



# CONNECTED THROUGH UNCERTAINTY:

Understanding the Impact of COVID-19 on Durham's  
Nonprofit and Charitable Sector



*Celebrating our Legacy. Forging our Future.*

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# ACKNOWLEDGEMENTS

We would like to thank all of the survey respondents, community partners, and supportive leadership for helping us craft the survey, distribute it widely, and encourage organizations to participate. We especially want to thank all of the leaders who took time out of their busy lives to participate in our webinars and filled out the survey, especially given our time limitations during COVID-19. We hope to continue collecting information about the impacts of the pandemic on Durham's non-profit sector as part of understanding what resources and supports are needed-not just for today but for our future. We also acknowledge that both the survey and report are snapshots, limited by both the timing of our survey and the length of the pandemic.

We would like to acknowledge the United Way of Durham Region, the Durham Community Foundation, and the Durham Child and Youth Planning Network, for their ongoing support of this project as well as their incredible assistance in survey development and distribution.

We would like to thank the Ontario Nonprofit Network, 211 Ontario, the Region of Durham and Community Partners in Diversity, and Common Good Strategies for their participation in our Virtual Forum, sharing their work, and their continued support of Durham's non-profit sector. We would also like to thank Ontario Nonprofit Network, Vantage Point, Imagine Canada and SaskNonprofits for sharing their survey designs and reports, which we adapted for both our survey and report.

We would also like to acknowledge Vantage Point, the Vancouver Foundation, and the Victoria Foundation. Their report *No Immunity: BC Nonprofits and the Impact of COVID-19* was utilized in the design of this report.

Finally, we hope this report can showcase the incredible non-profit and charitable sector in Durham Region. We thank the sector deeply for their continued resiliency, creativity, and capacity to innovate. This commitment will ensure our communities remain supported, even during these uncertain times.

# ABOUT THIS REPORT

Community Development Council Durham, along with support from the United Way of Durham Region, Durham Community Foundation, and the Durham Child and Youth Planning Network (DCYPN), collaborated in producing and distributing a region-wide survey to better understand the impact of the COVID-19 pandemic on Durham's non-profit and charitable sector.

In March of 2020, the United Way of Durham Region contacted CDCD regarding a COVID-19 impact questionnaire they had distributed via email to United Way funded agencies. After in-depth discussions, it was determined that a broader understanding of the Non-Profit sector in Durham would be required. The Durham Community Foundation and DCYPN were identified as having developed strong non-profit networks in Durham, and were engaged to support the overall project.

The survey was drafted by Community Development Council Durham based on reviews of similar surveys conducted by the [Ontario Non-profit Network](#) and [Imagine Canada](#). The survey was then reviewed by members of Durham's non-profit sector through a virtual webinar on April 21, 2020. Feedback on the survey, where appropriate, was incorporated. The survey was then distributed throughout a number of networks, including CDCD, United Way of Durham Region, the DCYPN, and the Durham Community Foundation's non-profit distribution lists, reaching over 1500 non-profit and charitable organizations throughout Durham Region.



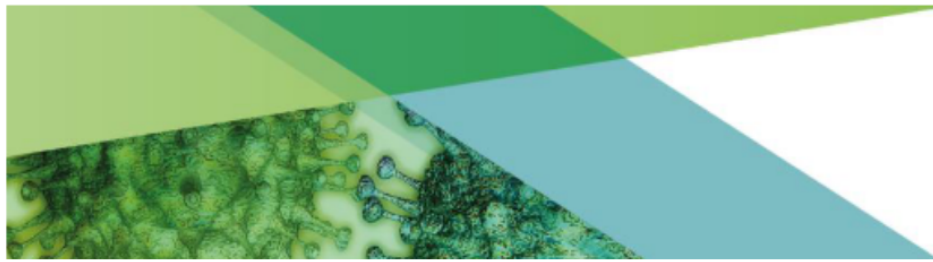


## ABOUT COMMUNITY DEVELOPMENT COUNCIL DURHAM

Executive Directors, Board Presidents and chairs, and other senior leadership were invited to complete the survey between April 22, 2020 and April 29, 2020. Community Development Council Durham received 130 responses from across Durham Region. The results were curated and shared with the broader non-profit sector through another virtual webinar on May 14, 2020. Members of the non-profit sector also heard presentations from Ontario Nonprofit Network, the Region of Durham and Community Partners in Diversity, 211 Ontario, and Common Good Strategies, allowing them to relate the local information on a broader scale.

This report provides a summary of key survey results, including subsector data, written responses, and informal conversations that informed the survey and subsequent webinars. The report is part of a larger initiative to profile the non-profit and charitable sector in Durham Region, with the intention of providing baseline information on the immediate, near future, and long-term effects of the pandemic.

Community Development Council Durham (CDCD) has been serving the Region of Durham since 1970. Originally named “The Social Planning Council of Ajax-Pickering” CDCD has expanded its geographical catchment to include all of Durham Region. CDCD has broadened its services beyond community development work, research and social planning to include housing support, newcomer and settlement services, and several projects, programs, and partnerships over the 50 years of existence. The Community Development department of CDCD, who has produced this report, has been committed to building the capacity of the non-profit, social and community sectors in Durham Region since inception. By focusing on local issues and advocating for the betterment of communities, CDCD has and will always ensure Durham Region residents are informed about topics that impact them and their neighbours.



## EXECUTIVE SUMMARY

The COVID-19 pandemic has had significant impacts on Durham Region's non-profit and charitable organization sector, changing how organizations conduct their daily operations, connect to Durham's residents, and collaborate as a sector. Community Development Council Durham (CDCD) conducted a survey to better understand what resources and supports will be needed to support non-profit organizations, with the intent of mapping the immediate and long-term effects of the pandemic.

Data from the survey highlights what most non-profit organizations and charities have known since their inception; the programs, services, and supports they provide are critical, essential, and life-saving for vulnerable people. The importance of the non-profit sector, as both the fabric of our social safety net and as a trusted intermediary for those in poverty, is showcased through the survey responses. Non-profit organizations know that without them, the effect of the pandemic would essentially wipe out our most vulnerable residents.

It should, therefore, come as no surprise that non-profit employees are nearly equally concerned about their employment, their ability to balance work and home responsibilities, and disruptions to programs and services. While organizations have tried to proactively address staff concerns, the reality is that not all organizations have the capacity to work remotely and/or can service clients who do not have access to the Internet or technology.

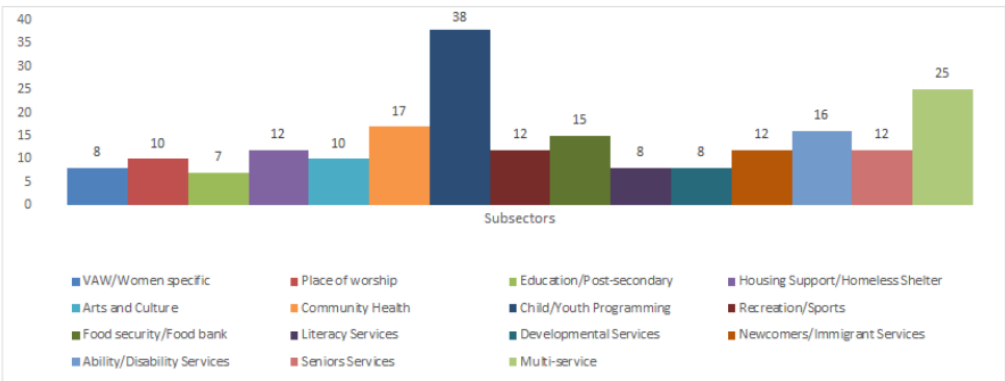
The survey also demonstrates the resilience, creativity, and connectivity of the sector. Despite the steep learning curves (and costs) associated with learning (or relearning) new technologies, setting up home or remote offices, and figuring out how to accommodate staff and client needs, most non-profits, regardless of subsector, have found ways to "stay open", providing services, programs, and supports virtually where possible. This is especially note-worthy as several organizations indicated that they anticipated decreased revenues or had to decrease their staff numbers. Even with those challenges, and ever-increasing uncertainty, Durham's non-profit and charitable members remain committed to their work.

The survey was open to Durham's non-profit and charitable organizations. The survey was aimed specifically at President, Board of Directors, Executive Directors and other senior management/leaders with knowledge of organizational finances. It was conducted between April 22 and April 29, 2020, and garnered 130 responses, representing 125 organizations, via an online tool.

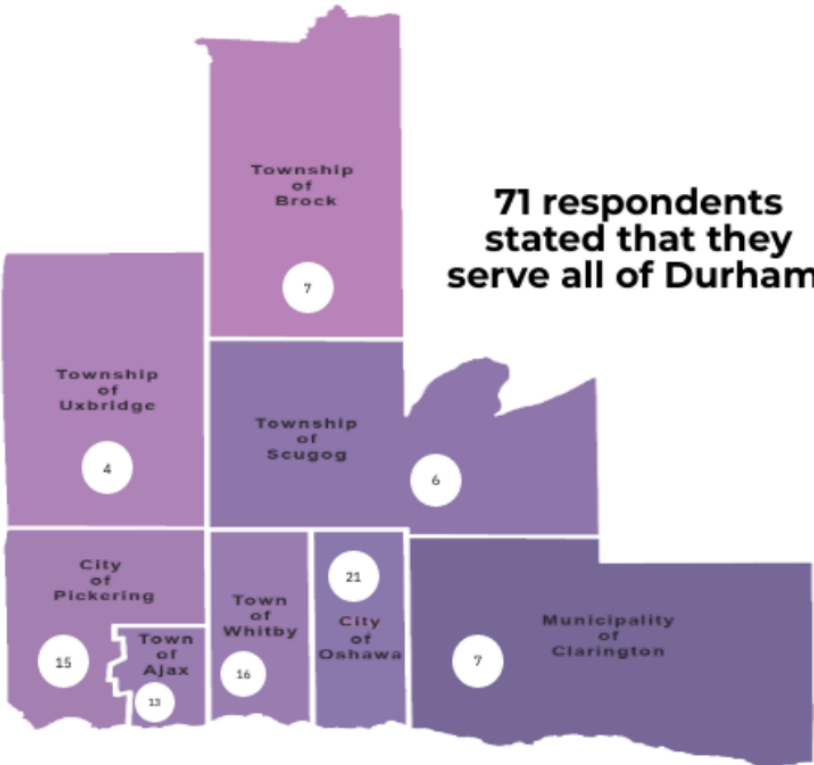
# KEY FINDINGS

## THE NON-PROFIT AND CHARITABLE SECTOR IN DURHAM IS UNIQUE.

Nearly 50% of all respondents did not fit into the answer choices provided; their programs or services were a mixture of different subsectors.



Mental Health	5
Community Legal	5
Employment	4
Environment	4
Others	3
Criminal Justice	2
Public Library	2
International	1
LGBTQ+	1
Indigenous	1
Grants	1

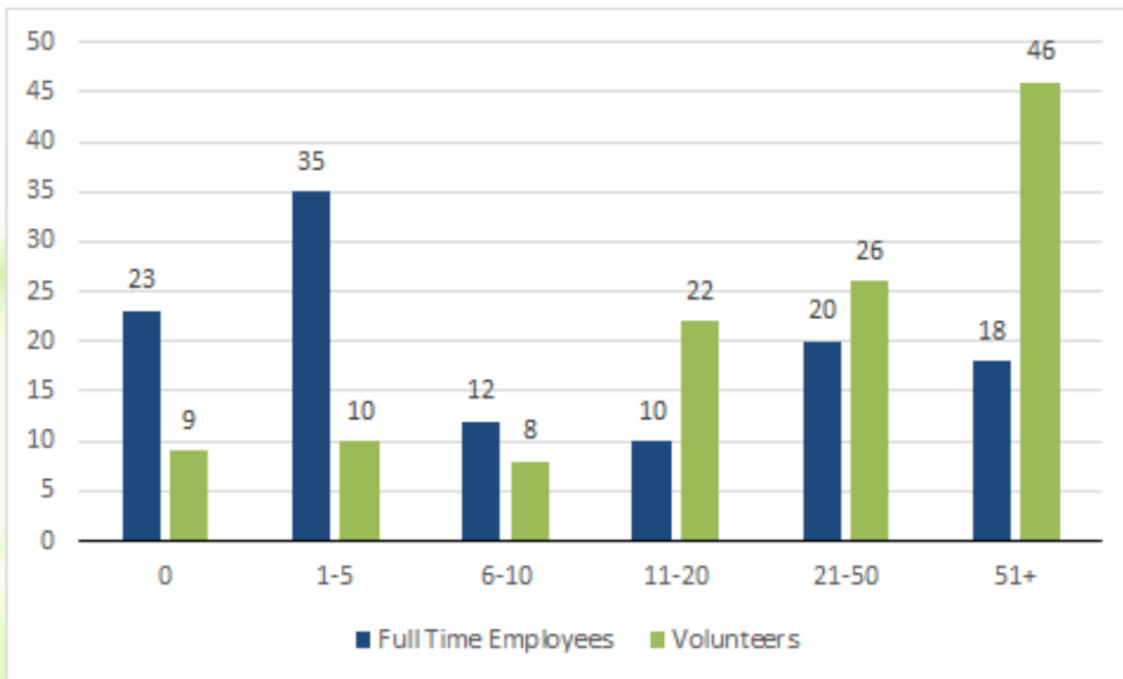


71 respondents stated that they serve all of Durham.

