

# Focusing Forward

2025 Annual Report

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# Message from our Leadership

If 2024 taught us that the charitable and nonprofit sector is strongest when we work together, 2025 showed us that we must move forward with a renewed focus to build upon that strength through partnerships, coalitions & our collective resolve.

The growing instability that marked 2025 came to a head in many ways over the course of the year. The broader geopolitical environment and instability south of the border created a galvanizing moment for Canada. Canadians found in it a reason to pull together, and that same cohesive energy was felt across the nonprofit sector. The federal election further compounded that uncertainty, prompting organizations to consider what a new political landscape might mean for the sector and the communities they serve.

At the same time, the consequences of global trade uncertainty created real apprehension amongst sector leaders. Increased funding instability affected the sector broadly, causing uncertainty for organizations of every size and sub-sector. And for many in the sector, this pressure came as demand for essential services and programs continued to grow. And yet, within this period of disruption, we also recognized an opportunity to build, not to return to the way things were, but to explore what the new future of our sector looks like and build toward it with clarity and purpose.

That clarity guided Imagine Canada's work in 2025 – perhaps most significantly through the development and launch of our new 5-year Strategic Action Plan: Building our Collective Power. The plan provides a cohesive framework to guide the work we do to strengthen both nonprofit organizations and the broader systems that shape their ability to thrive. It focuses on long-term impact that is responsive to the evolving realities of our communities. A clear message emerged from our extensive consultation process engaging over 600 stakeholders: Imagine Canada occupies a unique place in the nonprofit landscape. To honour and strengthen this position, we must advance with greater focus, leverage our pan-Canadian perspective to convene and connect, and proactively champion the fundamental issues that matter most to the sector. Built around three interconnected aspirations and the strategic pathways to achieve them, the plan is future-oriented and designed to ensure that Canadian charities and nonprofits are strong, trusted, and ready for what comes next.



One initiative that exemplifies these identified pathways is a multi-year strategy which began in the spring of 2025 and will culminate in a national public relations and advertising campaign in the Fall of 2026. The goal is to help Canadians understand what those of us in the nonprofit sector already know: that charities and nonprofits provide essential services that are vital to the health and well-being of their communities.

The projects and programs featured in our 2025 Annual Report are each a piece of a larger picture, reflecting the ongoing work of building a sector that is more resilient and better resourced to serve communities. From research reports to policy and advocacy initiatives and capacity-building resources, each offering played a key role in supporting the ongoing sustainability of charities and nonprofits across Canada.

2025 was a year that asked a great deal of the sector, and of the people who keep it running. We also see a genuine reason for hope in the organizations we have the privilege of working alongside. This sector has always been defined by its ability to adapt, to show up for the people relying on them, and to keep moving forward even when the path ahead is uncertain.

None of this work would be possible without the efforts of the many people who sustain it. To our staff, our Board of Directors, and our volunteers: thank you. Your care, expertise & sustained dedication has been, and always will be, vital to Imagine Canada's work. To the remarkable organizations that make up the charitable and nonprofit sector: we are deeply grateful and honoured to be on this journey with you. Together, we focus forward.



**Bruce MacDonald**  
President & CEO



**Charlene Krepiakovich**  
Board Chair

# Land acknowledgment

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Imagine Canada's staff, operations, work, and network depend on traditional Indigenous territories to provide us physical space, sustenance, safety, and community to work, live, and play.

Our physical head office is located on the traditional territory of many nations including the Mississaugas of the Credit, the Anishinabeg, the Haudenosaunee, and the Wendat (Wyandot). We acknowledge that these lands are covered by Treaty 13 and the Dish With One Spoon Wampum Belt Covenant. We acknowledge that these lands are still home to many diverse First Nations, Métis, and Inuit people.

We acknowledge that our ability to live and work on these lands today is a direct benefit of policies of expulsion and assimilation of Indigenous peoples during the time of settlement and Confederation, and since. The harms of these policies are many and are still being felt in Indigenous communities today. We express gratitude towards the Indigenous peoples who have and will continue to steward these lands. We commit to amplifying the voices of Indigenous peoples and working against the everyday forces of white supremacy and colonialism present in the nonprofit sector.

Our team is actively engaging in training and education related to reconciliation and decolonization. We aim to listen, learn, and establish meaningful relationships with our Indigenous sector colleagues, engage in courageous conversations, and take actions that advance reconciliation in the nonprofit sector.

Our work at Imagine Canada is long-term and multi-generational in nature, and we recognize that it will be a continuous and intentional process to build strong relationships with our Indigenous colleagues and connect with the land.

# Board of Directors

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Vancouver, BC  
Board Chair  
Board Director, Executive Leadership, Advisor

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Board Chair  
Atypic

## **Andrea Dicks**

Ottawa, ON  
Community Foundations of Canada

## **Danisha Bhaloo-Shivji**

Calgary, AB  
United Way of Calgary and Area

## **Darren Pries-Klassen**

St. Catharine's, ON  
Anti-Racism & Anti-Oppression Committee Co-Chair  
Interim Retiree

## **Denis Carignan\***

Pasqua First Nation, SK  
Anti-Racism & Anti-Oppression Committee Co-Chair  
PLATO Testing, Kiya Mâka Consultants Inc, &  
PLATOSask Testing Inc

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Winnipeg, MB  
F I Carey Law Corporation  
Jessica Gordon  
Regina, SK  
YWCA Canada

## **Jessie Hale**

Iqaluit, NU  
Nunavut Association of Non-Profit Organizations

## **Jessica Gordon**

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## **Jordan Gray**

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Indigenous Services Canada, Government of Canada,  
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## **Mélanie Valcin**

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United for Literacy

## **Mahalia Verna**

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CCNDR Advisory Council Board Liaison  
Creative Industries Executive

## **Ninette Bishay**

Toronto, ON  
Treasurer and Risk Management, Finance & Audit  
Committee Chair  
Adams & Miles LLP

