

# **Economic Recession: Impact on Oakville Serving Agencies**

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# 1. Introduction

The purpose of this study is to identify the impact of the current global recession on social service agencies serving Oakville and, ultimately, their capacity to provide their services in these economic times and to a growing Oakville population.

## **Objectives:**

1. To investigate the impact of the declining economic situation on the capacity of Oakville serving social service agencies to respond to existing and latent demand for service.
2. To create a baseline so that the impact of the economic downturn can be monitored throughout the crisis and a full understanding of its affect on social agencies garnered.
3. To provide United Way of Oakville with information that will inform its communications in the next campaign.

## **1.1 Methodology**

Initially, Community Development Halton (CDH) staff developed a bibliography of community-based studies conducted that assess the impact of the economic crisis on the nonprofit and voluntary sector. These results and findings then informed this study and the development of the survey instrument and key informant interview schedule. CDH also continued to monitor ongoing studies that followed the challenges of the nonprofit and voluntary sector during this time of economic upheaval.

In the process of preparing the questionnaire that was used to survey Oakville serving social agencies, CDH collaborated with the Social Planning Network of Ontario (SPNO) to carry out a survey focused on the capacity and response of nonprofit community service agencies to these changing economic realities across the province. Utilizing the province-wide survey allows for comparison to Ontario issues, while providing for the ability to do community specific analysis. The survey was carried out between April 20, 2009 and May 1, 2009. The survey link was sent out to 246 organizations in Halton, with 43 agencies responding to the survey. This is a return rate of 18%. Of those, 37 indicated that they provide service to Oakville residents. See Appendix 2 for the survey.

An analysis of the survey results outlining the relevant existing issues, emerging trends and ensuing challenges faced by Oakville serving social agencies was carried out. Key informant interviews with 11 agencies explored further the issues in an effort to capture the stories and experiences of the organizations supporting people (see Appendix 1 for the list of agencies interviewed and the interview schedule).

A follow-up survey is scheduled for the spring of 2010 to assess further the changing environment and to document how organizations have dealt and are dealing with the changing economic realities.

## **2. A Review: Challenges and Opportunities for the Nonprofit and Voluntary Sector**

A list of various studies and articles on the impact of the economic downturn on the nonprofit and voluntary sector are listed in the Bibliography section at the end of the document. A few highlights are presented from various studies here that reflect the changes that have occurred since September 2008.

### ***2.1 Stretched To The Limit – Impact of the Economic Downturn on Alberta’s Nonprofits & Charities***

The Calgary Chamber of Voluntary Organizations (CCVO) has been monitoring the emerging impacts of the economic climate on the voluntary sector through a series of surveys conducted between November 2008 and October 2009. The surveys asked nonprofits and charities about their revenues, operating costs, demand for services and programs, as well as changes in operations as a result of the economic downturn.

Results of their most recent survey conducted in October 2009 indicate Alberta’s nonprofit organizations and charities have been adapting to the recession, but they are stretched to the limit with little capacity to adjust to increased demand or reduced funding.

Despite predictions that economic conditions will improve in 2010, the real financial impact of the recession is expected to hit the voluntary sector next year. Although organizations reported reductions in 2009, the major impact of government cuts and decreased revenues is expected to hit in 2010.

Many organizations reported reducing costs and said they were operating as lean as possible, trying to preserve programs and services. More than 30 per cent of those surveyed, however, had to make cuts in services. If economic predictions are correct and 2010 presents the greatest challenges nonprofits and charities have faced in this recession, even more programs and services will be on the chopping block.

#### **Key Findings:**

- The real force of the economic recession will hit the voluntary sector in 2010. Charities and nonprofits will be grappling with deepening challenges at the same time as other parts of the economy are recovering.
- Alberta’s voluntary sector is experiencing continued erosion from all revenue streams.
- More than 60 per cent of organizations reported increased service demand and operating costs.
- Nonprofits and charities are resilient and resourceful, but further funding reductions will result in reduced programs and services for families and communities.

## **2.2 Weathering the Storm – A survey of non-profits and charities in British Columbia**

Over the past year, the Vancouver Foundation had been hearing how the economy has affected the hundreds of charities they work with. They conducted an online survey in September 2009 completed by 470 charities operating throughout British Columbia to better understand what 2009 had been like for organizations and what they anticipated for 2010. Together their responses paint a picture of an important sector that is struggling, and in some cases becoming more fragile with each passing month.

### **Key Findings**

- Almost every charity has been impacted in one way or another by the economy. However, certain organizations – smaller charities, arts and culture and environmental non-profits – were the most negatively impacted by decreases in their revenue in 2009.
- More than half of all charities surveyed (53%) experienced a drop in revenue in their current fiscal year, with the average decline being 19%.
- For certain charities, the bigger challenge was the increased demand on their services. Social Services and Health-care organizations were both significantly impacted by surging demand for the services they provide.
- Of the 27% of charities who did manage to see an increase in their revenue in 2009, many attributed to one-time grants that would not be carried forward into the next fiscal year.
- Many charities dealt with this year's budget challenges by looking for new sources of revenue (62%) or undertaking more fundraising (58%). This means that more organizations are searching for what is, essentially, a shrinking pool of funds.
- One-quarter of charities (25%) laid off staff in order to cope. Of those who did reduce their roster of employees, the average reduction amounted to a 21% cut to their total workforce.
- Looking forward, charities are not overly optimistic about 2010. Most believe they will continue to experience a drop in many key revenue areas, while some anticipate a marked increase in demand for their services.
- Of concern is that half of all charities feel they are either “not prepared” or only “somewhat prepared” for the challenges of 2010. Several told us they had already cut to the bone, and there was no more left to cut: any further erosion of their revenue would likely lead to closure.

## **2.3 Hard Hit: Impact of the Economic Downturn on Nonprofit Community Social Services in Ontario**

*Hard Hit* is a research report released in October 2009 from the Social Planning Network of Ontario (SPNO) that documents the one-two punch affecting Ontario's nonprofit community services – an increasing demand for services and lost revenue from funding cuts driven by the economic downturn.

The survey of more than 400 Ontario agencies found that 60% had experienced mostly increases in service demand since September 2008. Three-quarters of these agencies

attributed the increase in demand, at least in part, to the recession. Half of the organizations surveyed also experienced a cut in at least one funding source during 2009 and 65% anticipate they will have further funding cuts in 2010. Funding cuts from individual donors, self-generated revenues such as fees, and United Ways and community foundations topped the list of affected revenue sources. This combination of increased demands and cuts in resources spells an impending crisis in communities across Ontario.