Organizations are also distributed widely across the Region of Durham, with 71 respondents providing services throughout Durham Region. 33 organizations served Durham as part of a larger provincial or federal service area.

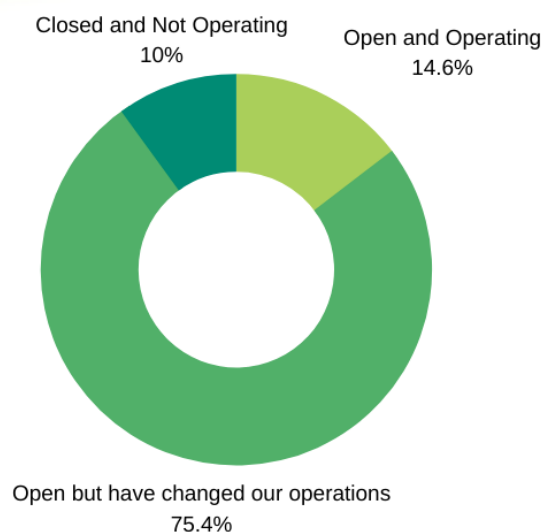
## KEY FINDINGS

Volunteers are key contributors to the work of Durham's non-profit sector, with 37% of all respondents indicating that they have 51+ volunteers.



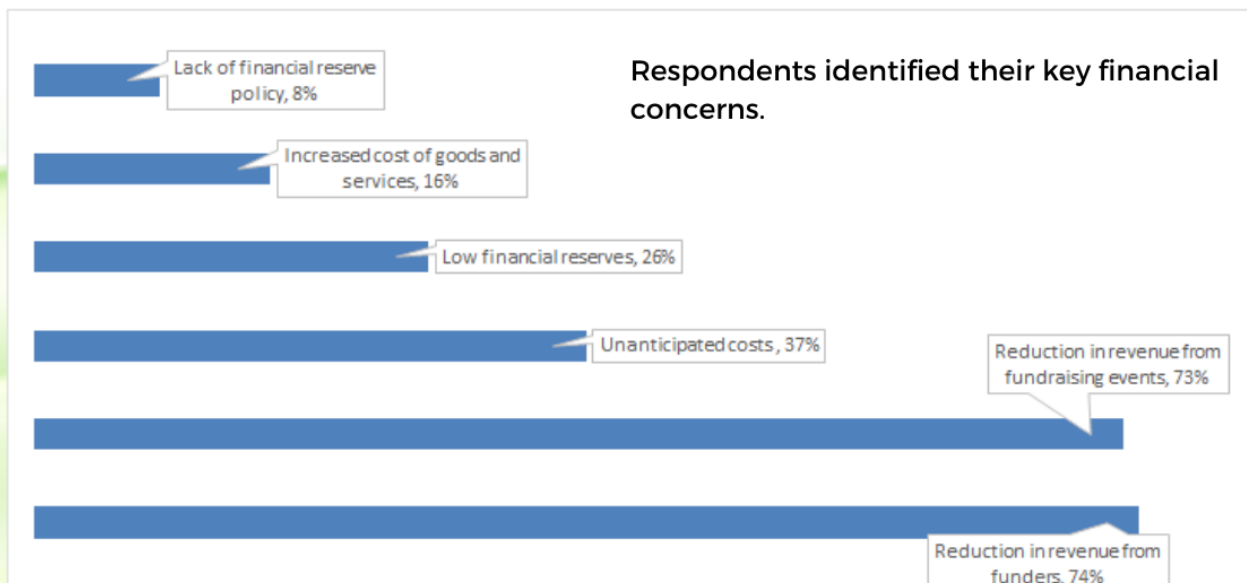
## DURHAM'S NON-PROFITS ARE STRUGGLING TO STAY OPEN, BE RESPONSIVE, AND MEET THE NEEDS OF THEIR CLIENTS AND STAFF.

In response to whether they were open, closed, or open but have changed their operations, nearly 90% of all respondents indicated that they are open and operating. Several have made dramatic changes to their operations and staff compliments to continue to provide programs and services.



## KEY FINDINGS

### THE FINANCIAL FUTURE OF THE SECTOR IS VERY UNCERTAIN.



Only half of the respondents are confident that they will recover and return to their previous level of service.



## RECOMMENDATIONS

### THERE ARE STEPS THAT FUNDERS AND THE REGION OF DURHAM CAN TAKE TO ENSURE THE FUTURE OF DURHAM'S NONPROFIT AND CHARITABLE SECTOR.

- Some of the supports needed include access to resources, information sharing, access to technology, and more flexibility. The overwhelming need is an **INCREASE** in **FUNDING**, with a specific emphasis on dollars allocated to **CORE** and **OPERATIONAL** support.
- The Region of Durham can also take a more active role in communicating non-profit events and initiatives, and developing networking opportunities as well as supporting sector planning and organizational development.



## NEXT STEPS

1



Our first next step is to host **key informant interviews** and virtual focus groups to expand on what we've learned.

2



A **report** with analysis, strong recommendations and an **Action Plan** for our sector will be pulled together.

3



Lastly, we hope to **collaborate** and **advocate**, building working groups, presenting to key stakeholders and pushing for policy development and support.



# INTRODUCTION

The non-profit and charitable sector has struggled with increasing demands, limited funding, and organizational instability long before the coronavirus pandemic. The pandemic merely served to highlight what the sector does best: showcase resiliency, collaboration, and innovation while tackling complex systemic issues and organizational challenges. However, it has also demonstrated how truly vulnerable so many of our residents are, and the sheer volume of work undertaken by the sector in supporting community members. Often as contributors of Ontario's frontline brigade, both paid staff and unpaid volunteers are responding to the immediate crisis of the pandemic along with the pre-existing issues associated with poverty that have been heightened

The sector is grappling with financial and employment uncertainty while figuring out the operational logistics of remote service provision where possible. It is also working to ensuring the health and safety of staff and clients, while being aligned to the compassionate and creative nature that defines the sector. It is a lot, and the cracks that have long existed in the sector and in our society are widening.

As we shift to conversations about slowly re-opening and consider what our new normal will look like in the aftermath of the pandemic, the need to invest in the non-profit sector in Durham Region is greater than ever. Investment does not just mean financial flexibility; it means that we continue to consider the emotional and mental health of staff, upgrade and purchase new technology and review and update our policies and procedures to ensure that our sector's future is brighter than its past.

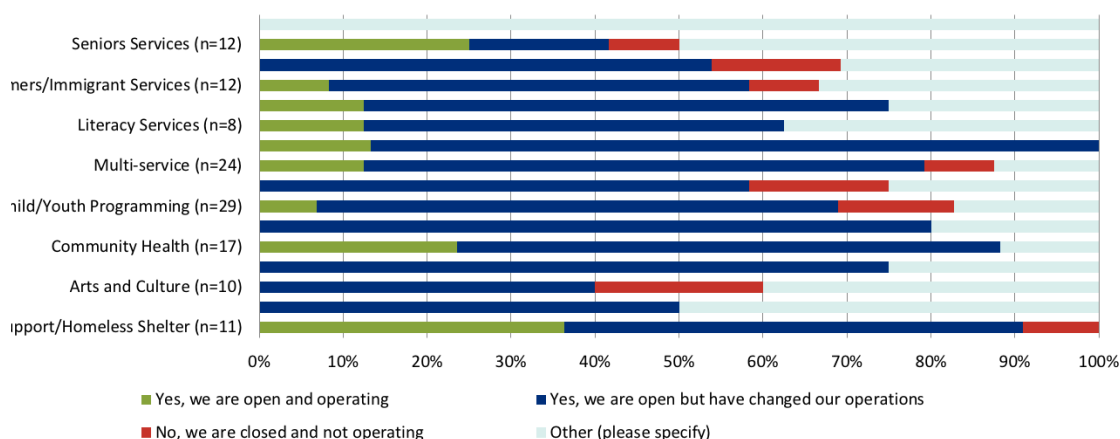


## HELPING THE HELPERS: THE ORGANIZATIONAL IMPACT OF COVID-19 IN DURHAM REGION

While most organizations (nearly 90%) are open and operating at some capacity, most have had to profoundly shift their operations:

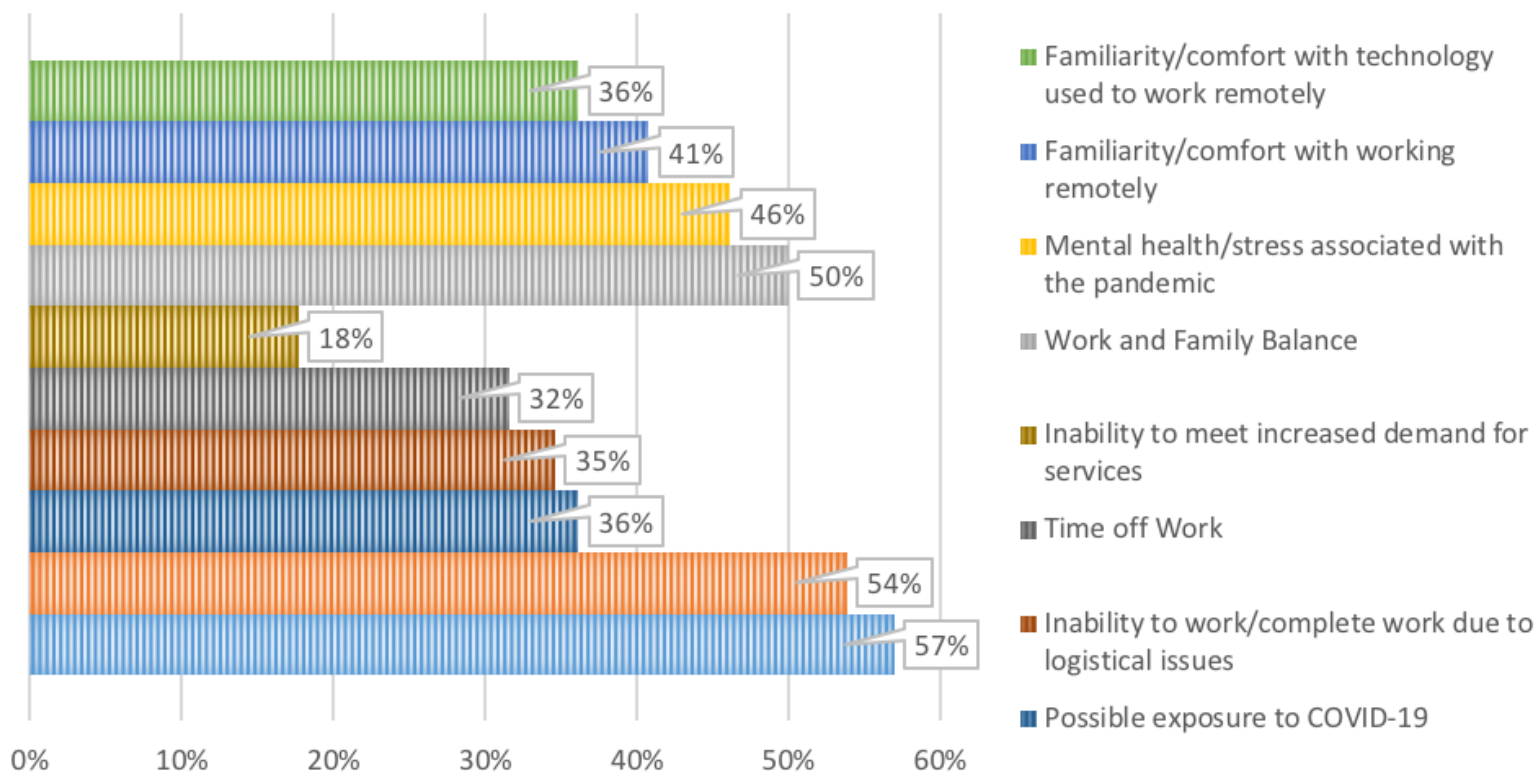
- The uncertainty of the sector is clear. Organizations are concerned about their ability to provide services at a similar level pre- and post-pandemic.
- Employees are facing unprecedented challenges, both personally and professionally, in trying to balance their home lives with their general workload.
- Facing increasing financial insecurity and rising concerns on organizational capacity, organizations are struggling to respond to employee concerns.
- There was nearly equal split between organizations that did (61 respondents) and did not (62 respondents) have crisis response plans.

### Is your nonprofit staying open and operating?



Most of the “other” responses are explanations of organizational choices and options around remaining open.

## EMPLOYEES CONCERNS



Most of the “other” responses are explanations of organizational choices and options around remaining open.