## **Odette McCarthy**

Montreal, QC  
Equitas

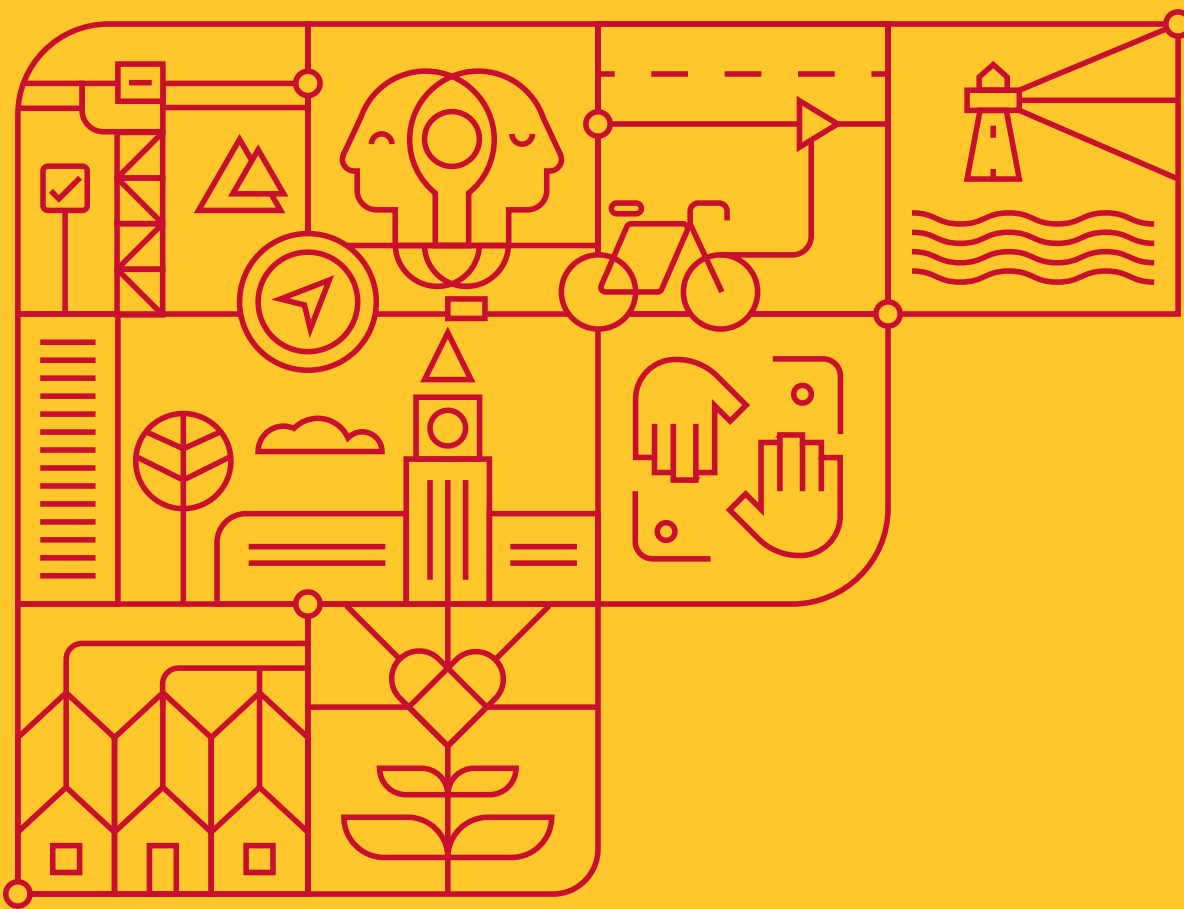
## **Roger D. Ali**

Hamilton, ON  
Secretary and Governance & HR Committee Chair  
Standards Council Board Liaison  
S. Sutton & Associates, Independent consulting, Catholic  
Children's Aid Society Hamilton

## **Tania Cheng**

Halifax, NS  
Lumiere Consulting

*\*Term ended during the year*

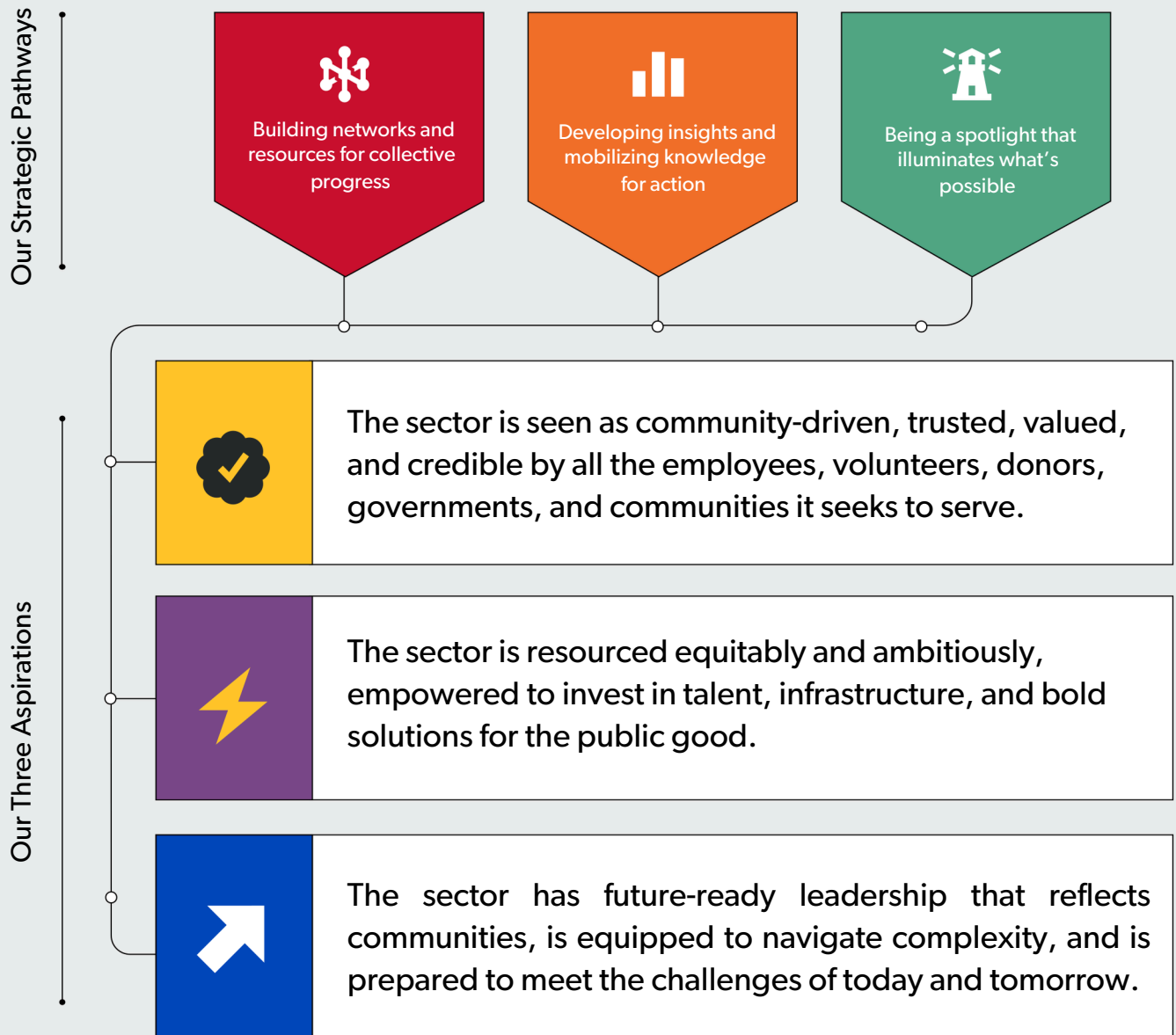


# Looking Ahead: Building Our Collective Power

As 2025 marked the sunsetting of our existing strategic frameworks, it also marked the beginning of a new chapter. Through an extensive strategic planning process involving more than 600 stakeholders, we refined our future direction and identified the need for greater focus, strong pan-Canadian convening, and bold leadership on fundamental sector issues.