SPNO respondents reported “dramatic increases in food bank and meal program use, more demand on employment services and job training programs, more demand on employment services and job training programs, increased use of bankruptcy and credit counselling services, and impacts on health services, mental health counselling, and suicide and crisis intervention programs”.

In order to cope, social service agencies are asking staff to work longer hours and take on bigger workloads and additional volunteers – a situation the SNPO argues disadvantages those seeking services. Overworked staff have less time to deal with increasingly complex problems. The SPNO is calling on governments and the sector to work together for regulatory reforms and investments in social infrastructure funds.

## ***2.4 Challenges and Opportunities for Ontario’s Not-for-Profit Sector during Tough Economic Times***

In January 2009, the Ontario Trillium Foundation (OTF) set out to have in-depth conversations with more than 100 non-for-profit organizations across the province. They collected responses from both large and small organizations from across Ontario. The organizations in the OTF survey work in the arts and culture, environment, social services or sports and recreation areas. Organizations were asked what they were experiencing, what impact the economic downturn was having on their communities, and how OTF can effectively help.

Following up on conversations first held in January 2009, the OTF returned in the fall of 2009 to ask 100 Ontario not-for-profit organizations how they were faring, and what actions they had taken to cope with lowered donations, sponsorship or funding as well as higher demand for services.

There were notable changes in the status of organizations:

The positive...

- More than 72% of respondents reported collaboration was increasing in the sector
- A large majority of organizations (87%) have now developed plans to manage through the current economic uncertainty
- There have been minimal layoffs or cutbacks in services (they're coping but stretched)

The negative...

- More than 75% of respondents indicated that their organizations were feeling the effects of the recession (compared to about 30% in January)

- Almost two-thirds of organizations surveyed reported a decline in funding over the past year
- 68% of respondents reported the fundraising climate was worse (34%) or the same (34%) as in January 2009
- About 30% of respondents reported some reduction in the number and value of corporate sponsorships
- 68.9% reported experiencing an impact on their programs and services as a result of the downturn – 77% for social service organizations, 56% for arts organizations, 67% for environmental organizations (which may see opportunities to increase revenue, community engagement or further environmental goals)
- Food banks reported an average 25% increase in demand for services across the province

## ***2.5 Managing in Tough Times – Bridgespan Group***

Bridgespan Group is a US-based nonprofit that helps nonprofit and philanthropic leaders in the hard work of developing strategies and building organizations that inspire and accelerate social change. It carried out a survey of nonprofit leaders across the U.S. in November 2008 to find out how the economic downturn was affecting their organizations. They have carried out follow up surveys at six month intervals, with the latest occurring in November 2009, providing a year long look at the impact of the economic recession and to record any changes since the initial survey.

The latest survey, conducted in the fall of 2009, showed that 93 percent of the nonprofits surveyed were experiencing the effects of the downturn, up from 75 percent one year ago. As city, state, and federal governments have slashed budgets, foundations have reduced their grant-making, and individuals have cut back their charitable giving, the number of organizations that reported funding cuts has increased to 80 percent from 52 percent, the number dipping into reserves rose to 48% from 19%. Even in the last six months, the situation for many nonprofits has continued to deteriorate: 44 percent of leaders reported that their situation was worse than it was six months ago, while only 15 percent said their situation had improved.

While the hardship of prolonged financial pressure cannot be overstated, many organizations appear to be making the difficult decisions that may gain them stronger footing as market conditions improve in the future. Not surprisingly, while the funding situation for the survey respondents has deteriorated, the demand for services has increased: 58 percent of respondents in November 2009 noted an increase in demand versus 30 percent a year ago.

### **Key Findings**

- As economic uncertainty has increased, many organizations have turned to contingency planning as a tool to prepare for the worst: 70 percent of nonprofits surveyed said they have contingency plans compared with 48 percent last year.
- Fifty-four of the organizations in the survey said they are scaling back or eliminating a subset of programs to free up resources for others, while 67 percent said they were cutting overhead – an increase of 10 percentage points since last year.

- Since salaries make up the bulk of the expenses for most nonprofits, thousands of organizations across the country are being forced to reduce total staff. Forty-three percent of organizations surveyed said that layoffs are a somewhat or major part of their plans to address the downturn compared with 28 percent last year; 25 percent of organizations said that cutting staff salaries is a somewhat or major part of their plans to address the downturn compared with 16 percent last year.
- When faced with the possibility of program cuts, many nonprofits choose to rethink their program design to identify ways to continue to achieve results while reducing costs. Among the nonprofits surveyed, 69 percent of organizations cited redesigning programs to achieve outcomes in a less costly manner as a somewhat or major part of their plan to address the downturn. This was a 10 percentage point increase from 59 percent last year.
- As a result of the recession, many nonprofits are reaching out and strengthening relationships with key stakeholders. Indeed, 69 percent of organizations we surveyed are developing new plans to communicate with stakeholders, 88 percent are investing more deeply in relationships with core funders, and 77 percent are engaging their boards or a subset of their boards to address the financial ramifications of the downturn. Reaching out to key supporters is often a nonprofit's first line of defense in a crisis. The survey shows that the high percentages of organizations that report the use of these tactics have remained consistent over the course of the year.
- In some cases, funders are increasing their giving to help organizations cope with the recession. Among the organizations surveyed, 42 percent said some funders are providing additional support in response to the downturn compared to only 11 percent last year.
- Thirty-nine percent of respondents reported they believe the financial situation of their organizations will improve next year even though 67 percent of respondents reported that funders have told them to expect less in future grant revenue.

## ***2.6 The Effect of the Economy on the Nonprofit Sector – GuideStar***

The purposes of the survey were to compare how charitable organizations fared during the first nine months of 2009 to how they fared during previous years and to try to gauge the effect of the downturn in the economy on the American nonprofit sector.

Among the findings of the survey:

- 51 percent of respondents who accept contributions saw a decline in contributions over the first nine months of 2009 versus the same period in 2008. The major factors cited for a decline in contributions were fewer individuals giving (69 percent) and smaller gifts (69 percent).
- 62 percent of respondents had experienced an increase in demand for their organization's services in 2009.
- 36 percent of grantmakers decreased total monetary payouts; 27 percent gave more.