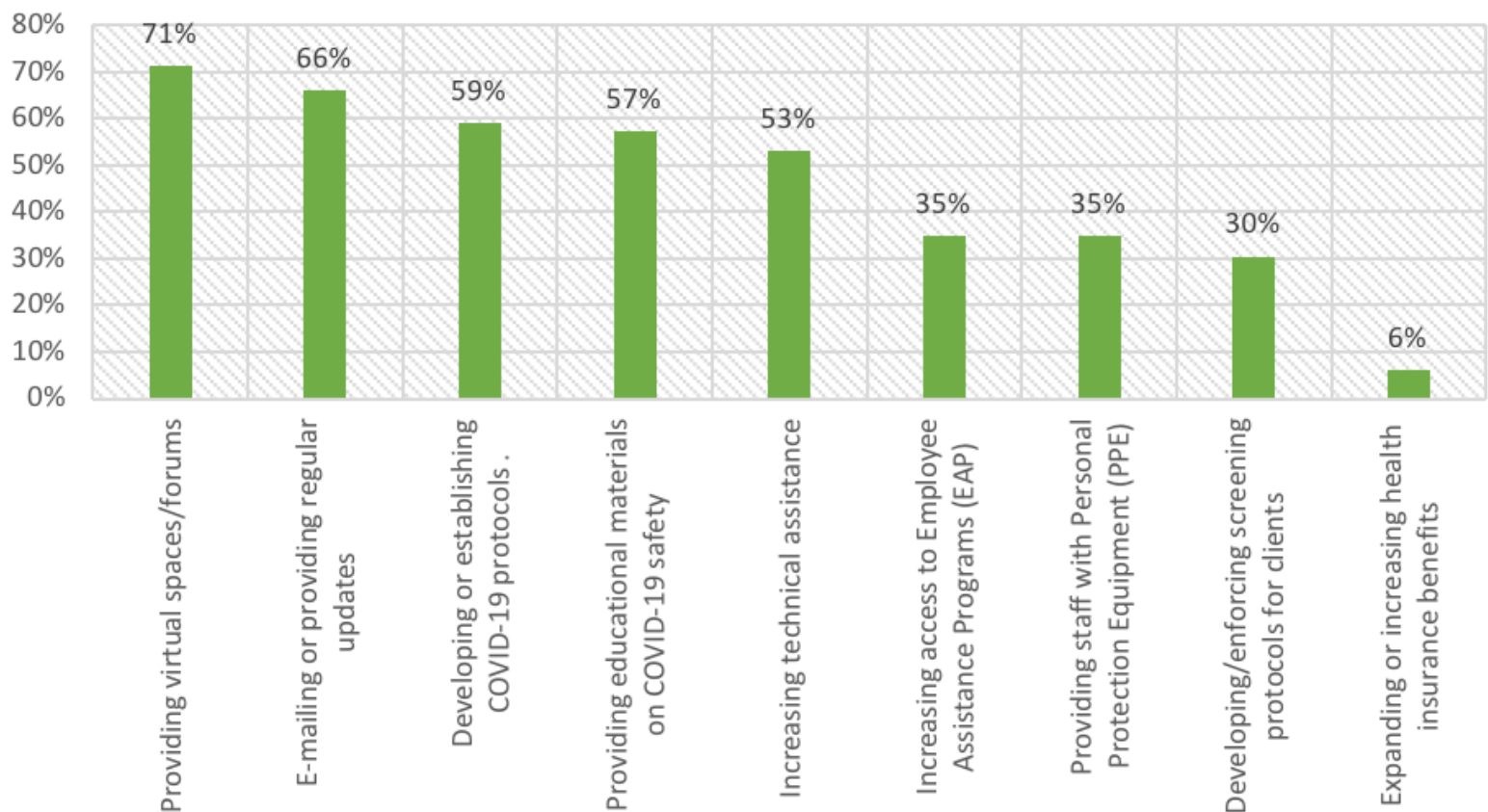
Within a short period of time, organizational staff have been tasked with figuring out how to work remotely, provide virtual support where possible, safely navigate in-person support where needed, and meet increased demands for certain programs and services while potentially decreasing staff capacity.

There are strong emotional and mental health consequences associated with the pandemic. Respondents are noting increased stress, anxiety over their current working situation, and increased care-taking responsibilities. Some respondents also stated that they are experiencing grief, loss, and bereavement.

Employees also outlined the following concerns for their clients:

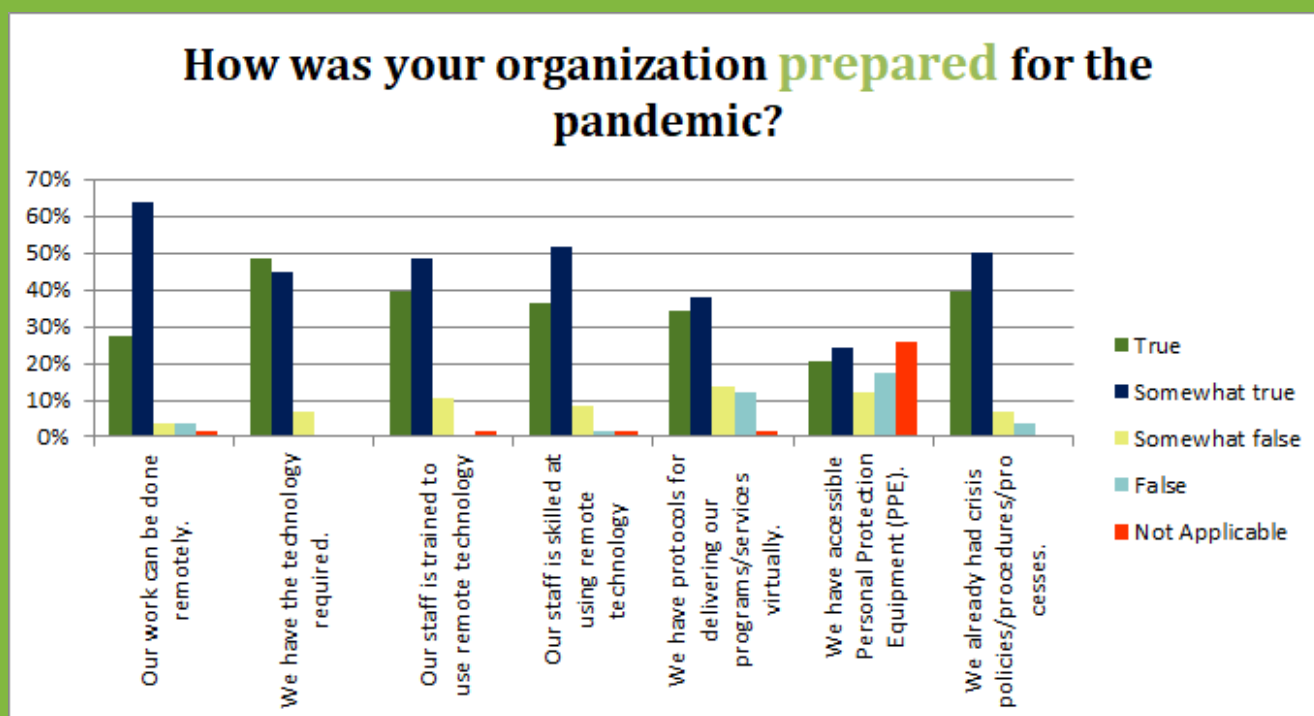
- Difficulty accessing technology or internet
- Lack of safe physical spaces to access programs and services
- Limited understanding of English

## Organizational Responses



- Organizations have mostly responded by providing information and ensuring that staff are fully informed
- Organizations continue to prioritize their employees' mental and physical health by encouraging check-ins, maintaining or increasing access to Employee Assistance Programs, and using online/virtual forums to remain connected.
- Organizations have made dramatic changes in response to the pandemic; 30% of respondents have decreased staff, while 65% have changed operational hours or locations.
- Very few organizations (10%) reported doing remote work all the time; most organizations were either doing some (33%), little (28%), or no remote work pre-pandemic (29%).
- Remote work raises concerns and issues that may not have been previously considered, including virtual safety and privacy issues.

## ORGANIZATIONAL PREPAREDNESS

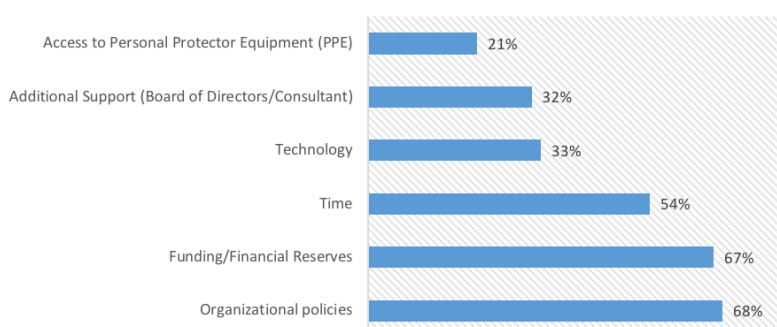


As part of the survey, organizations were asked whether they had any previous crisis response plans.

- Emergency Evacuation (84%) and Workplace Violence (84%) plans or protocols constitute a majority of pre-pandemic crisis response plans.
- 28 respondents indicated that they had pre-existing pandemic plans to be executed in the event of a pandemic/airborne contagion.

- While most of the plans were developed in the 2000s, several respondents indicated that they were unsure about when their organizations' crisis response plans were developed.
- Additionally, most of the crisis response plans have been updated recently (2019-2020).
- Almost all respondents who had crisis response plans were able to enact them (86%), but only 53% stated that their plans were adequate or mostly adequate.

### Resources required to develop Crisis Response Plan



## MOVING TOWARDS A NEW NORMAL

- Survey respondents made several suggestions, reflecting necessary considerations post-COVID-19. Some of these suggestions are:
- Formal and informal policies, procedures, and processes that have been developed to ensure staff are connected and informed will need support to continue post-pandemic.
- There is increasing need (and costs) associated with being technologically viable as a non-profit. This may be increasingly reflected in program and core funding requests.
- Organizations will require ongoing facilitation and support in adapting programs, supporting staff, managing technology, and sustaining their funding to plan for the near future.

## QUOTES FROM THE SECTOR

“Some challenges providing services virtually as our services are face to face. It is not everything that we can assist service recipients virtually. Some required assistance with housing application, [and] immigration form. Women being home with perpetrators and cannot reach out since it is not safe for them to do so.”

“We have a seniors group who speaks only Spanish. Some of them (don't) even have a phone. Very challenging to work remotely”

“Organization does not have sufficient financial resources to update technology such as printers, etc.”

“We meet virtually twice a week as team; Monday is business, Friday is emotional well being, and team work. Bringing in an outside change management/grief consultant (Virtually) to a team meeting. Virtual social events staff can opt into (Virtual Ice Cream Sundae Mondays, Virtual Board Game Night, Virtual Talent Night)”



# THE FUTURE IS UNCERTAIN: THE FINANCIAL IMPACT OF COVID-19

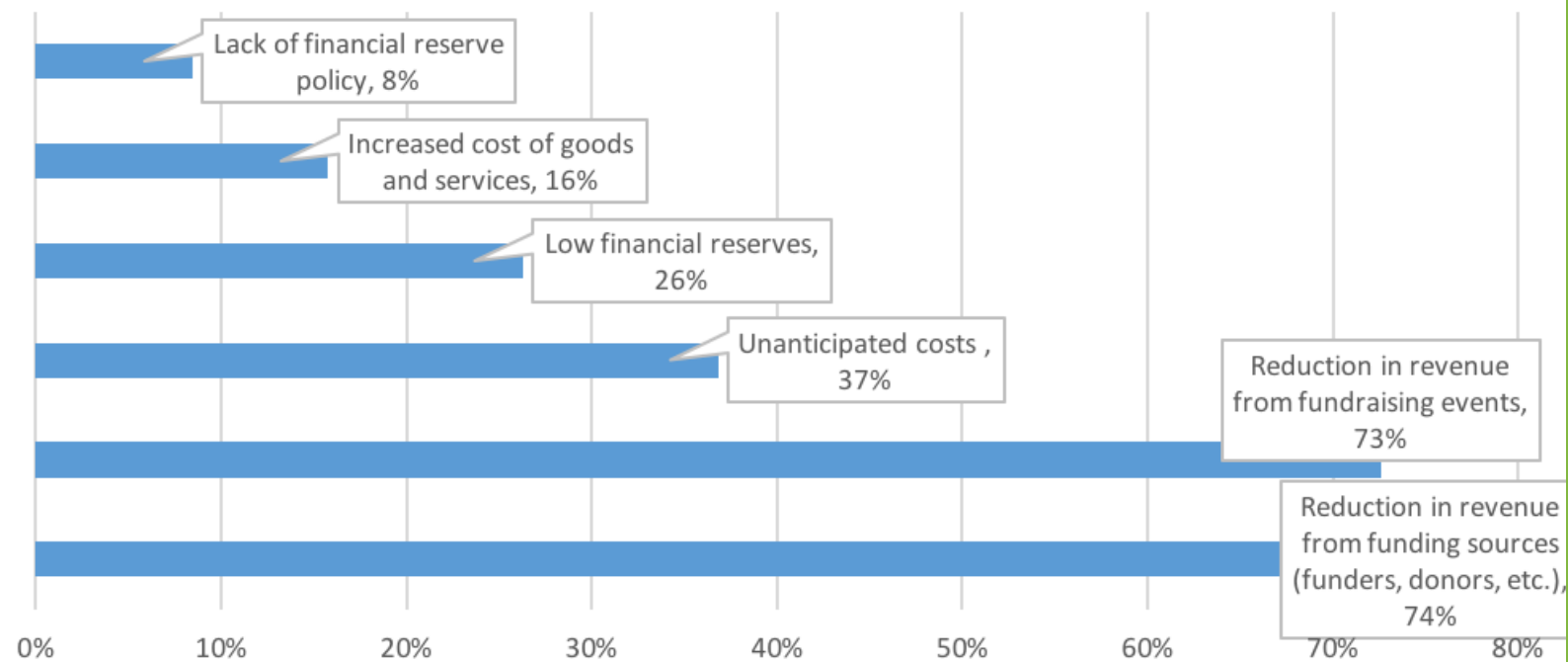
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While many organizations indicated that they are able to provide virtual programming and maintain their costs in the short term, they are experiencing financial uncertainty in their future:

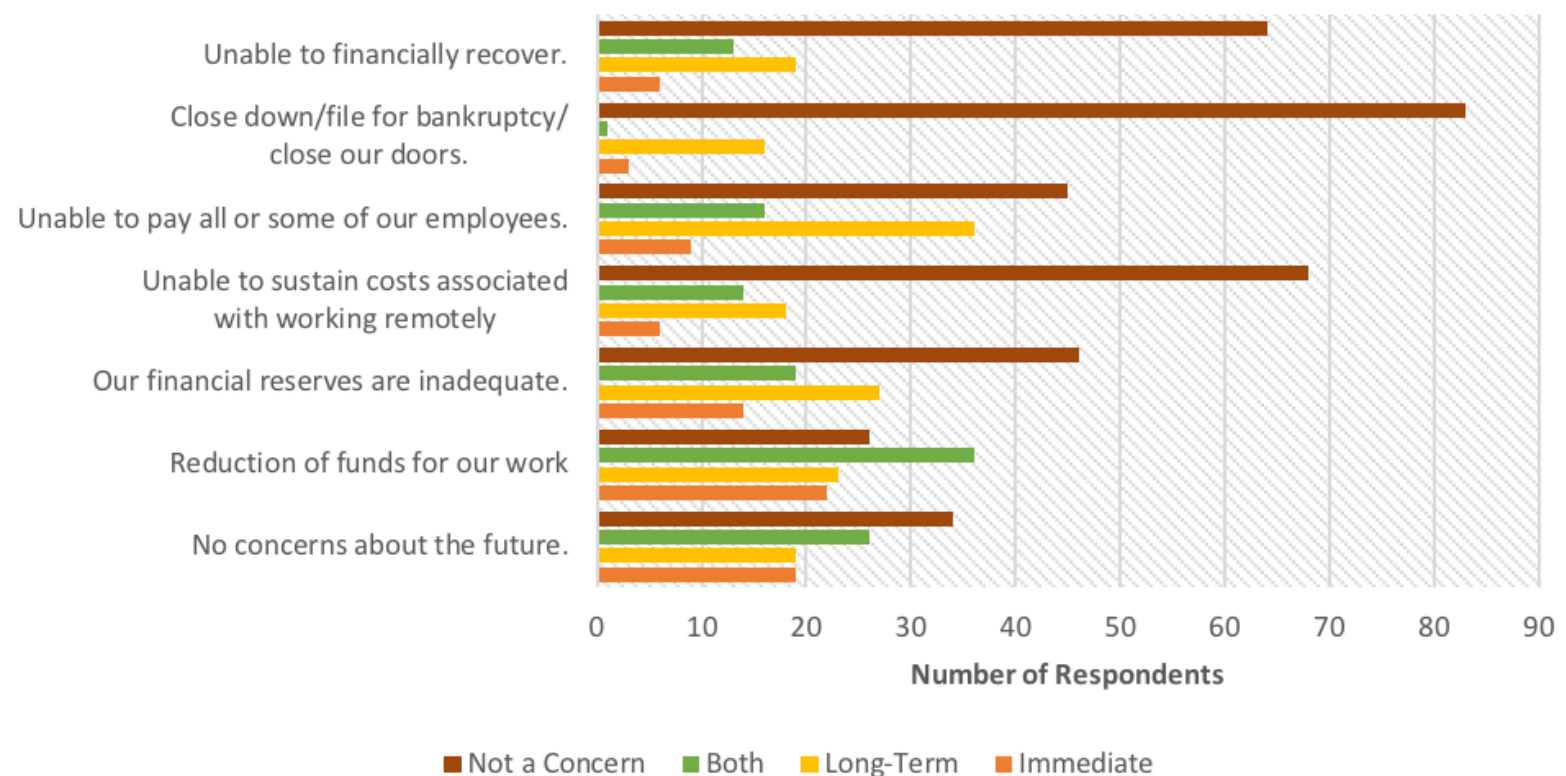
- Despite the pandemic, organizations are expected to pay for their fixed expenses, including rent and utilities for spaces they cannot access.
  - Organizations are deeply concerned about the impact of existing funding agreements and whether they will have continued support from their funders, especially if they cannot meet program targets or have to shift service delivery.
  - The reduction in revenue from fundraising events has a significant impact on organizations.
  - There are additional concerns about a decrease in private donations and how it may impact fundraising.
-



## Respondents are experiencing several **Financial Impacts**



## Concerns about the Financial Future



While over 70% of respondents indicated that the pandemic will impact their organization's finances, respondents were uncertain of how it would impact their capacity to provide services, with about half of all respondents indicating that it was "too soon to tell" whether the financial impact would affect program delivery.

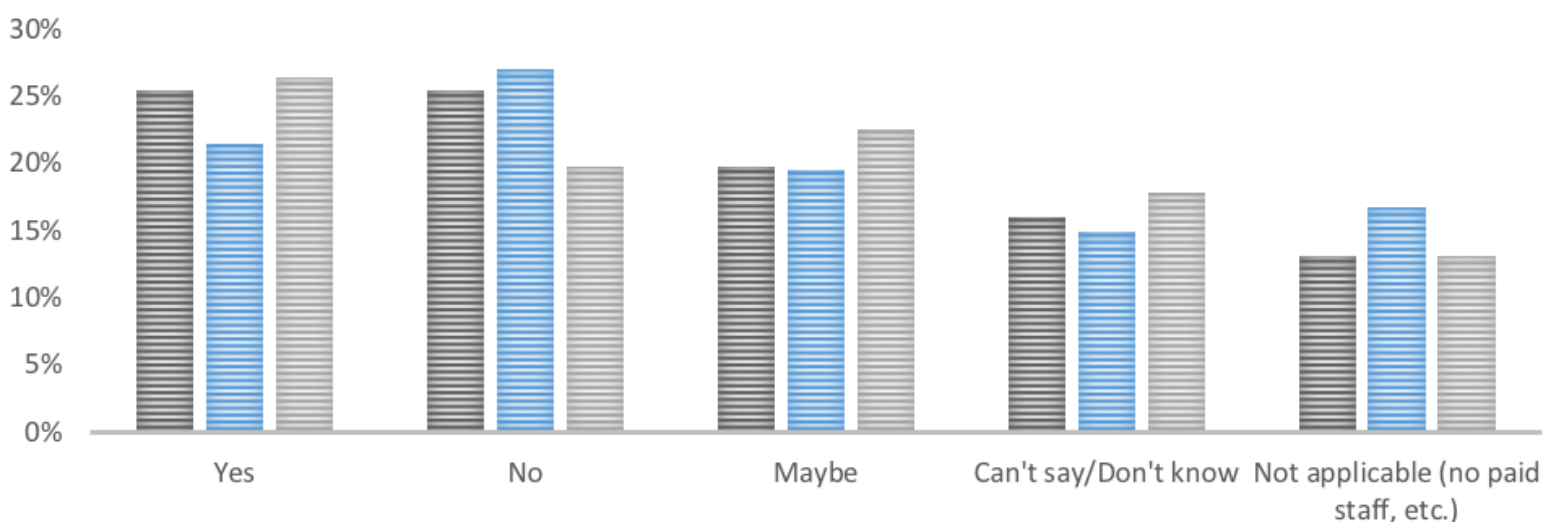
At the same time, organizations state that the length of the pandemic will determine the severity of impact; as the pandemic continues, diminishing financial reserves with very few options to fundraise will contribute to the uncertainty organizations are currently facing.

The subsector with the highest representation in our survey is Child/Youth Programming. This subsector indicated that they are very vulnerable to income reduction.

Non-profit organizations are also experiencing unanticipated increases in costs of program necessities such as food. This is particularly important for organizations that serve seniors or are involved in food security.

## CANADA EMERGENCY WAGE SUBSIDY ELIGIBILITY

■ Plan to apply   ■ Currently meet criteria   ■ Meet criteria in near future



## MOVING TOWARDS A NEW NORMAL

Survey respondents made several suggestions, reflecting necessary considerations post-COVID. Some of these suggestions are:

- More than anything else, organizations need reassurance from funders, donors, and supporters that their funding will be flexible and not subject to drastic cuts.
- Organizations will require support both formally and informally to understand and navigate the various emergency funding programs, determine which ones are best suited for their services, and how to apply for them.
- Guidelines and timelines for programs and services may need to be as relaxed or as flexible as possible so organizations can apply as they gain a better grasp of their financial future.
- Funders and agencies may need to re-imagine how reserve funds are collected, used, and how reserve policies are constructed. Added flexibility is desired around restricted/unrestricted funds.

## QUOTES FROM THE SECTOR

“...we have been in deficit and were making headway back into the black, then this demolished that..my anxiety is huge”

“I didn't check off low financial reserves, as we have a \$500K reserve, however this is very low in comparison to how much is needed to ride out six or more months without our key source of revenue. This makes it hard to interpret what 'low financial reserves' means within our organization's context. You may decide that we would fit well under the 'low financial reserves' box.”

“There are limits to remote service we are currently providing”

“Currently we have experienced zero income, yet fixed liabilities are a concern.”

“We anticipate permanent changes will likely result from this crisis. Most likely a smaller operation.”

“We are optimistic if new grants and the emergency funding from the Fed. And provincial Govts. can be accessed. We are running the risk of not sustaining all the employees, if grants are not accessed soon. With the pandemic the future is scary but we need to remain optimistic.”

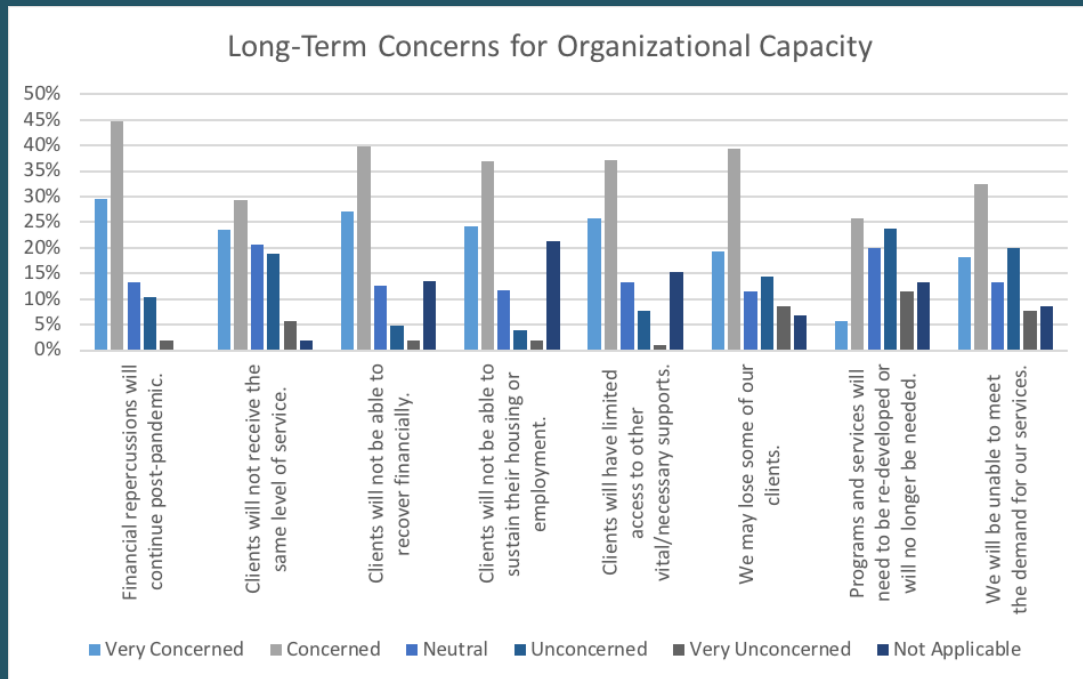
“Above concerns are difficult at this point to assess, particularly over the longer term.”

## A NEW VISION: THE FUTURE OF DURHAM'S NON- PROFIT SECTOR

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Organizations in Durham have adapted to the COVID-19 pandemic through resourcefulness and flexible work. There are, however, a number of concerns regarding their sustainability, and several ideas about how they can be addressed. These ideas have applications far past the pandemic:

- Respondents expressed a desire for more active involvement within Local government. This ranged from increased funding to inclusive planning efforts.
- The sector as a whole would like to emphasize collaboration. The biggest areas of improvement included communication and building a culture of collective impact.
- While increased funding support is required, organizations would like funders to become more involved in their overall mandates through knowledge and understanding.
- Ongoing operational capacity is a major concern. A comprehensive review of what it means to operate in the Non-Profit sector is vital for future sustainability.