These insights shaped [Building Our Collective Power](#), Imagine Canada's new 5-year Strategic Action Plan (2026-2030), released in November 2025. The plan centers on three aspirations, a sector that is: community-driven, trusted, and valued; resourced equitably and ambitiously; and led by future-ready leaders who reflect the diversity of our communities. We will advance these aspirations through three strategic pathways: building networks and shared resources for collective progress, developing insights and mobilizing knowledge for action, and being a spotlight that illuminates what's possible - always grounded in equity, anti-racism, and anti-oppression.

While this Annual Report reflects our work in 2025 under our previous strategic framework, future reports will be organized around the aspirations and pathways of Building Our Collective Power.



**Strong Charities. Strong Nonprofits. Strong Communities.**

Our Aspirations are the interconnected transformations we seek in Canada's nonprofit sector over the next 5-15 years through collective action. Our Strategic Pathways represent how Imagine Canada specifically works to advance our three aspirations.

**Our mission** is to strengthen Canadian charities and nonprofits so they can better serve individuals and communities both here and around the world.

**Our vision** is of a stronger Canada where charities and nonprofits work together alongside business and government to build vibrant and prosperous communities.

# Building a More Equitable Nonprofit Sector

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**Advancing equity means embedding it into every aspect of who we are and how we work**

Equity is not a milestone to be reached but a continual practice, one that defines the integrity of our mission and shapes the future of our sector. Since 2020, Imagine Canada has been working to profoundly change our organization's culture, our ways of working, and our priorities to reflect values of equity and social justice, and to intentionally weave anti-racism and anti-oppression (ARAO) approaches into every aspect of our work. In 2025, we reaffirmed and formally articulated why this commitment matters, to us and to the wider sector, and how we will sustain it going forward.

In our new Strategic Action Plan, equity, anti-racism, and anti-oppression are recognized not as stand-alone initiatives but as fundamental to our identity as an organization, shaping how we operate, whom we partner with, and the change we seek.



This commitment will be sustained through three core approaches:

- Equipping every staff member and volunteer to apply an equity lens in their work
- Holding ourselves accountable and making our progress visible
- Taking an iterative approach grounded in listening and continuous learning

Our staff-led and board-led ARAO Working Groups function as stewards of our ARAO philosophy, guiding the organization through these three core approaches.

Throughout 2025, we developed and shared resources designed to help organizations strengthen their equity practices. One notable addition was the launch of the Equity, Reconciliation, and Anti-Racism content section on the HR Intervals website, a collection of articles covering concepts including cultural safety, microaggressions, and indigenization. Member events on related topics, including “Trust-Based Philanthropy – What is it, and how can we support it” and “Breaking Biases: How to Promote Fair and Inclusive AI”, further supported organizations in navigating these important areas.

The Let's Imagine podcast continued to offer a platform for thoughtful, in-depth conversations on equity-related topics through a nonprofit lens. Key discussions included: Beyond Inclusion: Decolonizing Workplaces and Centering Cultural Safety with Eden Fineday; Questions every settler led nonprofit should be asking with Justin Wiebe and Alejandro Mayoral Banos; and Young Women Are Reimagining Leadership in Canada's Nonprofit Sector with Anjum Sultana and Emma Asiedu-Akrofi.

Internally, our monthly ARAO Learning Club continues to bring staff together for open and courageous conversations about anti-racism and anti-oppression, and other systems of oppression within society and our organization, keeping this work alive and present in our day-to-day culture.

There is still much for us to learn, and more progress to make. We are grateful to our stakeholders, for helping us shape this work, and for keeping us accountable. We remain committed to leveraging our position of privilege and power to advance equity and justice within our sector and society as a whole.

# Membership

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It takes collective efforts to spark change, inspire action, and build thriving communities. Our Membership program continued to play a key role in engaging organizations from across the country around shared priorities, and in fostering the connections needed to move our sector forward. This rapidly growing community brings together the diverse perspectives of nonprofits representing a wide array of causes, regions, organization sizes and structures.

Imagine Canada Members play a critical role in shaping the sector agenda, ensuring the needs and interests of charities and nonprofits are reflected in our work. Through events, webinars, consultations, and peer dialogue, Members come together to share insights, exchange perspectives, and leverage collective learning. These opportunities strengthen individual organizations while also contributing to a stronger sector. In 2025, that engagement most notably took shape in the following:

## **Leadership Roundtable**

In October, we welcomed over 120 nonprofit leaders to Ottawa for the biennial Leadership Roundtable, the largest nonprofit leadership conference of its kind in Canada. The two-day event was a powerful gathering, providing a unique occasion for knowledge sharing and relationship building between sector leaders.



The program was curated to equip participants with the insights they needed and a renewed sense of belonging and shared identity. Sessions tackled some of the sector's most pressing and forward-looking questions: the politicization of charities at home and abroad; the care economy; Canadians' perceptions of the sector; and what the future of generosity looks like in an era of growing disconnection.

The energy and momentum generated at the Roundtable continues to resonate, with many of the conversations and ideas sparked there now beginning to take shape across the sector. Discover the key ideas and takeaways from the event [here](#).

### **Virtual engagements**

Members were invited to over 40 events throughout the year, covering topics including AI and digital transformation, economic and geopolitical uncertainty, trust-based philanthropy, corporate-nonprofit partnerships, federal policy and advocacy, and equity and inclusion. These events are an opportunity to share information with Members, hear about their concerns, and invite their participation in our collective work.

Explore the [full list](#) of our valued Member organizations on our website.





# Policy and Advocacy

# Policy and Advocacy

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In 2025, our policy and advocacy work reached new heights - driven by a federal election, a federal budget, and a period of significant global uncertainty that demanded a more coordinated sector response than ever before. Throughout, this work remained grounded in our commitments to anti-racism, anti-oppression, equity, diversity, and inclusion.

## **The Rapid Response Network**

One of the most significant developments in our advocacy work in 2025 was the launch of the national Rapid Response Network (RRN) in April. Created in response to growing global uncertainty, the RRN is designed to facilitate rapid information sharing and enable coordinated policy, advocacy, and media responses during periods of heightened risk or change - whether that means public health crises, economic shocks, major funding cuts, or urgent policy shifts. Imagine Canada acts as the backbone and convenor, supported by an advisory committee that determines when and how to mobilize.

## **From budget to ballot box**

2025 was a consequential year for federal politics, and, alongside organizations in the sector, Imagine Canada was present at every turn. When the federal election was called, we developed a comprehensive [Nonprofit Policy Platform](#) grounded in consultations with over 30 nonprofits across Canada. A dedicated Election Readiness Hub was launched in early 2025 to make accessible resources and tools useful for nonprofits ahead of the election.

Ahead of Budget 2025, we published a [pre-budget submission](#) alongside [a blog](#) outlining what the sector was asking for, a [post-budget reaction statement](#), and a [key takeaways analysis](#) to help nonprofits interpret the implications for their work and the communities they serve.

## **Taking the sector's case to Parliament**

On October 7th, a delegation of 17 nonprofit leaders joined Imagine Canada on Parliament Hill for the sector's annual Nonprofits on the Hill Day. Working in teams, delegates met with 32 officials - including Members of Parliament, Senators, and senior public servants - to advocate for improved data collection, fair and predictable funding, and a strengthened federal relationship with the nonprofit sector. This annual advocacy day ensures that diverse nonprofit voices are heard in federal decision-making processes, while reinforcing to elected officials the essential contributions of our sector to our country.