- Despite the tough year, most organizations were hopeful about 2010. Some 36 percent planned budget increases, and 29 percent expected to be able to maintain their current level of expenditures.
- For those organizations that expected to reduce their 2010 budgets, reduction in program services (59 percent) and salary freezes (54 percent) were the most frequently used techniques for making ends meet.

## ***2.7 Global Fundraising Confidence Survey, 2009***

From May to August, 2009, the Management Centre conducted its annual survey of leading fundraising experts in Africa, Asia, Australia, Europe and North America. A total of 126 fundraisers took part in the survey, providing information on the impact of the global economic recession on the fundraising climate in 2008 and prospects for fundraising in the year ahead.

### **Highlights**

- Half of all nonprofit organizations experienced a decline in donations and other income in the past year, while a third had an increase.
- Largest declines were reported in Asia and the smallest in Europe.
- More than half that saw a decline in donations and other income attributed it to the global economic recession.
- More than half of respondents said they felt confident about fundraising in the coming year.
- Respondents predicted that arts and cultural groups, science and research, and human rights charities would suffer the most from the recession. Children's causes, faith-based groups and education charities were predicted to suffer the least.

### 3. Profile: Who Participated?

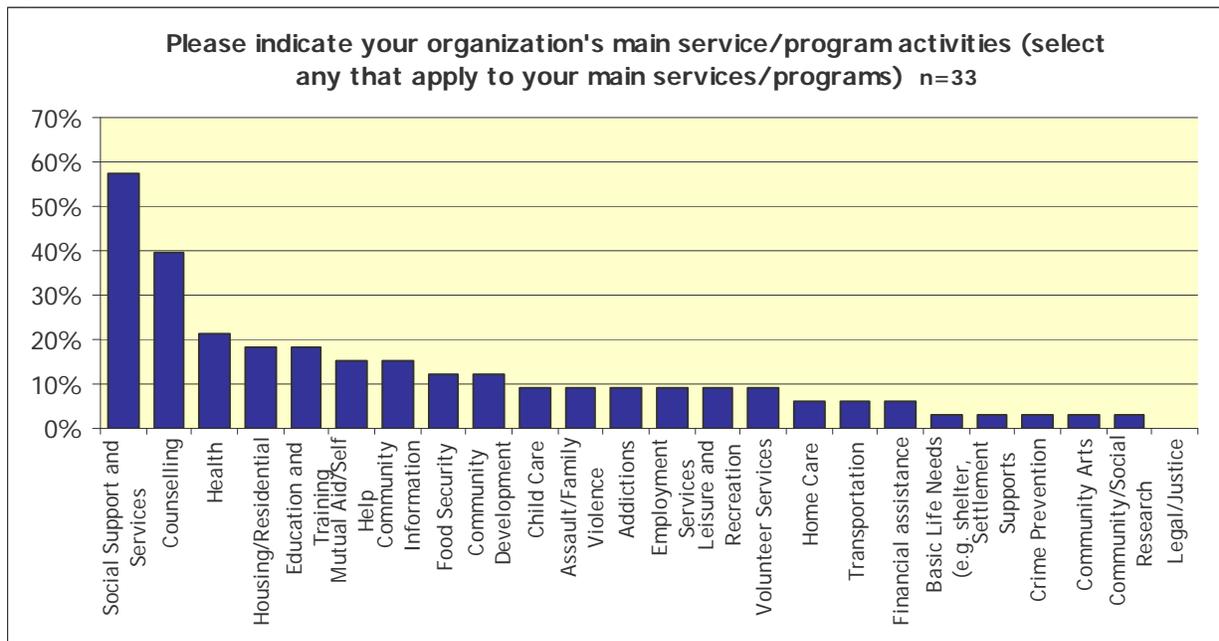
Between April 20, 2009 and May 1, 2009, the *Survey on the Impacts of Economic Downturn for Nonprofit Community Services in Ontario* was sent out to 246 organizations in Halton, with 43 agencies responding to the survey. Of those, 37 indicated that they provide service to Oakville residents.

In addition, to further understand the information collected in the survey, eleven United Way of Oakville supported agencies participated in extensive key informant interviews. The purpose of these conversations was to capture the experience, the often unheard story, of meeting human needs in turbulent and recessionary times. The agencies interviewed represent both large, medium and small agencies; they offer a range of social services to Oakville residents at different stages of the life course – children, youth, adults and seniors and they work to support these individuals made vulnerable by forces often beyond the control of an individual – poverty, unemployment, mental health, settlement issues, family breakdown.

#### 3.1 Main service areas

Agencies surveyed were asked to indicate their main service and program activity areas. Figure 1 illustrates the breadth of services and programs provided by this sample of nonprofit agencies, all areas of service are essential to building a healthy and prosperous community. Over half of the Oakville serving organizations indicated that they provide social support and services. The other top responses were Counselling (40%), Health (21%), Housing/Residential (18%) and Education and Training (18%).