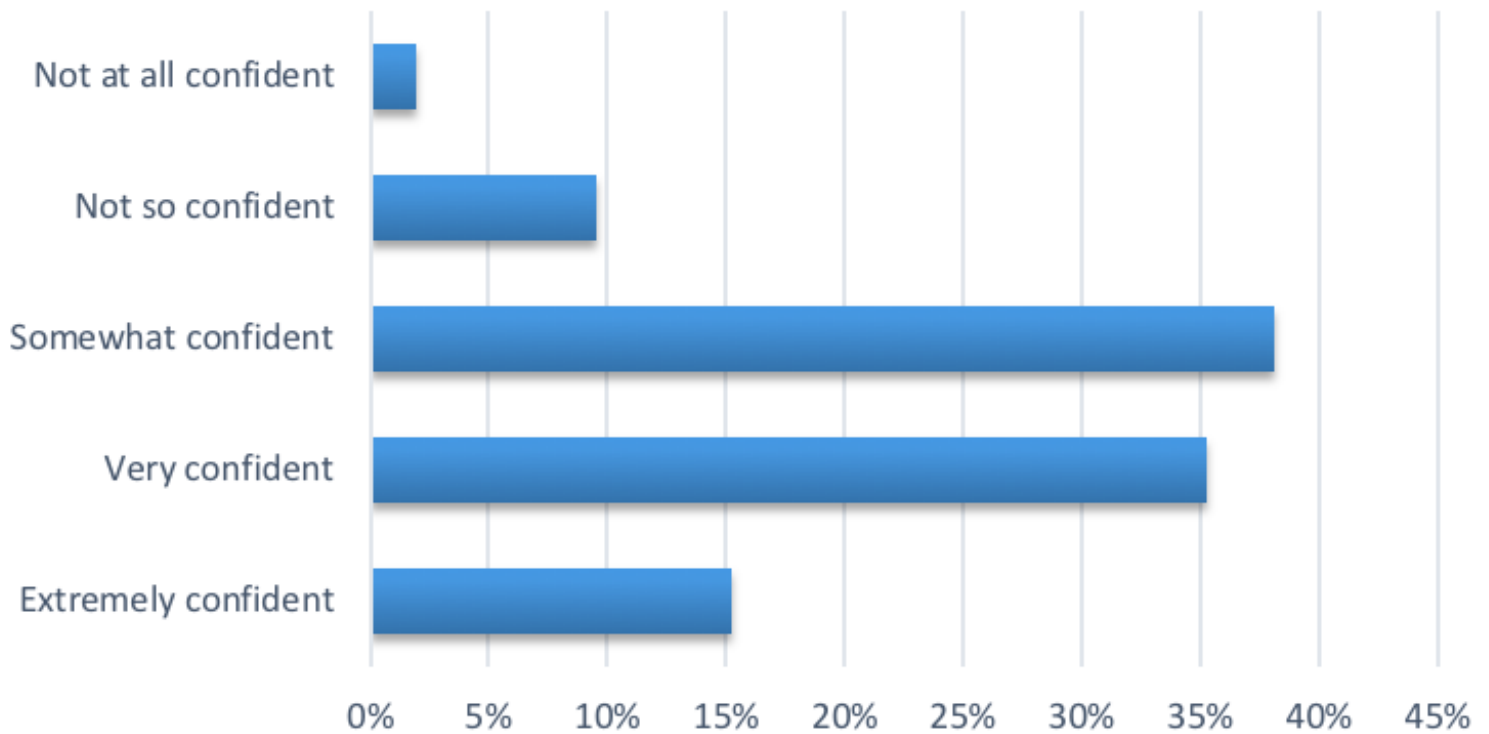
Respondents have significant concerns about how the pandemic will impact their organizations, staff, and the clients they serve. Many are worried that the financial impacts will reverberate throughout their entire organization.

74% reported concerns over the continued impacts of financial repercussions. There are significant concerns that these repercussions could potentially effect service, employment, and clients well after the pandemic if recovery is not successful.

Several organizations indicated that they were confident in their capacity to adapt and provide services. Only 31% responded with a high level of concern that their programs will not be needed, or need to be re-developed, and over 45% are either unconcerned or neutral that clients will not receive the same level of service post-pandemic.

Respondents have indicated they are more concerned with their clients' ability to access the vital supports they need and their financial stability than the ability to provide service. Damages to the non-profit sector will have considerable impact on residents of Durham Region. Organizations are aware of this fact and are prepared to communicate it broadly

## Confidence in Ability to Recover



Despite concerns over organizations' future sustainability and the impact COVID-19 will have on clients, there is confidence that services will return to their pre-pandemic levels.

Definitive concerns were raised regarding financial impact, service provision, and client support. However, respondents indicate that these concerns may be temporary, and their expectation is a full return to pre-pandemic operations at some point.

It is unclear whether this level of confidence is dependent on measures being taken by funders and governments to ensure the recommended support is received, and that there is an expectation this will take place. They have also not indicated when precisely they feel a return to pre-pandemic service levels will be achieved.



## MOVING TOWARDS A NEW NORMAL

Survey respondents made several suggestions, reflecting necessary considerations post-COVID-19. Some of these suggestions are:

- Organizations will need to co-exist in a sector based on collaboration and collective impact. Opportunities to network, share best practices, and develop collective advocacy will be enhanced and incorporated into new strategic plans.
- The way funding is distributed, managed, and utilized will undergo major shifts. More funding to support ongoing operational costs, unrestricted funds, and enhanced reserves will be introduced, and flexibility will be worked into new structures to allow organizations to adapt to changes quickly.
- Local Governments, including Regional and Municipal, will be actively involved in sector and organizational planning. Ongoing tables will be established so government employees and politicians can understand issues and trends, provide guidance, and seek alignments for partnerships.

## QUOTES FROM THE SECTOR

"I would like to see more flexibility in funding and an ability to save surpluses at the end of the fiscal year to utilize when we have a plan for utilization"

"Flexible financial support for core programs is essential. Special projects and new programs are crucial but the existing, ongoing, successful programs need to continue"

"Support (from local government) with the development of policies and procedures- possibly providing templates that agencies can adjust as needed but include the essential legislation requirements, non-profit networking support, access to technology, support for policy development and research on the ground level"

"Building stronger partnerships with service providers in identifying new challenges, and putting in place support systems to narrow gaps and addressing emerging matters"

"Continue to offer resources and support where needed. There has been tremendous collaboration between agencies during this crisis"

"Provide policies written in response to COVID so that others may use as a template and adjust as needed, networking with each other and share experiences to ensure opportunities to be exposed to issues before they become a problem within our own agencies, communication between managers to ensure proper service delivery and collaboration/service navigation"

# WHERE DO WE GO FROM HERE?

The findings in this report are only the first step in understanding and mapping the impacts of COVID-19 on the non-profit and charitable sector in Durham Region. To truly understand the depth of the impact, CDCD will use the survey report to launch Phase II of this project.

The second phase of this project will incorporate qualitative methodologies such as virtual focus groups and key informant interviews to explore some of the nuances outlined in this report. Applying a different lens to the data, such as whether the impact is different in the North versus South Durham, or understanding how the various sub-sectors may be impacted differently, will help us develop a strategy to support and resource non-profits in Durham Region

Once we have developed a Profile of Non-profits in Durham Region, we can work with our community partners and members in executing the recommendations outlined in our Profile report.

Throughout the process, every effort will be made to include non-profit and charitable sector voices in the various stages of research, strategy development, and execution. To put it simply, every part of this project depends on demonstrated willingness of the non-profit sector to collaborate with multiple stakeholders and imagine a new normal with the residents of Durham Region.



*Celebrating our Legacy. Forging our Future.*

## **APPENDIX A: SURVEY DESIGN AND ANALYSIS**

### Design

The survey was drafted by the Community Development Team of Community Development Council Durham, based on similar surveys conducted by the Ontario Nonprofit Network and Imagine Canada.

The survey was intentionally designed to allow for a wide/diverse range of responses, by providing respondents the opportunity to comment and through several questions that allowed more than one response.

### Distribution

The survey was distributed to approximately 1500 non-profit and charitable members throughout Durham Region. It was also promoted on various social media networks, local non-profit and leadership networks, funders, and regional municipalities.

### Response Rate

125 organizations responded to the survey, with a total of 130 respondents. The completion rate was an incredible 81%. The Multi-service and Child and Youth Programming Sub-sectors were heavily represented.

### Analysis

Both descriptive and thematic analysis was conducted on survey questions. The data was also analyzed by sub-sector for certain parts of the report.

## Limitations

There are several limitations to consider when reviewing the data and the report:

- The COVID-19 pandemic is rapidly shifting and evolving. The information captured by the survey and in this report may not be reflective of current organizational conditions or realities.
- The data should not be generalized to other nonprofits and charitable organizations across the region. The data and subsequent report provide snapshots, and are not comprehensive of the sector.
- While efforts were made to collect data from the non-profit sector specifically, five respondents operated small businesses or essential services. After careful consideration, these responses were not omitted. The particular businesses either received public funding or were essential services. Therefore, their input was seen as important.
- Duplicate responses from the same organization were not also not omitted, however only one organization provided multiple respondents, which represented several departments with multiple governance structures; each question is considered in terms of total respondents. This consideration is reflective of the fact that while several organizations indicated that they were multi-service, we did not ask for program/service/department-specific information. It is possible that two different departments, serving two different communities, would have varied experiences in organizational response.

### Limitations Contd.

- For several questions, respondents both indicated an answer choice and further explained their choice in our “Other” section. These were read, reviewed, and analyzed thematically. Despite our best efforts, however, we may have missed some of the nuances provided by these responses.
- For several questions regarding organizational finances, many respondents indicated that they were unable to respond accurately since their finances are contingent on the length of the pandemic. Additionally, the survey asked specifically about only one federal program; as the pandemic continued, there have been several federal and provincial programs aimed to support the non-profit sector. This may have contributed to differences in earlier and later respondents.

## APPENDIX B: IMPACT SURVEY 2020

### Getting to Know You

The COVID-19 Pandemic has had significant impact on all aspects of our lives, including how non-profits operate. In an effort to identify how this pandemic is effecting our non-profit organizations in Durham Region, we have partnered with the Regional Municipality of Durham and United Way of Durham Region to better understand what resources and supports will be needed- not just for today but for our future.

Please note that all information will be kept strictly confidential and will not be shared. Additionally, individual information will be presented in an aggregated form; in our reporting, we will not associate any response with a particular organization or person. Demographic information requested in this section will help us understand who has filled out our survey, any trends, and whether we would like to follow up on individual responses to better understand the impact of COVID-19 on particular subsectors.

1. Name of Organization

2. Address (if you have multiple locations, please choose your main location):

Address

Address 2

City/Town

Province

Postal Code

3. Your name:

4. Your position or title:

- ☐ Executive Director
- ☐ Program Director
- ☐ Manager
- ☐ Other (please specify)



## 5. Your Contact Information

Email Address

Phone Number

## 6. What is your organization's subsector?

- |   |   |
|---|---|
| <input type="checkbox"/> Housing Support/Homeless Shelter         | <input type="checkbox"/> Food security/Food bank      |
| <input type="checkbox"/> Income/Employment Support                | <input type="checkbox"/> Literacy Services            |
| <input type="checkbox"/> Arts and Culture                         | <input type="checkbox"/> Developmental Services       |
| <input type="checkbox"/> Environment                              | <input type="checkbox"/> Newcomers/Immigrant Services |
| <input type="checkbox"/> Community Health                         | <input type="checkbox"/> Ability/Disability Services  |
| <input type="checkbox"/> Community Legal Clinic/Community Justice | <input type="checkbox"/> Seniors Services             |
| <input type="checkbox"/> Child/Youth Programming                  | <input type="checkbox"/> Indigenous                   |
| <input type="checkbox"/> Recreation/Sports                        | <input type="checkbox"/> Multi-service                |
| <input type="checkbox"/> Other (please specify)                   |   |

## 7. Where does your organization do its work? (Check all that apply).

- |   |  |
|---|--|
| <input type="checkbox"/> Specific to Ajax       | <input type="checkbox"/> Throughout Durham Region                |
| <input type="checkbox"/> Specific to Pickering  | <input type="checkbox"/> Durham & Peterborough Regions           |
| <input type="checkbox"/> Specific to Whitby     | <input type="checkbox"/> Provincial                              |
| <input type="checkbox"/> Specific to Oshawa     | <input type="checkbox"/> Mixture of Durham Region & Provincially |
| <input type="checkbox"/> Specific to Clarington | <input type="checkbox"/> National                                |
| <input type="checkbox"/> Specific to Scugog     | <input type="checkbox"/> Mixture of Durham Region & Nationally   |
| <input type="checkbox"/> Specific to Uxbridge   |  |

Other (please specify)

## 8. What is your budget for 2020?

- |   |   |
|---|---|
| <input type="radio"/> Under \$10,000                | <input type="radio"/> Between \$100,000 and \$499,999 |
| <input type="radio"/> Between \$10,000 and \$49,999 | <input type="radio"/> Between \$500,000 and \$999,999 |
| <input type="radio"/> Between \$50,000 and \$99,999 | <input type="radio"/> Over \$1,000,000                |

9. Is your nonprofit staying open and operating? Check the one that best applies.

- ☐ Yes, we are open and operating
- ☐ Yes, we are open but have changed our operations
- ☐ No, we are closed and not operating
- ☐ Other (please specify)

### Organizational Staff/Volunteer Members

In this section, we would like to know about your organizational staffing. This information will help us understand how different organizational sizes and structures have been impacted by COVID-19.

