person in the labour force is projected to be 55 years or over by 2021.

- b. About 1 out of 3 people in the labour force would belong to a visible minority group by 2031. This proportion was 15.7% in 2006. It could reach about 40% in Ontario and British Columbia by 2031.
- c. The Aboriginal population in Canada will grow about 43%, about 2 million people by 2031.

3. Technology transforming learning gathering and associations

The rise in mobile technologies and increased communications will increasingly impact competition for attention from all audiences. Market targeting technologies are moving to increased customization of experience, peer-to-peer engagement and participatory leadership. The sector will be under pressure to deliver this level of experience — meaning investment in marketing, technology, and communications.

Most interesting in the Independent Sector report is the impact these three factors will have on how groups of people behave — talking about “swarms” in loose networks — rise of new data, new ways to connect and how shared purpose is lived as voters, consumers and community members. This is predicted to have the following effects on social impact organizations:

- a. Individuals will sidestep organizations that are not able to partner with the “swarms.”
- b. Pressure for institutions to adopt new forms and become “more agile by listening deeply, responding in real time, providing platforms that enable and accelerate existing swarms.”
- c. Culture of leadership will shift from central control to “broad episodic engagement” — traits to consider: adaptive, facilitating, transparent, and inspirations.

4. Population Growth and Aging

Statistics Canada (2010) projects continued population growth, fuelled by immigration, with an estimated population of 43 million by 2036 in comparison to 33.7 million in 2009. All provinces will see an increase in population except Newfoundland and Labrador, where a lower population is projected by 2036. Ontario and BC will see their demographic share increase. Increased international migration is predicted to be the main driver of population growth, with an estimated 333,600 people migrating to Canada per year in 2036 (in

Source
Boys and Girls Clubs of Canada: Environmental Scan, 2011. <http://www.bgccan.com/en/WhatsNew/Events/Documents/Environmental%20Scan.pdf>

comparison to the 2010 rate of 252,500 per year). Increased immigration will change Canada's social and cultural landscape and have effects on service organizations who may find themselves serving a larger number of immigrants looking for support in their transition. Population, and immigrant population in particular, will increase in cities putting pressure on urban organizations (Alexander, 2006).

Between 2015 and 2021, the number of seniors will surpass the number of children under the age of 14 — the first time such a demographic shift occurs in Canada (Statistics Canada, 2010). In 2009, those over 65 represented 14% of the Canadian population — by 2036, they will represent between 23% and 25%, and by 2061 they will represent 24–28% of the population. The current median age is 39.5, but by 2036 it will have reached between 42 and 45. The median age is expected to be lower in three provinces: Ontario, Manitoba and Alberta, with Manitoba being the youngest province, and Newfoundland Labrador being the oldest by 2036. Northern, Inuit and Aboriginal communities already have a high percentage of young people — those 15 years and under represent 30% of central and northern Manitoba, 34% of northern Saskatchewan, 29% of northern Quebec, and 27-37% NW territories' population (McAlaster, 2011). Immigration is predicted to have an impact on the number of births, largely because those who immigrate to Canada tend to be of child-bearing age, but it will have little effect on the overall aging of the Canadian population in the coming years (Statistics Canada, 2010).

5. Aboriginal People

Source
"Demography of
Aboriginal People",
Historica Canada, 2015.
<http://www.thecanadianencyclopedia.ca/en/article/aboriginal-people-demography>

Over 1.8 million people in Canada reported having an Aboriginal ancestry, or ancestors with an Aboriginal identity in 2011. More than 1.4 million people (over 4% of the total population in Canada) identified themselves as an Aboriginal person. Aboriginal peoples in Canada are defined in the Constitution Act 1982 as Indian (more commonly referred to as First Nations), Métis, and Inuit. Between 1996 and 2006, the Aboriginal population grew by 45%, compared to 8% for the non-Aboriginal population. Between 2006 and 2011, the Aboriginal population further increased by 232,385 people (20.1%). By comparison, the non-Aboriginal population grew by just 5.2% during that same time period. Projections developed by Statistics Canada in 2011 for the Aboriginal population indicate that depending on the demographic scenario assumed (i.e., change in fertility, mortality, migration, and intergenerational ethnic mobility — the transmission of Aboriginal identity from one generation to the next), the population could reach between 1.7 million and 2.2 million in 2031.