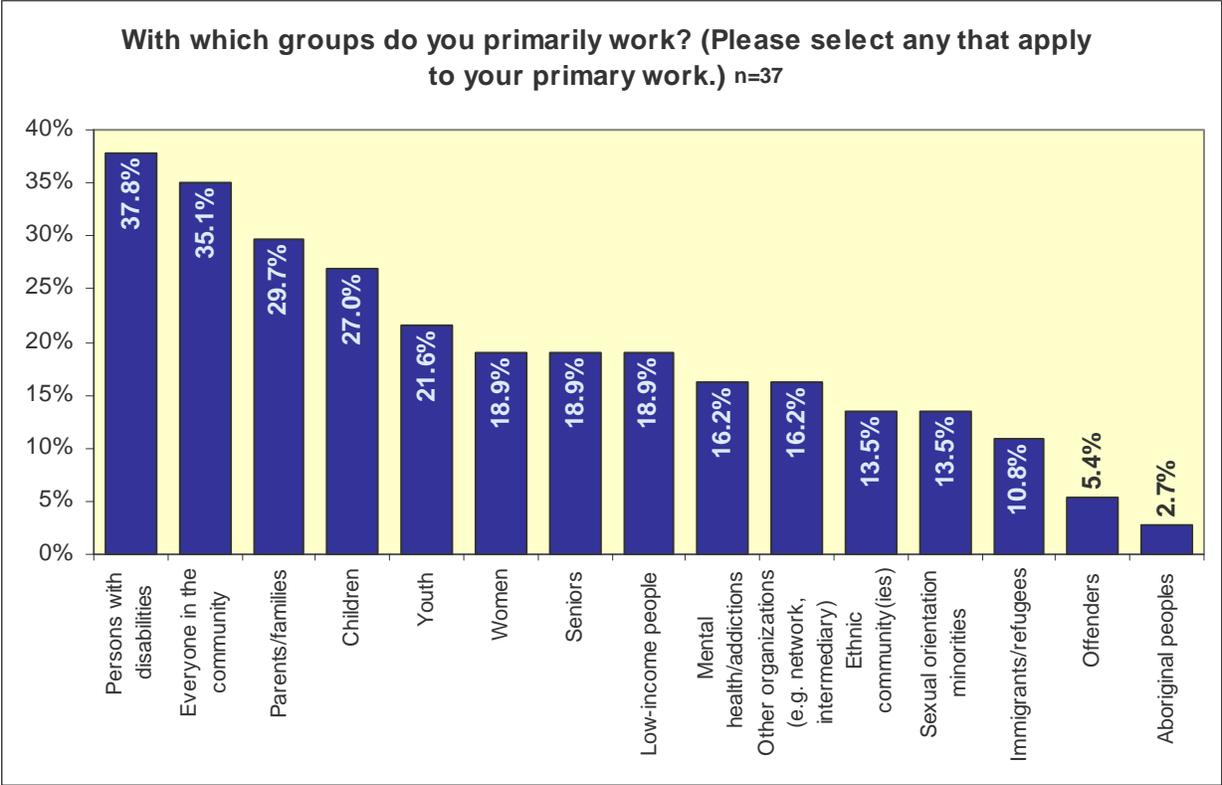
Figure 1. Main Service Areas



### 3.2 Primary population groups served

Agencies surveyed were asked to indicate with which groups they primarily work. As shown in Figure 2, nearly 38% of the Oakville serving organizations indicated that they work with persons with disabilities. The other top responses were: Everyone in the community (35%), Parents/families (30%), Children (27%) and Youth (22%).

Figure 2. Primary Population Groups Served

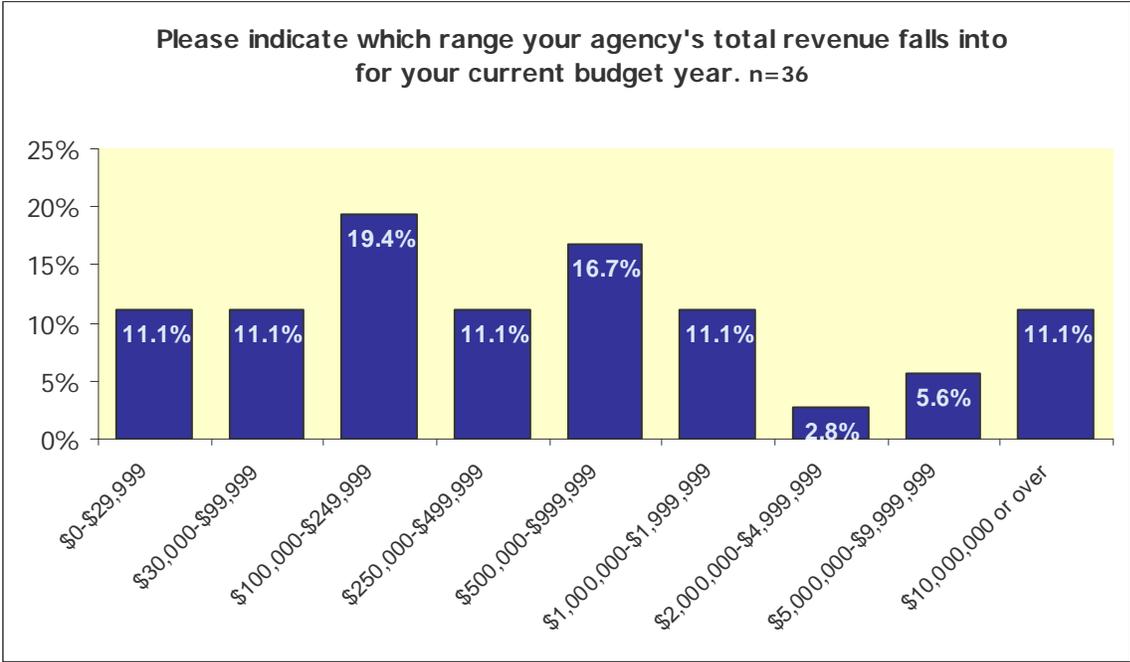


Again, Figure 2 points out the range, heterogeneity and diversity of people served in the Oakville community by the nonprofit agencies surveyed. This is mirrored by the range of organizations participating in key informant interviews.

### 3.3 Agency Size (by revenue)

To provide an indication of size of agencies, an agency’s revenue was used. Figure 3 provides the graphic of this information and shows that nearly 20% (7) of the responding agencies have a budget between \$100,000 and \$249,999. The next largest category was those agencies between \$500,000 and \$999,999 at 17% (6).

Figure 3. Agency Size (by revenue)



*Pushing the Limits: Challenges of Halton’s Nonprofit and Voluntary Sector Labour Force* is a study that documents the importance of the sector in building an economically prosperous and socially inclusive society. This study suggests that agency size can be an indicator of resilience. Of the agencies surveyed those under \$249,999 can be considered small (42%), those between \$499,999 and \$1,999,999 (39%) are classified as medium sized agencies, and those with revenue over \$2 million are large agencies (20%).

*Pushing the Limits* argues that small and medium sized Halton agencies must compete with each other and larger agencies for government funding. The smaller agencies receive less government funding (39%) of all revenue and must generate the other 61 % of their revenue from fund raising, grants, service fees and other non-governmental sources. Consequently, and as is discussed in the following section on funding, smaller and medium sized agencies face greater insecurity in uncertain times as their capacity to raise revenue is diminished by recession. *Pushing the Limits* argues that further losses in the capacity of medium and small agencies to serve leaves individuals without supports and diminishes the social and economic role of these agencies in community. Smaller and medium sized agencies are responsive to community need, contribute to service innovation, and promote civic engagement and build a more inclusive community. Further, the more diverse base of