10. How many Full Time Employees (FTEs) are employed by your organization?

☐ 0 employees

☐ 11-20 employees

☐ 1-5 employees

☐ 21-50 employees

☐ 6-10 employees

☐ 51+ employees

Other (please specify)

11. How many Part Time Employees are employed by your organization?

☐ 0 employees

☐ 11-20 employees

☐ 1-5 employees

☐ 21-50 employees

☐ 6-10 employees

☐ 51+ employees

Other (please specify)

12. How many contract employees are employed by your organization?

☐ 0 employees

☐ 11-20 employees

☐ 1-5 employees

☐ 21-50 employees

☐ 6-10 employees

☐ 51+ employees

Other (please specify)

13. How many casual/seasonal employees are employed by your organization?

☐ 0 employees

☐ 11-20 employees

☐ 1-5 employees

☐ 21-50 employees

☐ 6-10 employees

☐ 51+ employees

Other (please specify)

14. Approximately how many volunteers are affiliated with your organization?

☐ 0 volunteers

☐ 11-20 volunteers

☐ 1-5 volunteers

☐ 21-50 volunteers

☐ 6-10 volunteers

☐ 51+ volunteers

Other (please specify)

15. Approximately how many student placements (both secondary and post-secondary) are affiliated with your organization?

☐ 0 student placements

☐ 11-20 student placements

☐ 1-5 student placements

☐ 20+ student placements

☐ 6-10 student placements

Other (please specify)

Your experience in this pandemic

16. Prior to this experience, did your organization have a crisis response plan?

☐ Yes

☐ No

**Organizational Experience Contd.**

17. Which crisis response plans, procedures, or protocols did your agency develop before the pandemic?  
(Check all that apply.)

- |  |  |
|--|--|
| <input type="checkbox"/> All-Hazards or Emergency Management Plan (an organizational framework on how to respond to any emergency)     | <input type="checkbox"/> Lockdown Policy (to be executed in response to an active shooter, violent/abusive spouse, restraining order violations, etc.) |
| <input type="checkbox"/> Pandemic Plan (to be executed in the event of a pandemic/air-borne contagion)                                 | <input type="checkbox"/> Community Safety Strategy or Protocol (to be executed in ensuring staff are safe when delivering community services)          |
| <input type="checkbox"/> Emergency Evacuation Plan (to be executed in response to fire or other threats)                               | <input type="checkbox"/> Crisis Communication Strategy (a strategy on communicating crisis details and execution)                                      |
| <input type="checkbox"/> Natural Disaster Preparedness Plans (to be executed in response to flood/hurricane or other natural disaster) | <input type="checkbox"/> Data Recovery Plan (to be executed in response to a technological crisis)   |
| <input type="checkbox"/> Workplace Violence Strategy (to be executed in response to a violent staff member or client)                  |  |
| <input type="checkbox"/> Other (please specify)  |  |

18. What year was your crisis management plan created or drafted?

19. What year was your crisis management plan reviewed, revised, or updated?

20. Was your organization able to enact its crisis response plan?

- ☐ Yes
- ☐ No

21. Was your crisis response plan adequate for the current pandemic?

- |                                  |                                 |
|----------------------------------|---------------------------------|
| <input type="radio"/> Yes        | <input type="radio"/> Mostly No |
| <input type="radio"/> Mostly Yes | <input type="radio"/> No        |
| <input type="radio"/> Somewhat   |                                 |

## 22. How was your organization prepared for the pandemic? (Check all that apply.)

	True	Somewhat true	Somewhat false	False	Not Applicable
Our work can be done remotely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have the technology required to do our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our staff is trained to use remote technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our staff is skilled at using remote technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have protocols for delivering our programs/services virtually.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have Personal Protection Equipment (PPE) in storage that we were able to access.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We already had policies/procedures/processes developed for crisis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 23. Prior to the pandemic, was your organization doing remote work?

- ☐ Yes, all the time
- ☐ Yes, sometimes
- ☐ Yes, but rarely
- ☐ No

## 24. What concerns, if any, have been voiced by employees?

- ☐ Whether their employment would be impacted (reduction in hours/pay, possible hazard pay, change in job description, etc.)
- ☐ Mental health/stress associated with the pandemic
- ☐ Balancing working from home with family responsibilities
- ☐ Possible exposure to COVID+ individuals due to nature of work or working onsite
- ☐ Requiring time off work for child or parent care due to daycare centre/senior centre closures
- ☐ Inability to work/complete work due to logistical issues (ie. inability to access paper files, no printer at home)
- ☐ Familiarity/comfort with working remotely
- ☐ Inability to meet increased demand for services from community members
- ☐ Familiarity/comfort with technology used to work remotely
- ☐ Disruptions to programs and services
- ☐ Other (please specify)

## 25. How has your organization responded to employee concerns? (Check all that apply.)

- |  |  |
|--|--|
| <input type="checkbox"/> By providing virtual spaces/forums to discuss and address concerns                              | <input type="checkbox"/> By increasing technical assistance  |
| <input type="checkbox"/> By providing educational materials on COVID-19 safety   | <input type="checkbox"/> By providing staff with Personal Protection Equipment (PPE)   |
| <input type="checkbox"/> By e-mailing or providing regular updates from the Federal, Provincial, or Regional Governments | <input type="checkbox"/> By developing or establishing COVID-19 protocols such as increased cleaning or decontamination/physical distancing/etc. |
| <input type="checkbox"/> By developing/enforcing screening protocols for clients   | <input type="checkbox"/> By expanding or increasing health insurance benefits through health insurance provider                                  |
| <input type="checkbox"/> By increasing access to Employee Assistance Programs (EAP)                                      |  |

Other (please specify):

## 26. What are some of the organizational changes you needed to make because of the pandemic?

- |   |  |
|---|--|
| <input type="checkbox"/> We had to decrease our staff numbers.  | <input type="checkbox"/> We had to draft organizational policies to support the changes we made. |
| <input type="checkbox"/> We had to increase our staff numbers.  | <input type="checkbox"/> We had to change our service hours or location                          |
| <input type="checkbox"/> We have had to deploy our staff/ staff was re-assigned to different tasks or responsibilities. | <input type="checkbox"/> We had to implement a screening process.                                |
| <input type="checkbox"/> We had the technology but we had to figure out how staff would work remotely.                  | <input type="checkbox"/> We've made little or no change to how we work.                          |
| <input type="checkbox"/> We had to purchase technology so our staff could work remotely.                                |  |

Other (please specify)



**Organizational Experience Contd. 2**

27. What resources would as your organization have required to develop a crisis response plan?

- |   |   |
|---|---|
| <input type="checkbox"/> Funding/Financial Reserves | <input type="checkbox"/> Time   |
| <input type="checkbox"/> Technology                 | <input type="checkbox"/> Support such as Board of Directors or Consultant                     |
| <input type="checkbox"/> Organizational policies    | <input type="checkbox"/> Access to Personal Protector Equipment and/or other safety equipment |

28. Prior to the pandemic, was your organization doing remote work?

- ☐ Yes, all the time
- ☐ Yes, sometimes
- ☐ Yes, but rarely
- ☐ No

29. What concerns, if any, were voiced by employees?

- |  |   |
|--|---|
| <input type="checkbox"/> Whether their employment would be impacted (reduction in hours/pay, possible hazard pay, change in job description, etc.) | <input type="checkbox"/> Mental health/stress associated with the pandemic  |
| <input type="checkbox"/> Balancing working from home with family responsibilities  | <input type="checkbox"/> Possible exposure to COVID+ individuals due to nature of work or working onsite                                    |
| <input type="checkbox"/> Requiring time off work for child or parent care due to daycare centre/senior centre closures                             | <input type="checkbox"/> Inability to work/complete work due to logistical issues (ie. inability to access paper files, no printer at home) |
| <input type="checkbox"/> Familiarity/comfort with working remotely   | <input type="checkbox"/> Inability to meet increased demand for services from community members   |
| <input type="checkbox"/> Familiarity/comfort with technology used to work remotely   | <input type="checkbox"/> Disruptions to programs and services   |
| <input type="checkbox"/> Other (please specify)  |   |

## 30. How has your organization responded to employee concerns? (Check all that apply.)

- |  |  |
|--|--|
| <input type="checkbox"/> By providing virtual spaces/forums to discuss and address concerns                              | <input type="checkbox"/> By increasing technical assistance  |
| <input type="checkbox"/> By providing educational materials on COVID-19 safety   | <input type="checkbox"/> By providing staff with Personal Protection Equipment (PPE)   |
| <input type="checkbox"/> By e-mailing or providing regular updates from the Federal, Provincial, or Regional Governments | <input type="checkbox"/> By developing or establishing COVID-19 protocols such as increased cleaning or decontamination/physical distancing/etc. |
| <input type="checkbox"/> By developing/enforcing screening protocols for clients   | <input type="checkbox"/> By expanding or increasing health insurance benefits through health insurance provider                                  |
| <input type="checkbox"/> By increasing access to Employee Assistance Programs (EAP)                                      |  |

Other (please specify):

## 31. What are some of the organizational changes you needed to make because of the pandemic?

- |   |  |
|---|--|
| <input type="checkbox"/> We had to decrease our staff numbers.  | <input type="checkbox"/> We had to draft organizational policies to support the changes we made. |
| <input type="checkbox"/> We had to increase our staff numbers.  | <input type="checkbox"/> We had to change our service hours or location                          |
| <input type="checkbox"/> We have had to deploy our staff/ staff was re-assigned to different tasks or responsibilities. | <input type="checkbox"/> We had to implement a screening process.                                |
| <input type="checkbox"/> We had the technology but we had to figure out how staff would work remotely.                  | <input type="checkbox"/> We've made little or no change to how we work.                          |
| <input type="checkbox"/> We had to purchase technology so our staff could work remotely.                                |  |
| <input type="checkbox"/> Other (please specify)   |  |

### Financial Capacity

**These set of questions are designed to help us understand what, if any, impact the pandemic has had on your organizational finances.**

32. Where does your organization receive a majority of its funding? (Check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Federal Government            | <input type="checkbox"/> Fundraising       |
| <input type="checkbox"/> Provincial Government         | <input type="checkbox"/> Memberships       |
| <input type="checkbox"/> Regional/Municipal Government | <input type="checkbox"/> Private donations |
| <input type="checkbox"/> Grants or Foundations         | <input type="checkbox"/> Social Enterprise |

Other (please specify)

33. Has the COVID-19 pandemic impacted your organizational finances?

- ☐ Yes
- ☐ No
- ☐ I don't know/it's too soon to tell.

**Financial Capacity Contd.**

34. What is/are the financial impact(s) of the crisis on your organization? Check all that apply:

- |  |   |
|--|---|
| <input type="checkbox"/> Reduction in revenue from funding sources (funders, donors, etc.)   | <input type="checkbox"/> Low financial reserves               |
| <input type="checkbox"/> Unexpected costs not covered in previously planned 2020 budget  | <input type="checkbox"/> Lack of financial reserve policy     |
| <input type="checkbox"/> Reduction in revenue from fundraising events (event cancellations, space rentals, social enterprises, etc.) | <input type="checkbox"/> Increased cost of goods and services |
| <input type="checkbox"/> Other (please specify)  |   |

## 35. What, if any, are your concerns about your organization's financial future?

	Immediate	Long-Term	Both	Not A Concern
I have no concerns about my organization's future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shifts in funding priorities will result in a reduction of funds for our work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our financial reserves are inadequate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Depending on the length of the current crisis, we may be unable to sustain costs associated with working remotely (ie. paying for video conferencing technology, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We will not be able to pay all or some of our employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We will have to close down/file for bankruptcy/close our doors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We will be unable to financially recover.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional comments:

## 36. Will the financial impact caused by the crisis restrict your ability to provide services?

- ☐ Yes
- ☐ No
- ☐ Don't know/too soon to tell.

If yes, can you explain how:

37. The recently announced Canada Emergency Wage Subsidy program provides wage subsidies of up to 75% per employee for charities demonstrating significant decreases in revenue.

(Decreases are based on comparison with either the same month in 2019 or the average of January / February 2020 revenues. They must be at least 15% for the period March 15 - April 11 and 30% for the periods April 12 - May 9 and May 10 - June 6.)

Would your organization currently meet these criteria?