## Fair Funding for Nonprofits

Short-term, inadequate federal funding continues to leave organizations scrambling to cover mission-critical costs - contributing to low wages, precarious employment, and services at risk. That's why the Fair Funding for Nonprofits Coalition was created - complete with a new, dedicated [website](#). The launch of the Coalition and its work was highlighted in an op-ed published in *Le Devoir*, and celebrated at a virtual launch event that attracted 500 registrants. In support of the Coalition, Imagine Canada helped shape the public policy agenda and met with decision-makers from the Prime Minister's Office, Finance Canada, Treasury Board, ESDC, and Canadian Heritage.

## Federal Nonprofit Data Coalition

The lack of data on nonprofits without charitable status is the sector's most significant data gap. In 2025, we helped shape the federal government's commitment to expand reporting requirements for nonprofits through a [pre-budget consultation submission](#) signed by 34 coalition members, and created a [consultation toolkit](#) to help the sector engage with the issue directly. Budget 2025 confirmed the government will move forward with this legislation while working to minimize administrative burden - one of the Federal Nonprofit Data Coalition's central recommendations. During Hill Day, three members of the Federal Nonprofit Data Coalition (FNDC)'s Steering Committee met in person with Statistics Canada staff to discuss sector priorities and strengthen that relationship.

## A home for nonprofits in government

Throughout 2025, we continued to advocate for a "Home in Government" for the nonprofit sector - because nonprofits require a clear, coordinated, and durable locus within the federal system to support whole-of-government engagement, policy coherence, and accountability. Our ongoing engagement with federal departments including WAGE, Statistics Canada, Finance Canada, and ESDC consistently reinforced the need for improved coordination across portfolios, particularly as nonprofits are increasingly relied upon to deliver community services and respond to crises. This framing ran through our Hill Day advocacy, our Fair Funding work, and our post-election outreach to the new government.

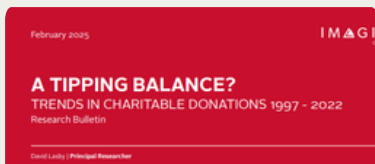




# Research and Analysis



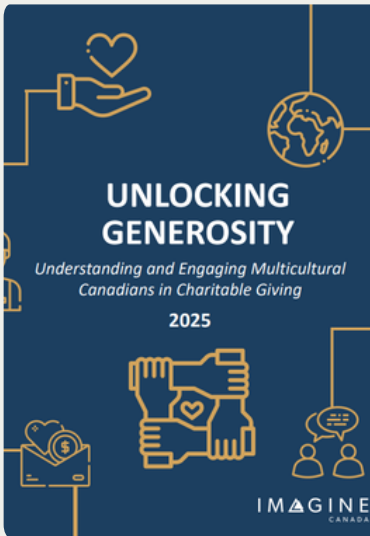
Imagine Canada works to ensure the relevance of the nonprofit and charitable sector by producing and sharing timely, credible research and data that leaders, funders, policymakers, and partners can use to make informed decisions. In 2025, we released major national studies, advanced sector-wide data initiatives, and strengthened knowledge mobilization to ensure insights translated into action.



## **A Tipping Balance? Trends in Charitable Donations 1997-2022**

Published in early 2025, [A Tipping Balance?](#) examined 25 years of charitable giving trends in Canada. Drawing on Statistics Canada and CRA data, the report identified a steady decline in donor participation and an increasing reliance on a smaller group of high-value donors, raising important questions about long-term sustainability.

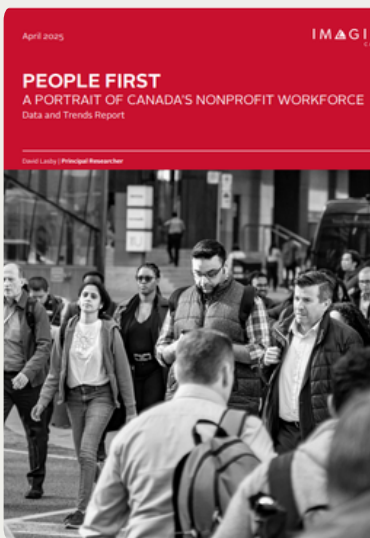
A [supplemental research note](#) provided preliminary 2023 data, offering early indicators of continued participation declines and reinforcing the need for innovation and diversification in fundraising strategies.



## Unlocking Generosity: Understanding and Engaging Multicultural Canadians in Charitable Giving

Unlocking Generosity was the second report in a broader multicultural giving research project. Conducted by CulturalIQ and Imagine Canada with the support of BMO and other partners - this comprehensive study examined how the experiences of multicultural Canadians shape their attitudes towards charitable giving. It explored motivations, preferences, and barriers among Canada's largest and fastest-growing communities, including South Asian, Chinese, Afro-Caribbean/African, Filipino, and Arab/West Asian populations.

This report underscores the significant role multicultural Canadians play in charitable giving. With their growing numbers and diverse motivations, there is a clear opportunity for charities to engage more deeply with these communities.



## People First: A Portrait of Canada's Nonprofit Workforce

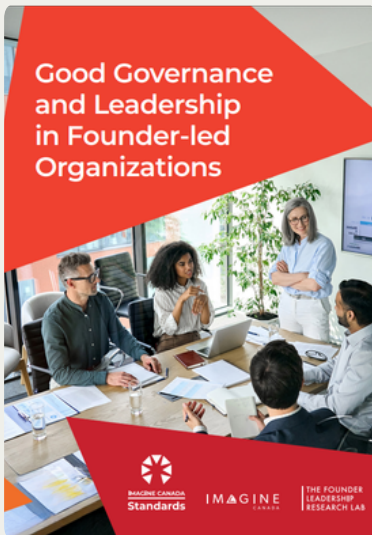
People First provided the most comprehensive profile to date of Canada's 2.7 million nonprofit workers, making the sector the largest employer in the country. The report documented workforce realities, including lower average compensation, a workforce composed largely of women, and persistent equity and gender gaps.

The findings elevated national conversations about workforce sustainability, compensation equity, and the essential role nonprofit workers play in Canada's economy and community wellbeing. A companion white paper translated the research into an accessible, action-oriented format to support advocacy and policy engagement.



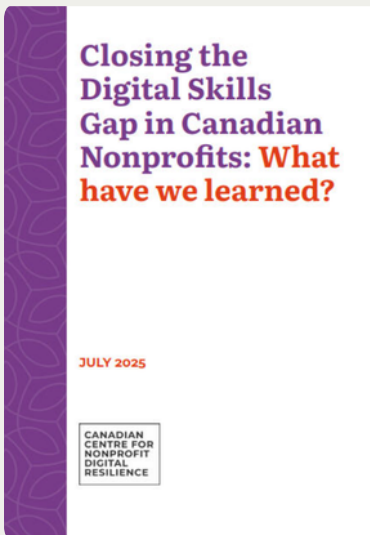
## **PRISM Practices White Paper: Advancing Purpose-Driven Partnerships Between Business and Community Organizations**

In October 2025, we released the [PRISM Practices White Paper](#), introducing a Canadian framework to strengthen corporate-nonprofit partnerships across strategy, collaboration, Truth and Reconciliation, and measurement. Developed through research and sector consultation, the framework lays the foundation for future tools, including an online Gap Analysis Tool launching in 2026.