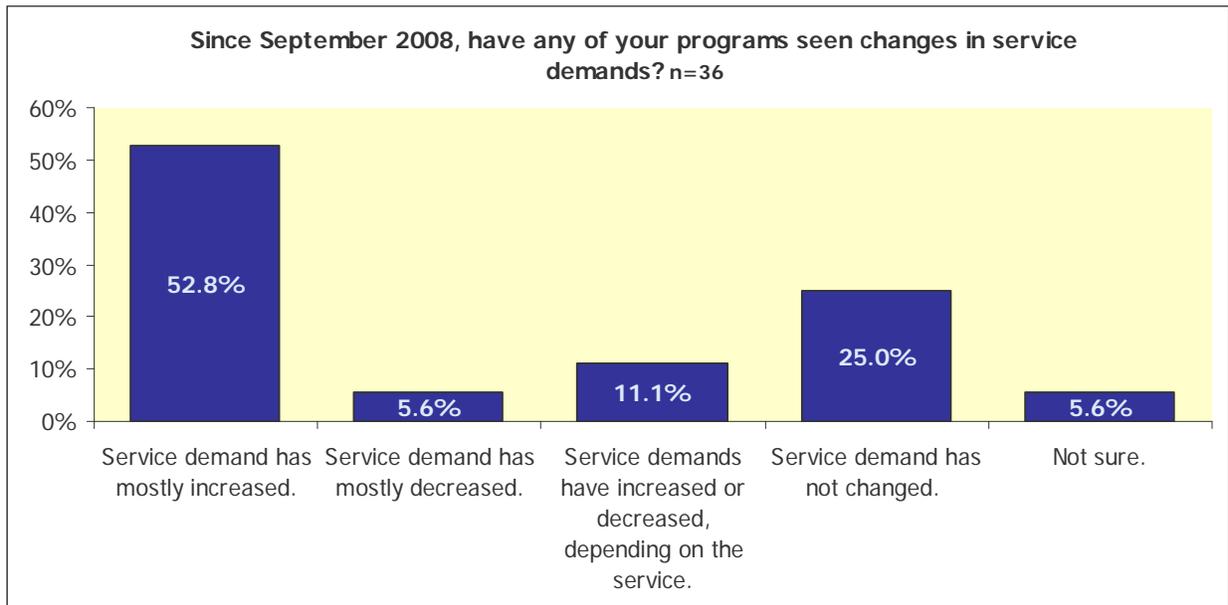
nonprofit human services plays an important complementary role to the public sector in providing a wider mix of essential social supports (Community Development Halton, 2007).

## 4. What was Said: The Experience of Recession

### 4.1 Demand for Services

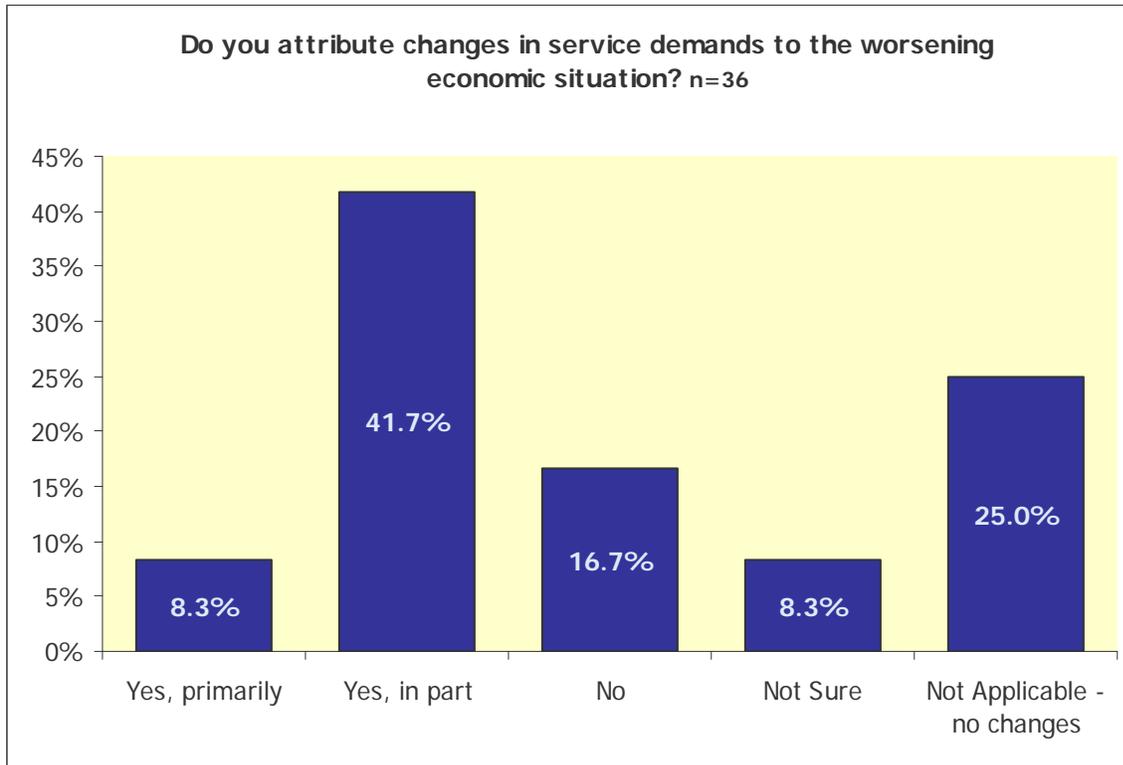
As Figure 4 indicates, over half the agencies surveyed have seen a demand for their services increase since September of 2008. On the other hand, twenty-five percent have not seen a change in the demand for their service. The responses from the key informants follow this pattern with ten of eleven agencies experiencing increased demand for their service.