- |                             |  |
|-----------------------------|--|
| <input type="radio"/> Yes   | <input type="radio"/> Can't say/Don't know                 |
| <input type="radio"/> No    | <input type="radio"/> Not applicable (no paid staff, etc.) |
| <input type="radio"/> Maybe |  |

38. Given your organization's current financial trajectory, would your organization meet these criteria in the near future?

- |                             |  |
|-----------------------------|--|
| <input type="radio"/> Yes   | <input type="radio"/> Can't say/Don't know                 |
| <input type="radio"/> No    | <input type="radio"/> Not applicable (no paid staff, etc.) |
| <input type="radio"/> Maybe |  |

39. Does your organization plan on applying for this program?

- |                             |  |
|-----------------------------|--|
| <input type="radio"/> Yes   | <input type="radio"/> Can't say/Don't know                 |
| <input type="radio"/> No    | <input type="radio"/> Not applicable (no paid staff, etc.) |
| <input type="radio"/> Maybe |  |

40. Does your organization plan on applying for any additional programs or benefits?

- |                             |  |
|-----------------------------|--|
| <input type="radio"/> Yes   | <input type="radio"/> Don't know/Can't say |
| <input type="radio"/> No    | <input type="radio"/> Not applicable       |
| <input type="radio"/> Maybe |  |

If so, which ones:

--------------

## Long Term Organizational Capacity

41. What are your long-term concerns for your organizational capacity?

Very concerned      Concerned      Neutral      Unconcerned      Very unconcerned      N/A

The financial repercussions of the pandemic will continue to impact our organization.

☐      ☐      ☐      ☐      ☐      ☐

Tell us more:

Our clients will not receive the same level of service from our organization.

☐      ☐      ☐      ☐      ☐      ☐

Tell us more:

Our clients will not be able to recover financially.

☐      ☐      ☐      ☐      ☐      ☐

Tell us more:

Our clients will not be able to sustain their housing or employment due to the pandemic.

☐      ☐      ☐      ☐      ☐      ☐

Tell us more:

Our clients will have limited access to other vital/necessary supports.

☐      ☐      ☐      ☐      ☐      ☐

Tell us more:

We may lose some of our clients due to the pandemic.

☐      ☐      ☐      ☐      ☐      ☐

Tell us more:

Very concerned      Concerned      Neutral      Unconcerned      Very  
unconcerned      N/A

Our programs and services will need to be re-developed or will no longer be needed.

☐      ☐      ☐      ☐      ☐      ☐

Tell us more:

We will be unable to meet the demand for our services.

☐      ☐      ☐      ☐      ☐      ☐

Tell us more:

42. How confident are you that your organization will be able to recover and return to the level of service provision before the crisis?

- ☐ Extremely confident      ☐ Not so confident  
☐ Very confident      ☐ Not at all confident  
☐ Somewhat confident

43. What potential positive developments, if any, do you hope will arise for your organization from this crisis?

- ☐ Increase in collaboration and service planning      ☐ Positive shift in service delivery or program development  
☐ New or enhanced partnerships      ☐ Organizational policy/policies development  
☐ Additional or new funding streams development      ☐ We are able to recover and return to the way we were before the pandemic  
☐ Positive shift in work culture (more working from home, staff with new skill sets, or staff better trained at remote technology)

Other (please specify)



## Supports and Resources

44. What are some resources, supports, or considerations that you would like to see from your funders?

45. What are some resources, supports, or considerations that you would like to see from your local government or the Region of Durham?

46. What are some ways we can support each other as a sector?

## APPENDIX C: CDCD COVID-19 INFOGRAPHIC

# DURHAM NON-PROFIT COVID-19 IMPACT SURVEY RESULTS

Community Development Council Durham (CDCD) conducted a survey from April 22 to April 29 2020.

## WHO ANSWERED OUR SURVEY



# 125

Organizations  
filled out our  
survey.



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# ORGANIZATIONAL CHANGES

## TOP THREE EMPLOYEE CONCERNS



### 1 Impacts to their employment

These impacts can include a reduction in hours, pay, possible hazard pay, and/or change in job description.



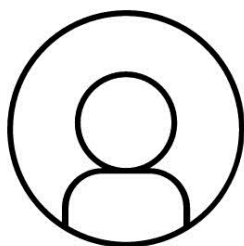
### 2 Disruption to programs and services

While organizations struggle to change their existing programs to virtual or remote where possible, some programs are still shutting down.



### 3 Balancing work and home

Employees are being tasked to do it all; to work and take care of their families without the social supports that make working possible.



**1 in 3 organizations have experienced staff decreases.**



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## FINANCIAL IMPACT

### TOP 3 FINANCIAL CONCERNS



74% fear that they will experience a reduction in revenue from funders.

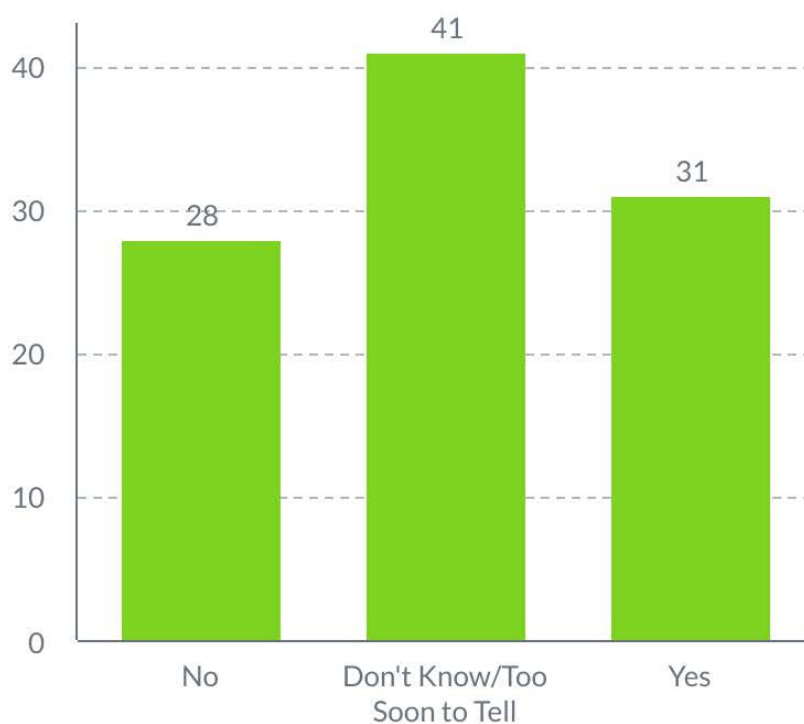


73% worry that there will be a reduction in revenue generated from fundraising events.



34% are experiencing unanticipated costs not covered by their 2020 budget

## RESTRICTIONS TO SERVICE DELIVERY



This chart highlights the current state of uncertainty for organizations as they grapple with their financial future.



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## HELP REQUESTED

---



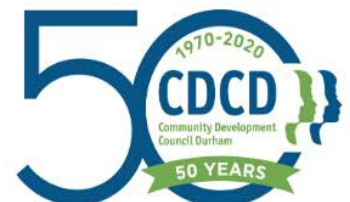
The overwhelming recommendation is an increase in operational and core funding, with a need for flexibility.



The Region of Durham can take a more active role in supporting organizational development and sector planning.

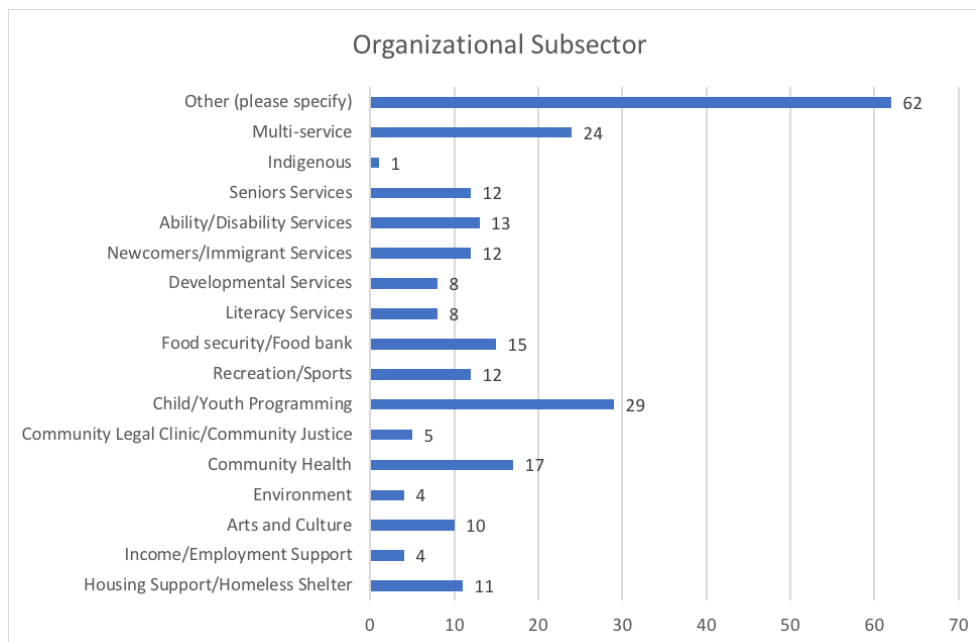


The only way to get through the pandemic is by increasing our collective work and collaborative efforts.

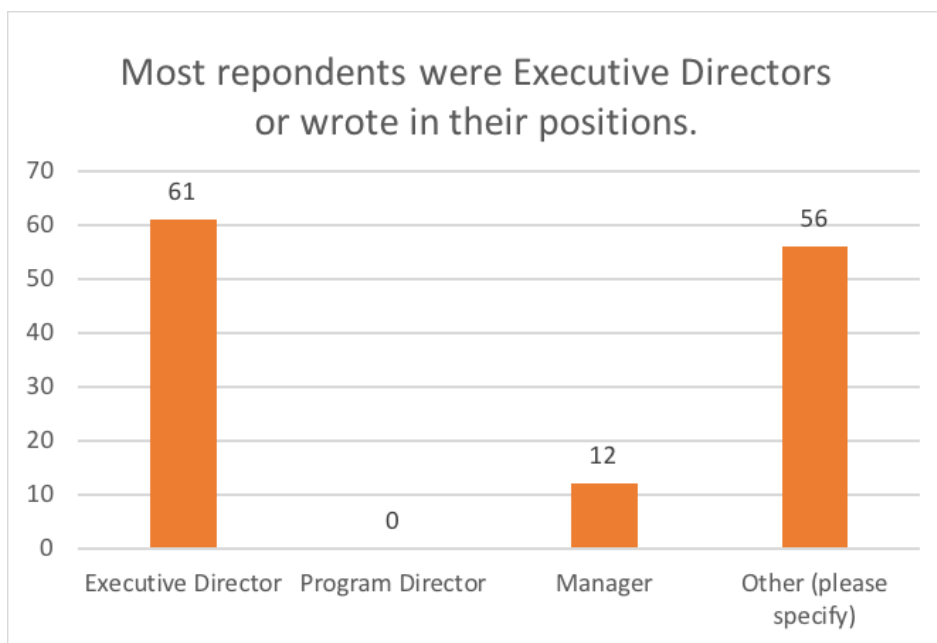


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## APPENDIX D: SURVEY RESPONDENTS