## **Good Governance and Leadership in Founder-led Organizations**

Released in late 2025, [Good Governance and Leadership in Founder-led Organizations](#) is a practical guide that helps founders and boards strengthen governance, clarify roles, and plan for leadership transitions. Grounded in research and case studies from 34 founders and board members, this resource provides actionable advice to help organizations build long-term sustainability and trust.



## Futureproofing the Community Service Workforce

In 2025, in collaboration with Blueprint ADE, The Dais, and Digital Governance Council, Imagine Canada and the Canadian Centre for Digital Nonprofit Resilience (CCNDR) advanced the Futureproofing the Community Service Workforce initiative, moving from research into applied learning to address digital skills gaps across Canadian nonprofits. The project released a final synthesis report, Closing the Digital Skills Gap in Canadian Nonprofits: What Have We Learned?, alongside companion reports documenting the design and outcomes of prototyped solutions. Practical tools - including the Building Data Management Capacity Prototype and the DS+ Digital Capability Assessment - supported organizations in assessing their readiness and prioritizing skills development. This initiative was also explored in a Let's Imagine podcast, Futureproofing the Nonprofit Workforce: Building Digital Skills for Resilience, in which guest host Wilfreda Edward of CCNDR was joined by sector leaders to explore how nonprofits can make digital transformation practical, accessible, and aligned with day-to-day realities.

This project is funded by the Government of Canada's Skills for Success program.

Throughout 2025, we also published a robust body of research and data-driven analysis to help organizations understand and navigate a rapidly changing landscape. This included in-depth sector trend posts examining economic uncertainty, political shifts, DEI backlash, and rising nationalism; analyses of Statistics Canada data that shed light on the state of the nonprofit and charitable sector; and polls that captured the perspectives and priorities of sector leaders. We also strengthened access to core sector data through updated infographics and summaries - including Canada's Nonprofit Sector in Numbers - making key statistics more accessible for media, funders, and stakeholders. Together, this body of research reinforces Imagine Canada's role as a trusted national source of sector intelligence - equipping leaders with the evidence they need to advocate, adapt, and build a more resilient and equitable nonprofit and charitable sector.



# Services and Programs

Our services support the sector in various ways. Whether to help identify funding opportunities, improve HR practices and governance, or encourage companies to support nonprofits and our communities, all of our programs share the same goal: strengthen organizations and our communities.

In 2025, we continued to evolve our programs to ensure our services benefit and are accessible to all organizations across the sector: big and small, local and national, and across all missions.





Strong governance and sound operations are the bedrock of organizational resilience. By providing a roadmap for operational excellence, Standards continues to equip charities and nonprofits with the foundation needed to navigate uncertainty and emerge future-ready.

In 2025, the program reached a historic milestone, with more organizations pursuing accreditation than at any point in its 13-year history. This growth was driven by a strategic commitment to accessibility, fueled by innovative partnerships:

- Canada Life Capacity Building Program: This inaugural initiative welcomed 51 organizations, providing the dedicated support needed to begin their accreditation journey.
- PRISM Nonprofit Support Program: Through this collaborative model, participating companies sponsored 17 nonprofits, directly investing in the sector's long-term health.
- Intact Public Entities (IPE) Partnership: In a first-of-its-kind collaboration, Canada's largest specialized insurance provider for community organizations now factors Standards accreditation into its risk assessments. This shift demonstrates the tangible economic value of the Trustmark, as accredited organizations may access insurance savings that significantly offset the cost of the program.

To support this expanding network, 2025 saw the launch of the new Standards Community site. This centralized digital hub serves as a vital resource for both accredited and aspiring organizations, offering a wealth of tools focused on capacity-building and organizational excellence.

Founding and Presenting Partner



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In times of economic uncertainty and high demand for charitable services, having diverse revenue streams is key for nonprofit organizations. [Grant Connect](#) continues to help Canadian nonprofits find and secure the funding they need to do their work. In 2025, we introduced new features, expanded learning resources, and laid the groundwork for a platform advancement in 2026.

Launched in 2025, GrantFit is an AI-powered tool now integrated into the Grant Connect platform that helps fundraisers more efficiently identify funders aligned with their mission, enabling quicker and more informed applications. The popular Gift Explorer feature was also redesigned to enhance its functionality and better support in-depth prospect research.

In addition to introducing these platform improvements, strengthening fundraiser capacity was a major focus in 2025. Fundraisers had access to free, practical guidance through webinars and other curated resources. Drawing on proven strategies from industry experts, these covered topics such as revenue diversification, corporate fundraising, and securing funding for disability-focused organizations.

Looking further ahead, a new platform called Nonprofit Funding Intelligence Ecosystem will be integrated into Grant Connect in 2026 to bring greater transparency to Canada's philanthropic landscape. Drawing on Grant Connect's existing data assets, this platform maps where philanthropic dollars flow across the country and help organizations navigate Canada's complex institutional funding environment.

Through this work, we remain committed to ensuring Grant Connect serves fundraisers from organizations of all sizes, and to building a funding environment that works better for both nonprofits and funders.



The [PRISM Community Impact Company Network](#) brings together Canadian companies committed to deepening their community investment and corporate-nonprofit partnerships. The PRISM Network gives participating companies access to the latest data and insights on CSR best practices, a peer network to connect and learn with, and strategic tools to ensure that the support they provide to nonprofits is reliable, flexible, and flows equitably to communities across Canada. The PRISM Certification awards the Imagine Canada Trustmark to eligible companies that contribute at least 1% of pre-tax profits to community causes.

A major milestone this year was the launch of the Nonprofit Support Program, enabling PRISM companies to extend access to Imagine Canada services, including Grant Connect and Standards accreditation, directly to their nonprofit partners. In its first cohort, 30 organizations gained access to these resources, strengthening the corporate-nonprofit ecosystem.

Throughout the year, the PRISM Network hosted four in-person and virtual events as part of its Learning Series, bringing together corporate social impact professionals for shared learning and dialogue with leaders from across corporate and nonprofit sectors. Topics reflected the pressing CSR & ESG questions facing companies today: what Canadians expect from businesses in terms of community investment; how to navigate ESG and corporate-nonprofit partnerships in a shifting landscape; the art of communicating numbers and social impact data; and a cross-sector workshop in Vancouver on advancing impact measurement practice.

In 2025, we introduced an updated data collection process and new guidance to help participating companies more consistently track and report on their community investment activity to Imagine Canada. This work strengthens the quality and comparability of data across the PRISM Network and lays the foundation for benchmarking reports to be released in early 2026, giving companies the insights they need to assess their performance against peers and identify opportunities for improvement.

View the [certified companies](#) that are leaders in community investment in Canada.