Figure 4. Change in Service since September 2008



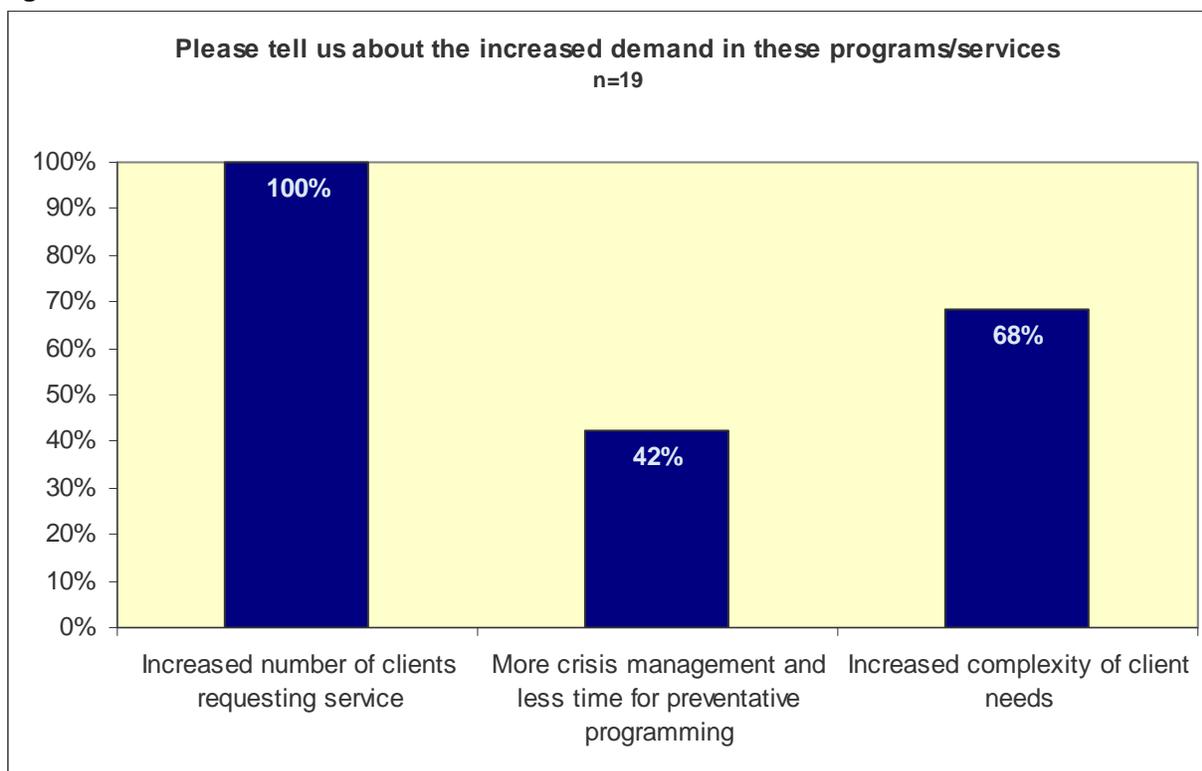
Many (50%), as indicated in Figure 5, believe that the economic recession has contributed to the increasing demand for services in their agencies and are concerned that as the human toll of unemployment grows the need for services and supports are becoming more urgent. Demands are continuing to grow. Some feel that it is in the fall of 2009 “*the impact of the recession will hit with a vengeance as EI, insurance plans and other supports wear thin.*”

**Figure 5. Why Changes in Service Demands**



Nineteen of the agencies surveyed provided information on effects of the increased demand on two key programs/services since September 2008. As Figure 6 shows, all of the agencies indicated that there was an increase in the number of clients requesting service. Thirteen agencies (68%) indicated that client needs had grown more complex and eight agencies (42%) suggested that this increased demand focused more on crisis management and provided less time for preventative programming.

**Figure 6. Increased demand on services**



When agencies were asked to provide responses on how they were dealing with these increased demands, 60% indicated that they were not able to respond to the increased demand. Some of the other ways that agencies are responding to these increased demands include supporting more people with the same staff (55%), expanding program staff time and service hours (40%) and increasing use of volunteer hours (35%).

<b>How Agencies Are Responding To These Increased Demands n=20</b>	
Not able to respond to increased demand	60%
Supporting more people with same staff	55%
Expanded program staff time and service hours	40%
Increased volunteer hours	35%
Reallocated agency admin dollars to expand programming	20%
Received increased government funding to expand programming	15%
Fundraised more private dollars to expand programming	15%
Reallocated program \$ from programs with less demand	15%
Reduced supervision time to expanding program hours	15%
Used agency reserves to expand program hours	15%
Increased overtime hours to provide service	15%

The story of recession and growing demand is captured in the comments and experiences of the study participants. They state:

*“The higher the unemployment rates the more referrals to our service.”*

*“Families become less resilient when under economic pressure and seek help.”*

*“Domestic violence, which often includes sexual violence, increases when financial pressures increase and home situations become unstable.”*

*“...More financial and employment stress result in more relationship challenges, separation, and abuses.”*

*“Its beyond growth, people are really suffering. Their anxiety is leading to addictions, admissions to hospital, crashes in self-esteem, and an emotional struggle to survive.”*

*“...More individuals have lost income so they need food.”*

*“Service demand for employment services has increased dramatically... Service demand for corporate services has fallen as companies slash plans for staff training and development.”*

Some participants feel that while the recession has increased demand other factors are important. They mention:

*“Growth in demand is also the result of Halton’s population growth.”*

*“There has been a growth in particular populations such as seniors and this affects service needs.”*

*“Increased demand for language and employment services for newcomers to Canada may be a reflection of the economy but is indicative of increased numbers moving into Halton.”*

*“The more you do the greater the demand.”*

*“...greater awareness of services.”*

Some colleagues, where demand for their agency’s services has not increased or has remained constant, commented:

*“Families can not afford our program fees.”*

*“We are a fee for service agency and unfortunately people at this time are unwilling to pay for our services...”*

*“We do not provide emergency [life line] services.”*

Both survey respondents and key informants coincide on the factors affecting growth in demand for service. They concur that the economic recession, with its high rate of unemployment and enormous consequences to the social and economic well being of

people has put great pressure on the sector in general. As the data shows, there are agencies that see the first wave of increasingly vulnerable people: emergency shelters, food banks, counselling, domestic abuse, mental health, addictions and suicide prevention services etc. While this wave has hit, our colleagues believe that there is a 'trickle down' affect associated with recession and with growth that reach all services. Those agencies providing the basic necessities of life are overwhelmed while others see the trickle down affect of recession as children are pulled from childcare; youth are pulled from summer camps and other recreational activities; and where user fees prevent access to programs supports. Agencies are bracing for a second wave as the longer term impacts of recession makes vulnerability more complex and acute. People with needs must now face a loss of their Employment Insurance and are turning Ontario's social assistance plan, Ontario Works.

Study participants describe openly and forthrightly the dilemmas posed by the increasing demand for services on their organization, their staff and their capacity to respond to demand.