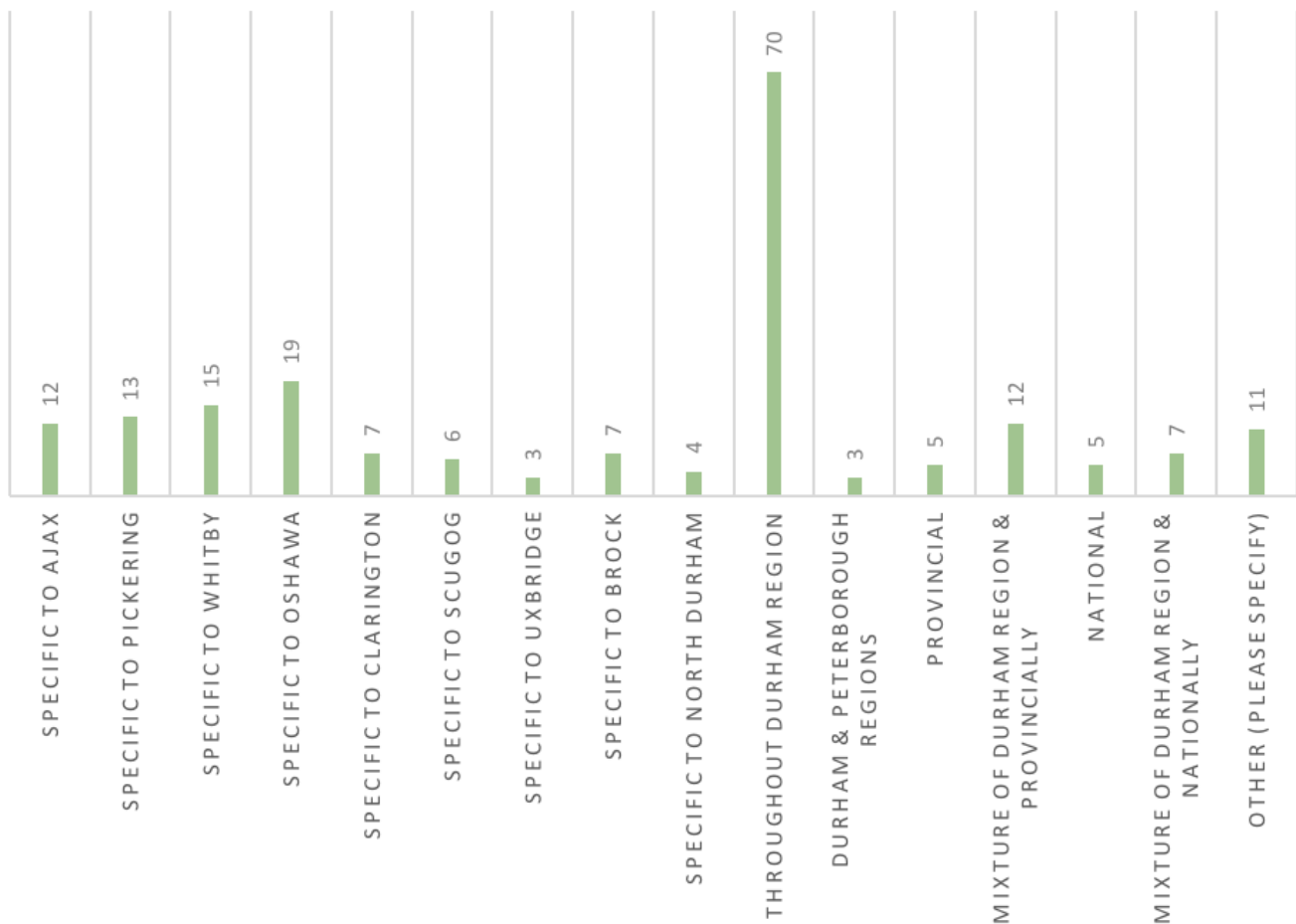
Most respondents selected at least one subsector category and additionally wrote in responses to indicate their organization's range of work.



Other positions listed include:

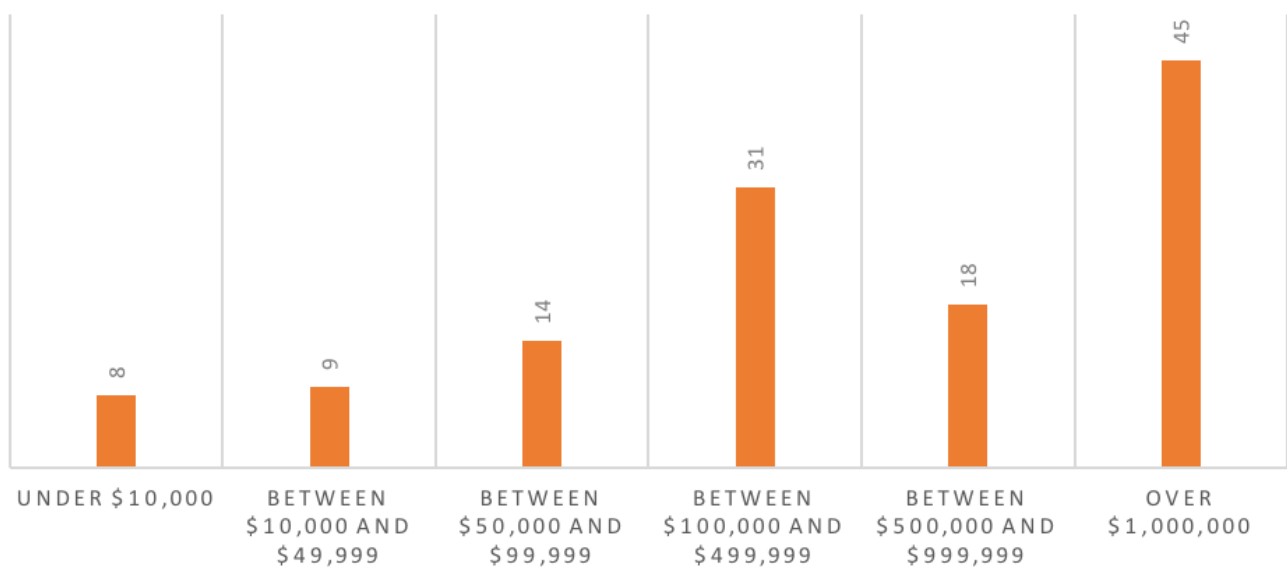
- Board President/Chair
- Pastor/Religious designate
- President
- General/Operations Manager
- CEO
- Position associated with finance

## SERVICE BOUNDARIES



Written responses include breakdown of specific program boundaries and organizations that serve international communities.

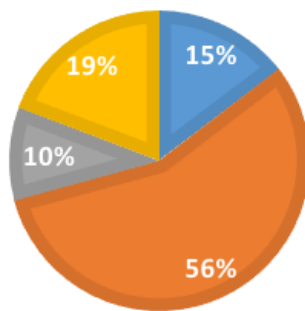
## 2020 BUDGET





## OPEN AND OPERATING

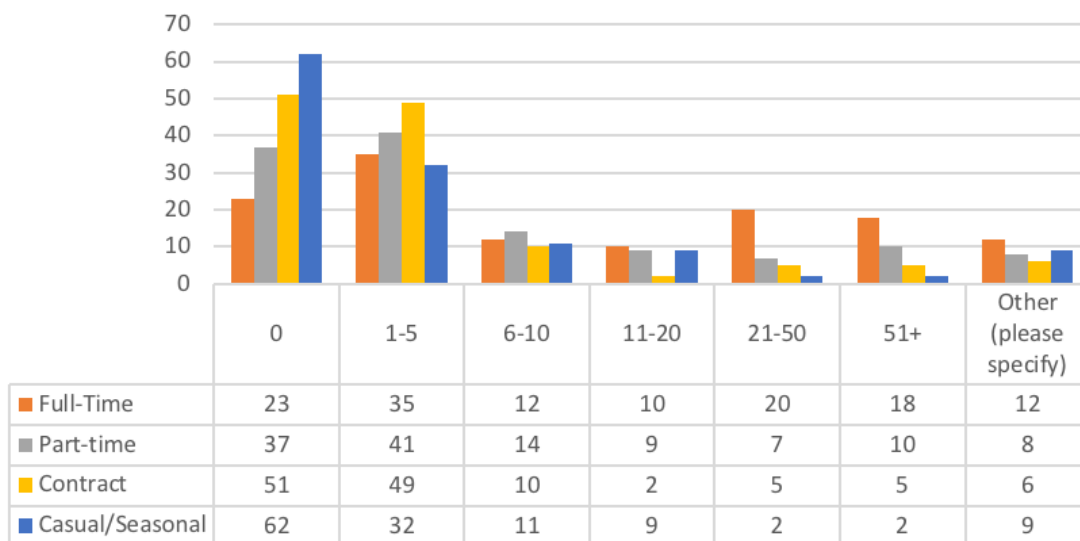
- Yes, we are open and operating
- Yes, we are open but have changed our operations
- No, we are closed and not operating
- Other (please specify)



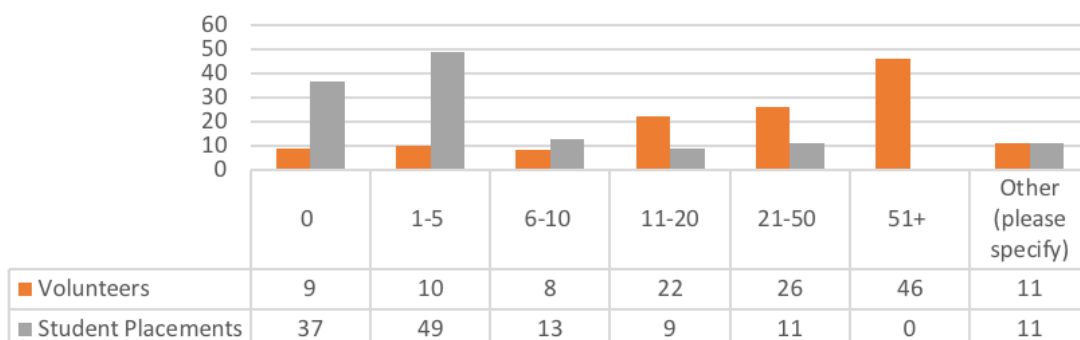
"Other" responses detailed the extent to which the organization was open; most respondents indicated that while they remained closed to the public, they continued their operations through a skeleton crew or virtually. None of the respondents used the "other" response category to indicate that they were closed and not operating at the time of this survey was conducted.

## Staff Complements

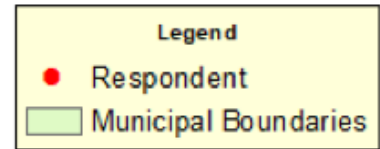
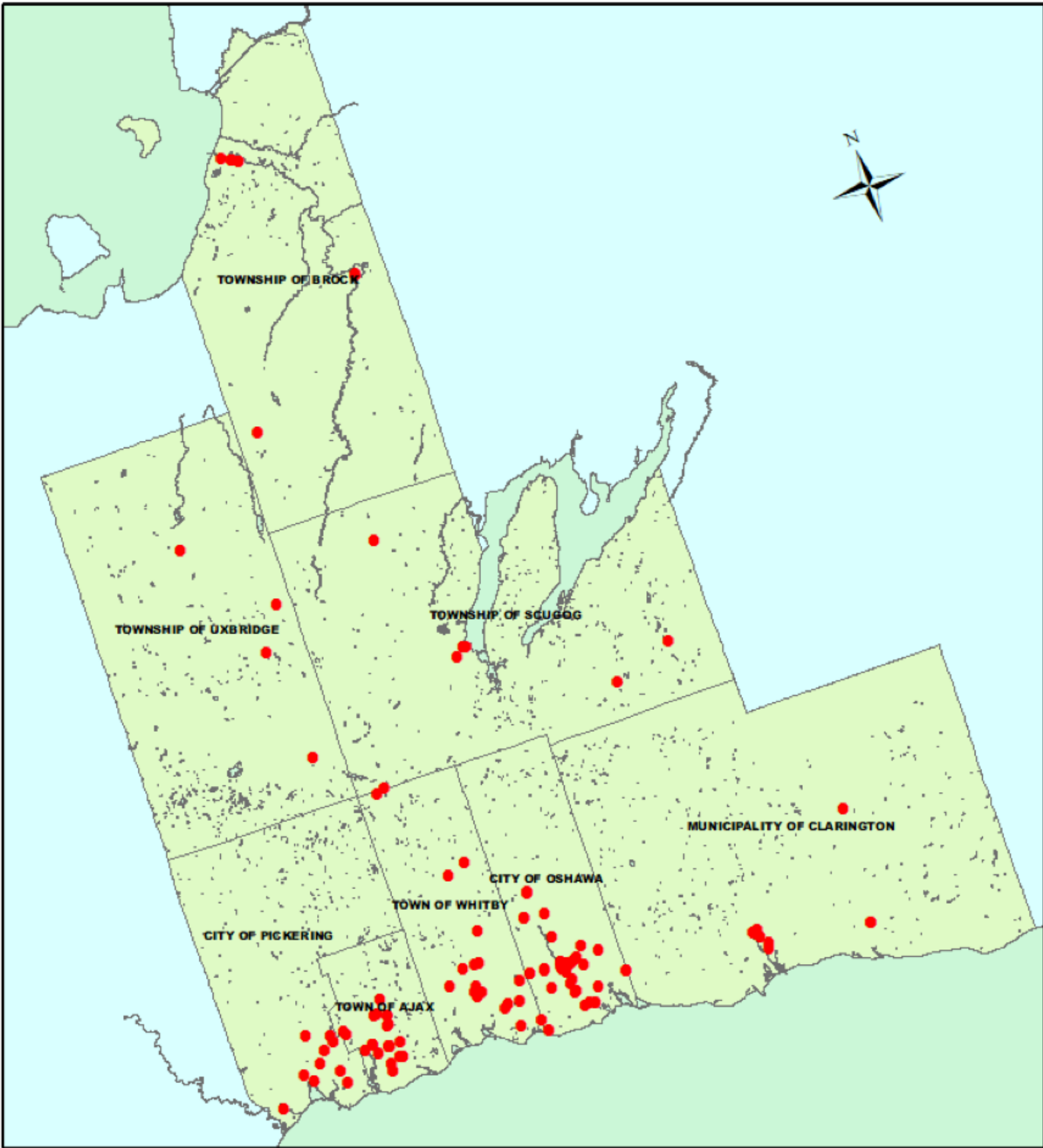
### Staff Sizes



### Volunteers and Student Placements



# SPATIAL DISTRIBUTION OF SURVEY RESPONDENTS



For more information, please  
contact:

Hermia Corbette, Executive Director

[Hcorbette@cdcd.org](mailto:Hcorbette@cdcd.org)

Nathan Gardner, Team Lead-  
Community Development

[Ngardner@cdcd.org](mailto:Ngardner@cdcd.org)

Neemarie Alam, Social Researcher

[Nalam@cdcd.org](mailto:Nalam@cdcd.org)