Source

Aboriginal Peoples in Canada: First Nations People, Métis and Inuit, Statistics Canada, 2011. <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-011-x/99-011-x2011001-eng.pdf>

Aboriginal children aged 14 and under made up 28% of the total Aboriginal population and 7% of all children in Canada. Non-Aboriginal children aged 14 and under represented 16.5% of the total non-Aboriginal population.

Aboriginal youth aged 15 to 24 represented 18.2% of the total Aboriginal population, and 5.9% of all youth in Canada. Non-Aboriginal youth accounted for 12.9% of the total non-Aboriginal population.

About 6% of the total Aboriginal population were seniors aged 65 and over, less than half of the proportion of seniors in the non-Aboriginal population (14.2%).

Inuit had a median age of 23, the youngest of the three Aboriginal groups. The median age of First Nations people was 26, followed by Métis at 31.

6. Immigration

Source

Immigration and Ethnocultural Diversity in Canada, Statistics Canada, 2011. <http://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-010-x/99-010-x2011001-eng.pdf>

In 2011, Canada had a foreign-born population of about 6,775,800 people. They represented 20.6% of the total population, the highest proportion among the G8 countries.

Between 2006 and 2011, around 1,162,900 foreign-born people immigrated to Canada. These recent immigrants made up 17.2% of the foreign-born population and 3.5% of the total population in Canada.

Asia (including the Middle East) was Canada's largest source of immigrants during the past five years, although the share of immigration from Africa, Caribbean, Central and South America increased slightly.

The vast majority of the foreign-born population lived in four provinces: Ontario, British Columbia, Quebec and Alberta and most lived in the nation's largest urban centres.

Source

Projections of the Diversity of the Canadian Population, 2006 to 2031, Statistics Canada, 2010. <http://www.statcan.gc.ca/pub/91-551-x/91-551-x2010001-eng.pdf>

Approximately 3 Canadians in 10 (between 29% and 32%) could be a member of a visible minority group in 2031, regardless of the projection scenario. Canada would then have between 11.4 million and 14.4 million visible minority people.

The visible minority population would be over-represented in the younger age groups. Thus, according to the reference scenario for these projections, 36% of the population under 15 years of age in 2031 would belong to a visible minority group, compared to 18% of people aged 65 and over.

In 2031, among all the visible minority groups, South Asians and Chinese will

likely still be the largest visible minority groups in Canada. The South Asian population would be between 3.2 million and 4.1 million in 2031, compared to 1.3 million in 2006. The Chinese population would go from 1.3 million in 2006 to between 2.4 million and 3.0 million in 2031.

Arabs and West Asians are the visible minority groups that would grow the fastest between 2006 and 2031. Depending on the scenario, Canada's Arab population would thus number between 806,000 and 1.1 million in 2031 and its West Asian population, between 457,000 and 592,000, compared to 276,000 and 164,000 respectively, in 2006.

The number of people having a non-Christian religion would more than double by 2031, reaching between 5.3 million and 6.8 million in 2031 compared to an estimated number of 2.5 million in 2006. From 8% of the population in 2006, the proportion that they represent would rise to approximately 14% in 2031.

Within the population having a non-Christian religion, approximately 1 person in 2 would be a Muslim in 2031, whereas the corresponding proportion in 2006 was estimated at 35%.

According to the scenarios developed for these projections, fewer than 2 Canadians in 3 would have a Christian religion in 2031. Three Canadians in four (75%) had a Christian religion in 2006. The corresponding proportion in 1981 was 97%.

People whose mother tongue was neither English nor French accounted for less than 10% of Canada's population in 1981. By 2006, that proportion had risen to 20%, and the projections indicate that it would reach between 29% and 32% in 2031.

7. Charitable Giving

The most recent figures on charitable giving by Canadians was collected by Statistics Canada and Imagine Canada in 2010.

Based on this data, a smaller proportion of Canadians is taking responsibility for larger and larger donations to charitable organizations. From a high of almost 30% in the early 1990s, the proportion of taxpayers claiming charitable donations on their tax returns had fallen to 23% by the 2011 tax year. The average annual donation, meanwhile, has climbed from \$458 in 1984 to \$1,437

Source

Draft Discussion Document: Trends, Anticipated Future Events and Characteristics of the External Environment Considered Under the Headings: Political/Policy, Economic, Social, Technology/Science (Pests Analysis), Pancreatic Cancer Canada, 2013–2014

(or \$748 in 1984 dollars) by 2010, according to data compiled by Imagine from Statistics Canada and Canada Revenue Agency figures.