#### **4.2 Waiting for Help**

*"Greatly increased waiting list and subsequent increased stress on staff at all levels"*

*"Wait lists for our service are now in effect and staff have a maximum case load."*

*"We need to hire additional staff but do not have the budget for it."*

*"Some programs are running a small deficit and lengthy waiting list."*

*"We do not have the capacity to grow [to meet the increasing demand]."*

**Waiting for service doesn't help anyone.**

#### **4.3 Resources to Respond**

*"The increased demand for... services have not been matched with increased funding dollars..."*

*"We have no flexibility with budget to hire additional staff."*

**This is mission impossible. Year after year dealing with the most vulnerable with chronically inadequate resources. Now the recession!**

*"We changed the way we offer the program in an attempt to reallocate money to other programs..."*

*"Core funding is not being increased; we are not able to expand programs and services ...to meet the increased demand."*

*“We will reduce direct service staff by attrition.”*

*“Service stats have increased ...but at what cost?”*

*“We can not hire new staff so wait lists grow.”*

*“Need to pinch corners to recover some money in an already bare bones budget.”*

*“I am seeing more requests for subsidies.”*

**More with less  
means our capacity  
is stretched, staff are  
overworked and  
service suffers.**

#### **4.4 Survival Skills**

Oakville serving agencies are adopting a series of survival strategies. They range from:

**We may have to stop  
taking names on our  
wait list this July.**

*“We have established wait lists for all our services”*

*“[We have had] no salary increase this year”*

*“[Our] salary increase has been effective in mid year instead of at the beginning of our fiscal year.”*

*“We have doubled the number of volunteers we have trained.”*

*“We are looking for agencies, businesses, programs to rent some of our space”*

*“The volume of the demand means that we have moved to group work rather than one on one work.”*

*“The only place to cut our budget is staff or rent, cuts in either area will affect the sustainability of the organization.”*

*“No reserves to exhaust.”*

*“We recognize the stress that staff are under and have been zealous in developing work place wellness programs.”*

*“We have developed annualized contracts with large organizations which pay for our services, like a subcontractor.”*

*“Trying to diversify our funding sources.”*

The combined impact of population growth, growing need for services resulting from the recession and the long-term lack of investment in human services planning and the social agencies providing care are the antecedents of a ‘perfect storm.’ Very simply, many people in need of service will wait long periods before assistance is available; some will fall through

the cracks to heal alone or be picked up elsewhere in our health and social system; and, others will see their health and resilience made more fragile, ultimately pushing them further to the margins of society.

It is important to mention that a few agencies, most often the recipients of significant government dollars, are experiencing at least constant investment in their capacity to provide services and as such will not experience the storm as others in the sector. Some agencies also find themselves in this position as they have benefited from policy changes that have led to significant resources directed to the programs of their agencies. Other agencies take heart in three year grants that provide a perceived sense of commitment and thus of security hence the words of one key informant: *"[there is] no economic impact on the agency as funders have given us a three year commitment."*

When asked to share any additional thoughts to help understand the impact of the economic downturn on their agency and the sector, one participant asked the question: *"How can we maintain quality of services with increasing demand and frozen resources."*

#### **4.5 Clients: Multiple vulnerabilities**

Oakville serving agencies stress that clients and their circumstances are increasingly complex. There is no doubt that the effects on "body and soul" of unemployment is deep and far reaching. Service providers see more and more clients affected by the economy. People searching for help are increasingly suffering from multiple vulnerabilities, have co-occurring disorders and are in need of a number of services. The time needed to work with or assess individuals is taking longer as is the healing process. This affects wait lists. There is a strong feeling that social policy has not influenced the root causes of vulnerability such as unemployment and poverty thus adding to hardship. Some reflect on whether an individual or a family can heal or become well in the present circumstance.

Participants state:

*"The number of families has increased substantially, and the number of families using more than one of our services. We are also seeing more and more families from the middle class that have never used a charity but, at the end of the month, they need the assistance of our programs to make ends meet."*

**We are seeing more and more families from the middle class.**

*"We are seeing a big increase in requests from families who are struggling with multiple issues, including family breakdown, job stress, job losses, addictions, and major increase in family violence. Families are hurting in our community. Our initial assessment asks clients to rate their level of distress on 45 items. Most rate themselves as severely distressed."*

*"Simply, people want and need more food."*

*“We are seeing a shift in referrals trends with more children [referred] for witnessing domestic violence more often a result of unemployment and social stress.*

*“We are seeing greater severity of abuse as money gets tighter and tighter, as the pressure around just basic living gets tighter and tighter.”*

#### **4.6 Staff**

**Staff stress is picked up in increased use of benefits.**

Study participants believe that staff is not immune to the stresses associated with work with vulnerable people. Staff experience in their personal lives, the added stress associated with a society in economic recession. Staff witness not only clients but also friends and neighbours in the communities facing unemployment, lost benefits and using emergency services. “Vicarious trauma” is now discussed as an issue for front line workers who ultimately need assistance to cope with the anguish and affliction they see daily. Participants report:

*“There is a sense that the future is not a guarantee.”*

*“In the long run the effects of this stress will be seen on the employees.”*

*“Families are more stressed and that means they require more one on one support from our staff. In the last week we have had three women come in crying asking for help. This is not a common occurrence at our centre.”*

**Staff is overworked, underpaid, and doing the impossible.**

*“I have lost staff to similar services funded by the same Ministry but at higher hourly rates.”*

#### **4.7 Volunteers: Making a Difference**

Participants recognize the importance of their agency volunteers in building their capacity to provide services to the Oakville community. Obviously, depending on the service, the need for volunteer contributions is different. Some of the study participants have seen the effect of the recession on important volunteers. They have lost Board members who *“have removed themselves from the Board as they search for new employment.”* *“They need to concentrate full time on looking for work.”*

Most respondents do not see the growing group of unemployed as a pool of volunteers. Comments range from *“people out of work need jobs, volunteering should be about your passion to assist, not because you need work.”* They recognized that unemployed people simply need to focus on their employment and survival needs. While sensitive to this, some recognize that if a volunteer become unemployed, they do have their role in the agency.

There is recognition that to train and nurture volunteers requires staff time, preferably a dedicated manager of volunteers. However, staff is pushed to the limits and often not able to devote the time necessary to volunteer recruitment, retention and training.

## 5. Funding

The policies and practices of funders affect profoundly the agency community and this impact is most significant in turbulent times. When asked the question, “How, if at all, do you think funders can assist social service agencies through this economic downturn? What would you ask of them?”, the ubiquitous response is that the doors of communication be open; that communication is analytical and transparent; and, that together funders and the agency community both understand the issues, their consequences for community residents and plan together to best ameliorate human suffering and protect the capacity of the agencies working in community. They ask: How can we work together? What is the plan and who is at the table?