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In 2025, HR Intervals solidified its role as Canada's bilingual hub for practical, equity-informed human resources guidance. By centering on the evolving realities of the nonprofit workforce and remaining a free, accessible resource, the service empowers organizations to strengthen their internal cultures through high-quality content, modern digital tools, and data-driven insights. In doing so, HR Intervals continues to break down barriers for underserved and equity-deserving organizations, building a stronger evidence base for nonprofit HR needs and fostering wellbeing for workforces across the country.

A primary focus this year was the launch of the Equity, Reconciliation, and Anti-Racism section - which became one of the platform's most popular resources. Its success underscores a sector-wide commitment to embedding justice within HR practices. To further address the digital shift, we expanded our guidance to include critical support for cybersecurity, digital skills, and technology adoption - ensuring organizations are as technically sound as they are culturally grounded.

A major milestone in 2025 was the introduction of HR Checkup, a free diagnostic tool that enables organizations to assess their internal health. The data gathered last year through the responses provided a vital "pulse check" on the sector, revealing critical gaps in succession planning and AI policy. These insights now serve as a roadmap for future resource development, ensuring that the content addresses the most pressing needs of Canadian nonprofits.

In 2025, HR Intervals also strengthened its digital presence by launching a newly redesigned website, improving the overall user experience and modernizing its online infrastructure. Our impact was further amplified through co-creation and partnerships with organizations such as Future of Good, Engagés, OWL - Open World Learning, and Vancouver Foundation.



# Canadian Centre for Nonprofit Digital Resilience

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Nonprofits are increasingly expected to operate in a digital world, yet dedicated support to help them get there remains scarce. The [Canadian Centre for Nonprofit Digital Resilience \(CCNDR\)](#) exists to bridge this gap. Housed within Imagine Canada in a stewarding relationship since 2024, CCNDR continued to achieve significant growth and expanded national reach in 2025.

A major milestone of the year was the launch of Canada's first [Nonprofit AI Impact Hub](#), a free, bilingual platform offering practical resources on AI readiness, governance, policy, and skills development tailored to nonprofit contexts. CCNDR also delivered virtual Nonprofit AI Training Days and sector-specific cybersecurity learning events throughout the year. This work was complemented by a landmark national research project, led in collaboration with Imagine Canada, examining how nonprofits across the country are navigating the opportunities and risks of AI. The [State of Artificial Intelligence Adoption in Canadian Nonprofits](#) report gives nonprofits, funders, and policymakers an evidence-based picture of where the sector stands on AI, and what support organizations need to move forward confidently. This work was made possible thanks to our partnership with Microsoft Elevate.

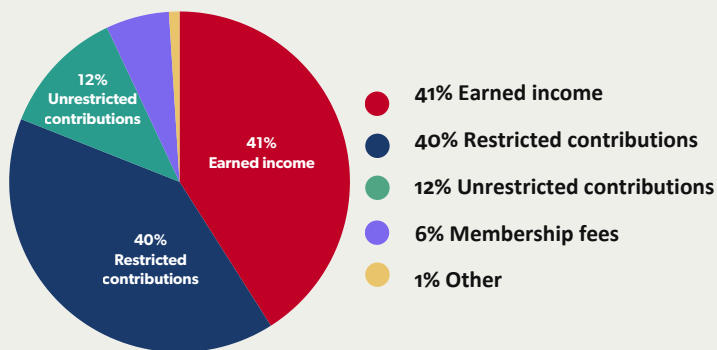
Throughout 2025 and in consultation with cross-sector organizations, CCNDR worked to develop a clear, values-driven 3-year Strategic Plan that defines its role as a national network of networks. The plan, launched in the Spring of 2026, aligns CCNDR's purpose, operating model and approach to advancing nonprofit digital resilience through equity, collaboration, and shared progress. A refreshed brand identity and website were also launched in 2026, marking an evolution of the Centre's voice and presence as it continues to grow.

## **Funding Partners**

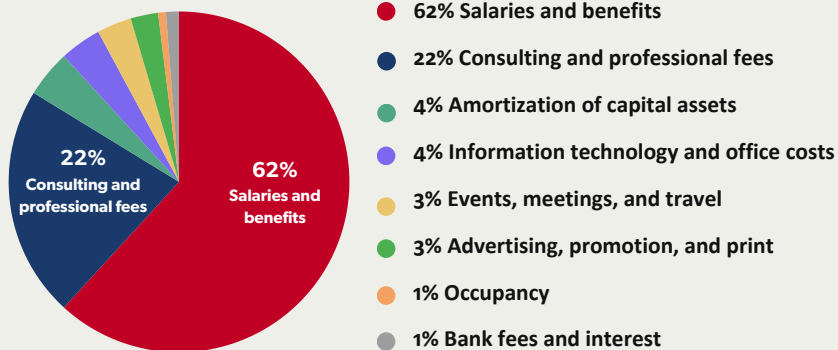
CCNDR is grateful for the generous support of Definity Foundation; EY; Microsoft; Okta For Good Fund, a fund of Tides Foundation; Ontario Trillium Foundation; RBC; The Sonor Foundation; The WES Mariam Assefa Fund. Their partnership makes this work possible and continues to drive the sector toward a more digitally resilient future.

# Financial Summary

## Revenue



## Expenses



	2025	2024
Earned income	\$3,035,824	\$2,767,658
Restricted contributions	2,927,065	3,982,030
Unrestricted contributions	921,977	647,451
Membership fees	445,147	343,877
Other	57,652	128,183
<b>Total</b>	<b>\$7,387,665</b>	<b>\$7,869,199</b>

	2025	2024
Salaries and benefits	\$4,594,664	\$3,898,892
Consulting and professional fees	1,630,527	2,594,617
Amortization of capital assets	332,080	461,601
Information technology and office costs	291,976	305,926
Events, meetings, and travel	244,449	192,076
Advertising, promotion, and print	193,604	129,480
Occupancy	91,207	212,005
Bank fees and interest	55,320	53,151
Other	152	1,341
<b>Total</b>	<b>\$7,433,979</b>	<b>\$7,849,089</b>

This information is for the year ending December 31. It's derived from our financial statements for 2025, which were audited by RSM Canada LLP and are available on our website.