8. Volunteerism

Source

*"The Canadian
volunteer landscape"*,
Volunteer Canada, 2015.
[http://volunteer.ca/
blog/landscape](http://volunteer.ca/blog/landscape)

Canadians continued to be generous by volunteering an average of 154 hours per year, or close to 2 billion hours in total. However, 12.7 million Canadians (44%) volunteered in 2013 compared to 13.3 million (47%) in 2010.

Despite a slight decrease in the volunteer rate, 17 million Canadians have volunteered at some point in their lives — that's 59% of Canadians aged 15 and older.

Additionally, 82% of Canadians volunteer informally, meaning helping people directly, without the involvement of an organization or group. This is almost double the formal volunteer rate! The most common types of informal help are housework, home maintenance, health-related or personal care, shopping and driving someone to a store or appointment. The informal volunteer rate is highest (91%) among young Canadians aged 15-19 and decreases with age, with just over half of Canadians aged 75 and older volunteering informally.

Thirty-seven percent of Canadian volunteer activities are episodic, meaning occurring one to four times a year. Episodic volunteers give an average of 36 hours per year. On the contrary, the 7% of Canadians who volunteer on a daily basis contribute 526 hours per year.

As in previous years, over half of all volunteer hours are given by 10% of volunteers. Most of these "super" volunteers volunteer on a daily or weekly basis, giving 372 hours or more annually. Combined, the top 25% of volunteers give 77% of all volunteer hours.

Canadians aged 15 to 19 have the highest volunteer rate, with 66% of youth volunteering. This could partially be attributed to community service requirements, as 20% of youth volunteer because they are required to go do. However, almost half of volunteers under 35 are motivated by possible job prospects, so volunteering can be seen as a way to hone skills and gain experience.

The volunteer rate drops through early adulthood, rebounding slightly with Canadians aged 35 to 44, likely due to parental volunteer roles in schools and after-school programs. Sixty percent of Canadians with school-aged children volunteer, compared to 38% of those without.

With Canadians over 45, the volunteer rate continues to drop, with 27% of Canadians aged 75 and older volunteering. Sixty four percent of Canadians in this age group cite the physical inability to participate in volunteer activities as a barrier to volunteering.

Interestingly, despite the lower volunteer rate among Canadian volunteers aged 65 to 74, they give the most hours annually, at 231 hours. Comparatively, youth give the least, 110 hours per year.

APPENDIX 2

Vision Statement

We believe in a stronger Canada where charities work together, along side business and governments, to build vibrant and prosperous communities.

Mission Statement

Imagine Canada strengthens and supports Canadian charities and nonprofits so they may better serve and engage individuals and communities here and around the world.

Imagine Canada is a national charitable organization whose cause is Canada's charities. Our three broad goals are to strengthen the sector's collective voice, create opportunities to connect and learn from each other, and build the sector's capacity to succeed.

We believe that charities and nonprofits play an essential role in Canadian society by:

- Engaging Canadians
- Helping those in need
- Enhancing quality of life
- Building knowledge
- Strengthening public policy
- Contributing to economic prosperity

We also believe that charities and nonprofits have a responsibility to be:

- Innovative
- Transparent and accountable
- Ethical
- Well governed
- Inclusive
- Collaborative

Thank you

We would like to thank the following individuals and groups who have generously given of their time to support the development of the Strategic Planning Framework.

IMAGINE CANADA Board of Directors
Staff

THINK TANK PARTICIPANTS
David Armour, President, United Church of Canada Foundation
Janet Austin, CEO, YWCA of Vancouver
Owen Charters, Chief Marketing & Development Officer, MS Society of Canada
Marlene Deboisbriand, Vice President, Member Services, Boys and Girls Clubs of Canada
Myna Kota, Advocacy Strategist, Girl Guides of Canada
Ann Perigo, Director, Volunteerism and the Non-Profit Sector, Government of Nova Scotia
Lee Rose, Director, Community Knowledge & CKX Sherpa, Community Foundations of Canada
Karen Shaver, Acting President & CEO, Big Brothers Big Sisters of Canada
Stéphane Vaillancourt, President & CEO, YMCA of Quebec
Sam Vanderveer, Senior Manager Executive Support, Scotiabank
Connie Walker, President & CEO, United Way of Winnipeg

KEY INFORMANT INTERVIEWS
Susan Dallhoff
Cynthia Foo

FACILITATION
Don McCreesh
Linda Morgan
Denise Ouellette

METRICS
Andrew Taylor

CLOUD-BASED REPORTING
Envisio