# Thank You

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In Canada, nearly thirteen million people dedicate time to volunteer activities annually. We're proud that some of these individuals choose to lend their expertise to us at Imagine Canada, as volunteer contributions make our work possible. Whether it's volunteering as a Peer Reviewer with Imagine Canada Standards or serving on our board, we appreciate the minutes, hours, and days that our volunteers selflessly dedicate to strengthening Canada's social fabric. They are a reminder that Canada is a country with no shortage of caring and generous citizens. Our deepest thanks to the following individuals:



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Cristina Toporas

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Jean-Marc Mangin

John Bailey

Karen Cooper (Vice-Chair)

Michelle Campbell

Michelle McCann

Roger D. Ali (Board Liaison)

Shelagh Turner (Chair)

Stephanie Chung



---

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Kate Banting

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Sarah Harris

Shawna Peddle

Wen-Chih O'Connell



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Alain Laurendeau

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Ricci Postan

Samantha Jones

Sandi Hancox

Sandi Kiverago

Scott Forfar

Shawn Mitchell

Sheila Tilotta

Shirley Paulsen

Susan Bower

Sylvia Leonard

Tracey Mann

Trish Bronsch

Wendy Schettler



# Grant Connect & Funding Intelligence Ecosystem Project

Geoff Chan, AI collaborator

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Aycha Tammour, Data For Good Waterloo Region

Derin Salau, Data For Good Waterloo Region

Hootan Nakhost, Data For Good Waterloo Region

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Qasim Ali, Data For Good Waterloo Region

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Jeffrey Baer, Data for Good Waterloo Region

## HR Intervals

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Chi Zhang

Engagés

Reethika Pallam

Tapaswi Satyapanthi

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Darren Pries-Klassen (Co-Chair)

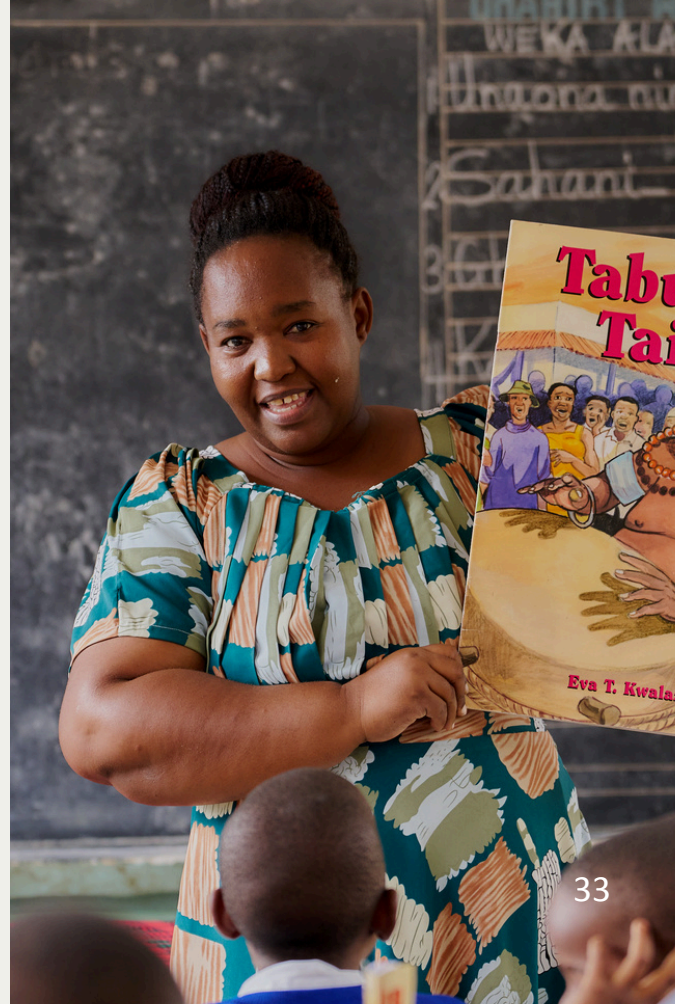
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Jon Mugisa

Rae Vanille

Tania Cheng

Victoria Barclay (Co-Chair)



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Florence Carey  
Jessie Hale

Omid Kahriz  
Oyinlola Iwaeni  
Pascal Lépine  
Tania Cheng



# Our Financial Supporters

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## **\$250,000+**

Employment and Social Development Canada

## **\$100,000+**

An Anonymous Donor  
BMO  
Canada Life  
Definity Foundation  
Mastercard Impact Fund  
Microsoft  
RBC  
Suncor Energy Foundation  
The Lawson Foundation  
The McConnell Foundation

## **\$50,000+**

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Mastercard Foundation  
Scotiabank

## **\$25,000+**

Cenovus Energy  
CIBC Foundation  
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PearTree Canada  
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Calgary Foundation  
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Ecclesiastical Insurance  
Intact Public Entities  
KCI  
Metcalf Foundation  
Miller Thomson LLP  
nfpResearch  
Niagara Community Foundation  
The Brenda Strafford Foundation  
Vancouver Foundation  
WestJet

## **\$5,000+**

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Carters Professional Corporation  
Definity Financial Corporation  
Enkel Backoffice Solutions  
Environics Analytics  
Gift Funds Canada  
Hooper Law  
Information and Communications Technology Council (ICTC)  
PAA Advisory  
Salytics  
Tapestry Community Capital  
True Impact

## **\$1,000+**

Benefaction Foundation  
Bhayana Family Foundation  
Bruce and Heather MacDonald  
Cathy Barr  
Cooperation Canada  
Darren & Monika Pries-Klassen  
Jodene Baker  
Kelli Stevens  
The Adams & Miles Foundation  
William Harper

# Members



Thank you, to all of our 670+ Members, for your role in building an impactful charitable and nonprofit sector, for taking part in this national membership network, and for your generous support.

Explore the full list of our valued Member organizations!



# Accredited organizations

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Accredited  
IMAGINE CANADA

By earning the Imagine Canada Standards Trustmark, accredited organizations demonstrate their commitment to accountability and nonprofit excellence in governance, and transparency. We applaud these charities and nonprofits for their dedication to organizational excellence.

Abundance Canada  
Access Community Services Inc.  
Acclaim Health  
Alberta Children's Hospital Foundation  
Alberta Museums Association  
All Nations International Development Agency  
Alongside Hope  
ALS Canada  
Alzheimer Society of B.C. and Yukon  
Alzheimer Society of Manitoba  
Alzheimer Society of Saskatchewan  
Ancaster Community Services  
ArtHouse  
Arthritis Society Canada  
Aurora Cultural Centre  
Autism Canada  
Bay Area Restoration Council  
BC Cancer Foundation  
BC Children's Hospital Foundation  
BC SPCA  
BGC Canada  
Big Brothers Big Sisters of Canada  
Big Brothers of Greater Vancouver  
Big Brothers of Greater Vancouver Foundation  
Bissell Centre  
Blue Door  
Boys and Girls Clubs Foundation of South Coast BC  
Bravestone Centre  
Breakfast Club of Canada  
BridgePoint Center  
Calgary Counselling Centre  
Calgary Foundation  
Calgary Health Foundation  
Calgary Stampede Foundation  
Cambridge Shelter Corporation  
Campfire Circle  
Canadian Hard of Hearing Association-Newfoundland and Labrador  
Canadian Hemophilia Society  
Canadian Mental Health Association, National  
Canadian Mental Health Associations:  
British Columbia Division  
Cariboo Chilcotin Branch  
Central Alberta Region  
Cowichan Valley Branch  
Kelowna Branch  
Manitoba and Winnipeg  
Mid-Island Branch  
North and West Vancouver Branch  
Northern British Columbia  
Nova Scotia Division  
Ontario Division  
Port Alberni Branch  
Shuswap/Revelstoke Branch  
South Cariboo Branch  
South Okanagan Similkameen Branch  
Vernon and District Branch  
Wood Buffalo Region

Canadian Sport Institute Pacific  
Canadian Wildlife Federation  
Canuck Place Children's Hospice  
Capacity Canada  
Cape Breton Regional Hospital Foundation  
CARE Canada  
Cedar Centre  
Central Alberta FASD Network  
Chatham-Kent Hospice Foundation  
Children Believe  
Christmas Bureau of Edmonton  
Closer to Home Community Services  
CNIB Foundation  
Cobequid Health Centre Foundation  
CODE  
Covenant Foundation  
Covenant House Toronto  
Creating Alternatives  
Crohn's and Colitis Canada  
CultureLink  
Cuso International  
Cystic Fibrosis Canada  
Daily Bread Food Bank  
Delta Family Resource Centre  
Division du Québec de SP Canada  
Durham Community Legal Clinic

Ecojustice Canada  
Edmonton Humane Society  
Edmonton's Food Bank  
Elizabeth Fry Society of Greater Vancouver  
Essex Region Conservation Foundation  
Evermore Gather Grow Lead Inc.  
Extend-A-Family Waterloo Region  
FearIsNotLove  
Feed Nova Scotia  
Feed Ontario  
Fighting Blindness Canada  
First United Church Community Ministry Society  
Fondation de l'Université du Québec à Trois-Rivières  
Food Banks BC  
Food Banks Canada  
Fred Victor  
FuseSocial Wood Buffalo  
Good Neighbours Active Living Centre  
Good Neighbours Canada  
Graceland Africa Mission  
Habitat for Humanity Canada  
Habitat for Humanity Niagara  
Halton Women's Place  
Harvest Manitoba  
Health Partners International of Canada (HPIC)  
Health Sciences North Foundation



Hearthstone Community Group  
Help Lesotho  
Hereditary Angioedema (HAE) Canada  
Himalayan Life Canada  
HIPPY Halton  
Hope Air  
Hospice Palliative Care Ontario (HPCO)  
Hospice Wellington  
Humane Canada  
Humanitarian Coalition  
Humber River Health Foundation  
Imagine Canada  
Interwoven Connections  
iSisters Technology Mentoring Inc.  
Islamic Family and Social Services Association  
Islamic Relief Canada  
Jack.org  
Jim Pattison Children's Hospital Foundation  
John Howard Society of Waterloo-Wellington  
Junior Achievement of Central Ontario  
JVS Toronto  
Karis Disability Services  
KGH Foundation  
Kids Help Phone  
KidsAbility Foundation  
Kin Canada  
Kinvia  
Knowledge Network  
La Passerelle-I.D.E.  
Lake Simcoe Conservation Foundation  
Lakeridge Health Foundation  
Let's Talk Science

Lighthouse for Grieving Children  
Lions Foundation of Canada Dog Guides  
LiveDifferent  
LOFT Community Services  
London Health Sciences Foundation  
Lung Health Foundation  
Make-A-Wish® Canada  
March of Dimes Canada  
McGill University Health Centre Foundation  
Mercy Ships Canada  
Milton Community Resource Centre  
Moorelands Kids  
MS Canada  
Multicultural Association of Wood Buffalo  
Muscular Dystrophy Canada, National Office  
Muslim Social Services Waterloo Region  
Myeloma Canada  
National Service Dogs  
Niagara Community Foundation  
Niagara Health Foundation  
Northern Lights Health Foundation  
Northwest Central FASD Network (Willow Winds Support Network)  
Oak Park Neighbourhood Centre  
Ottawa Humane Society  
Outaouais Health Foundation  
Outside Looking In (OLI)  
Oxfam Canada  
Oxfam-Québec



Parkinson Canada  
Pathways to Education Canada  
Peace Arch Hospital Foundation  
Peachland Wellness Centre  
People Ensuring Animal Care Exists (P.E.A.C.E.)  
PHARA  
Plan International Canada  
PLEA Community Services  
Praxis Spinal Cord Institute  
Pulmonary Hypertension Association of Canada  
Punjabi Community Health Services  
QEII Health Sciences Centre Foundation  
Queensway Carleton Hospital Foundation  
Regina Food Bank  
Reh-Fit Centre  
Reh-Fit Foundation  
Renew Crew Foundation  
Rick Hansen Foundation  
Rideau Valley Conservation Foundation  
Rom Governors (The Royal Ontario Museum Foundation)  
Ronald McDonald House Canada  
Ronald McDonald House Toronto  
Routes Connecting Communities  
Royal Alexandra Hospital Foundation  
RUH Foundation  
Sage Seniors Association  
Sainte-Justine UHC Foundation  
SARC  
Sarnia Lambton Rebound  
Saskatoon City Hospital Foundation

Save a Child's Heart Canada  
Save the Children Canada  
Search & Rescue Society of British Columbia  
Seva Canada  
SickKids Foundation  
Siloam Mission  
Sinai Health Foundation  
Souls Harbour Rescue Mission  
South Winnipeg Family Information Centre (SWFIC)  
Southlake Health Foundation  
SOWINS (South Okanagan Women in Need Society)  
Special Olympics Ontario  
Spinal Cord Injury Ontario  
St. Andrew's Residence  
St. Boniface Hospital Foundation  
St. Joseph's Health Care Foundation, London  
St. Joseph's Health Centre Foundation, Guelph  
St. Joseph's Healthcare Foundation, Hamilton  
St. Leonard's Place Peel (SLPP)  
St. Thomas Elgin General Hospital Foundation  
Stephen Lewis Foundation  
Stollery Children's Hospital Foundation  
Strathroy Middlesex General Hospital Foundation  
Sunshine Coast Foundation  
Tamarack Recovery Centre  
Terra Centre for Teen Parents  
The Canadian Council of Churches  
The Cridge Centre for the Family  
The Downtown Mission of Windsor  
The Food Bank of Waterloo Region  
The Humane Society of Kitchener Waterloo & Stratford Perth



The Jane Goodall Institute of Canada  
The Manitoba Museum  
The Marguerite Centre  
The Salvation Army  
The Spark of Hope Foundation  
The Stop Community Food Centre  
The Vanier Institute of the Family  
The Vitanova Foundation  
The Winnipeg Foundation  
The YMCAs of Québec  
Threads of Life  
Toronto and Region Conservation Foundation  
Trans Canada Trail  
UNICEF Canada  
United for Literacy  
United Way Halton & Hamilton  
United Way of Greater Moncton & Southeastern NB  
Region  
United Way Winnipeg  
University Hospital Foundation  
Vantage Point  
Ve'ahavta  
VGH & UBC Hospital Foundation  
Victoria Foundation  
Visions of Independence  
VolunteerConnector  
Welcome Hall Mission  
West Island Community Shares  
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Centre

Whistler Community Services Society (WCSS)  
Women's College Hospital Foundation  
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YMCA Southwestern New Brunswick  
Youth and Philanthropy Initiative Canada  
Youth Science Canada  
YWCA BC  
YWCA Lethbridge and District  
YWCA Regina





Imagine Canada is a national, bilingual charitable organization whose cause is Canada's charities and nonprofits. Through our advocacy efforts, research and social enterprises, we help strengthen charities, nonprofits and social entrepreneurs so they can better fulfill their missions. Our vision is of a strong Canada where charities work together alongside business and government to build resilient and vibrant communities.

## Get in Touch

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Annual Report 2025: Focusing Forward  
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