**Fund core and protect capacity.**

### 5.1. Impact On The Organization

In the survey, agencies were asked to provide responses to changes in their funding, both for the coming fiscal year, as well as current funding levels. Most organizations predict that their funding from government sources will primarily remain the same or increase. However, agencies anticipate more volatility from local funding sources, such as United Way, private donors or self generated income. When asked about actual changes to their budgets, it was the revenues from private donors and self generated revenue that saw the largest number reporting reductions.

	Expect same as last budget	Expect increased funding	Expect reduction	n
Anticipated federal government funding change	85.7%	0.0%	14.3%	7
Anticipated provincial government funding change	60.0%	26.7%	13.3%	15
Anticipated regional municipal government funding change	60.0%	20.0%	20.0%	10
Anticipated local municipal government funding change	100.0%			1
Anticipated United Ways/foundations funding change	38.5%	30.8%	<b>30.8%</b>	13
Anticipated private donors funding change	33.3%	11.1%	<b>55.6%</b>	18
Anticipated self generated revenues funding change	42.9%	14.3%	<b>42.9%</b>	21
	No change	Increase	Reduction	n
Actual federal government funding change	77.8%	11.1%	11.1%	9
Actual provincial government funding change	87.5%	12.5%		16
Actual regional municipal government funding change	71.4%	28.6%		7
Actual local municipal government funding change	100.0%			2
Actual United Ways/foundations funding change	46.7%	40.0%	13.3%	15
Actual private donors funding change	41.2%	11.8%	<b>47.1%</b>	17
Actual self generated revenues funding change	38.9%	22.2%	<b>38.9%</b>	18

Agencies were then asked in the survey to provide responses to funding reductions. The highest responses included applying to other funding sources and increasing their fundraising efforts. The next level of responses dealt with human resources, where the agencies reported supporting more people with current staffing levels and increased use of volunteers.

<b>If your agency experienced funding reductions, how have you responded? n=18</b>	
Applied for funding from another funding source	44.4%
Increased fundraising efforts	44.4%
Supporting more people with same staff	38.9%
Increased use of volunteer hours	38.9%
Increased promotion/marketing of service	33.3%
Increased user fees	27.8%
Reduced staff hours	27.8%
Recruited more volunteers	27.8%
Advocacy to funder	27.8%
New partnerships	27.8%
Cut professional development resources	22.2%
Public relations/education	22.2%
Decreased full-time and increased part-time positions	16.7%
Increased unpaid management overtime	16.7%
Using agency reserves to cover program hours	16.7%
Shifted funding from another program	11.1%
Cut agency administrative supports or systems	11.1%
Laid off staff	5.6%
Reduced compensation	5.6%
Merger with another agency	5.6%

The funding issues of the sector are only exacerbated by the economic recession. Some participants anticipate less funding in the next fiscal year. Others are already experiencing less fundraising revenue and less corporate support. Participants acknowledge that in the smaller and medium sized agencies reserves are small at best and cover only a few months of operating expenses. Depleting reserves may provide some short term relief but offer no solution. Participants outline how the present funding affects their organizational capacity to provide services. They speculate on the emerging impact of the economic recession on their revenue base. They comment:

**United Way funding is critical.**

*“Use of time restricted funding, such as program grants, causes work to begin but not be continued because funding ends. Use of contract employees not only creates difficulty in continuity of service delivery, but contract positions do not offer stability or benefits. It is difficult to attract and keep skilled employees under these circumstances. With donation and fundraising revenue decreasing, maintaining our level of service delivery is becoming difficult.”*

*“Having a staffing model based on contracts makes it easier to make adjustments during hard times.”*

*“We are receiving less money from all sources”.*

*“We need to generate some stop gap funds but that will not stop the problem.”*

*“We are always fundraising.”*

*“Fundraising is how we communicate about our program.”*

*“Competing events for fundraising are high, it’s crazy.”*

*“Lost staff that went to similar services funded by the same Ministry but at a higher hourly rate.”*

One participant’s board has responded to the turbulent time by taking the opportunity to look at possible scenarios based on lower revenue and on the cost associated with agency closure ‘done ethically’. However, most participants agree that flexibility and innovativeness do not easily accompany financial difficulties, growing demand for services and times of great anxiety and uncertainty.

## **5.2 Impact On The Social Sector And Its Services**

Participants are critical of themselves and the social sector. They acknowledge that the sector still operates in silos when the issues faced require cooperative holistic strategies. They are critical of the sector, indicating:

- Competitiveness – more services without standards not better services or better practices
- Competition for scarce resource
- Duplication of services
- Lack of evidence based planning
- Distrust

They identify one of the sector’s greatest challenges is the need for greater cross sectoral collaboration.

At the same time study participant bring a critical eye to their funders, essential partners in meeting human service needs in communities. They call for a new relationship, transparent and open. They document the need for:

- Less paperwork
- Transparent and honest communication
- Funders as active listeners
- Funders a real partners in an equal field not marked by power imbalances

Most importantly, they argue for a commitment to a stable social infrastructure by funding agency core budgets, thus investing in the capacity to care.

### **5.3 Fundraising**

Fundraising is difficult; it requires skills; it requires time; and if an added task to the already full agenda of agency staff, it pulls them away from the agency mission and activities.

*“Private sector sponsorships are down.”*

*“We have many small fundraisers and people are giving something, they are trying to give back as best they can.”*

**We are spending dollars to raise dimes.**

*“We have noticed we have not been able to do our annual fundraising event due to the economic turn of events. People are being more conservative with their dollars and private donations are also down.”*

*“Our golf tournament this year will be lucky to raise \$7,000 to \$9,000 but last year we raised \$25,000.”*

*“Funders should spend time in agencies involved in the issues so they know what is happening in the community.”*

*“Human resources are not available for fundraising.”*

*“Our board is thinking about major giving, not events.”*

*“...the second effect is that there will be a loss of donation revenue.”*

*“We are using technology to fundraise.”*

### **5.4 Policy**

There is great disillusionment with the government’s inability to plan and fund a comprehensive and integrated set of services that form the basis of caring and support in communities. Study participants communicate a sense that government has abrogated its responsibility to the citizens and residents of our communities. The macro-issues that often make worse an individual or family need, that mitigate healing, are not addressed by government. The following comments illustrate the frustration of service providers. All know that their work would be more effective if the ravages of poverty and low income were addressed at the policy level. Participants comment:

*“Governments must do what it should do and eliminate poverty... [to not do so] is failed social policy*

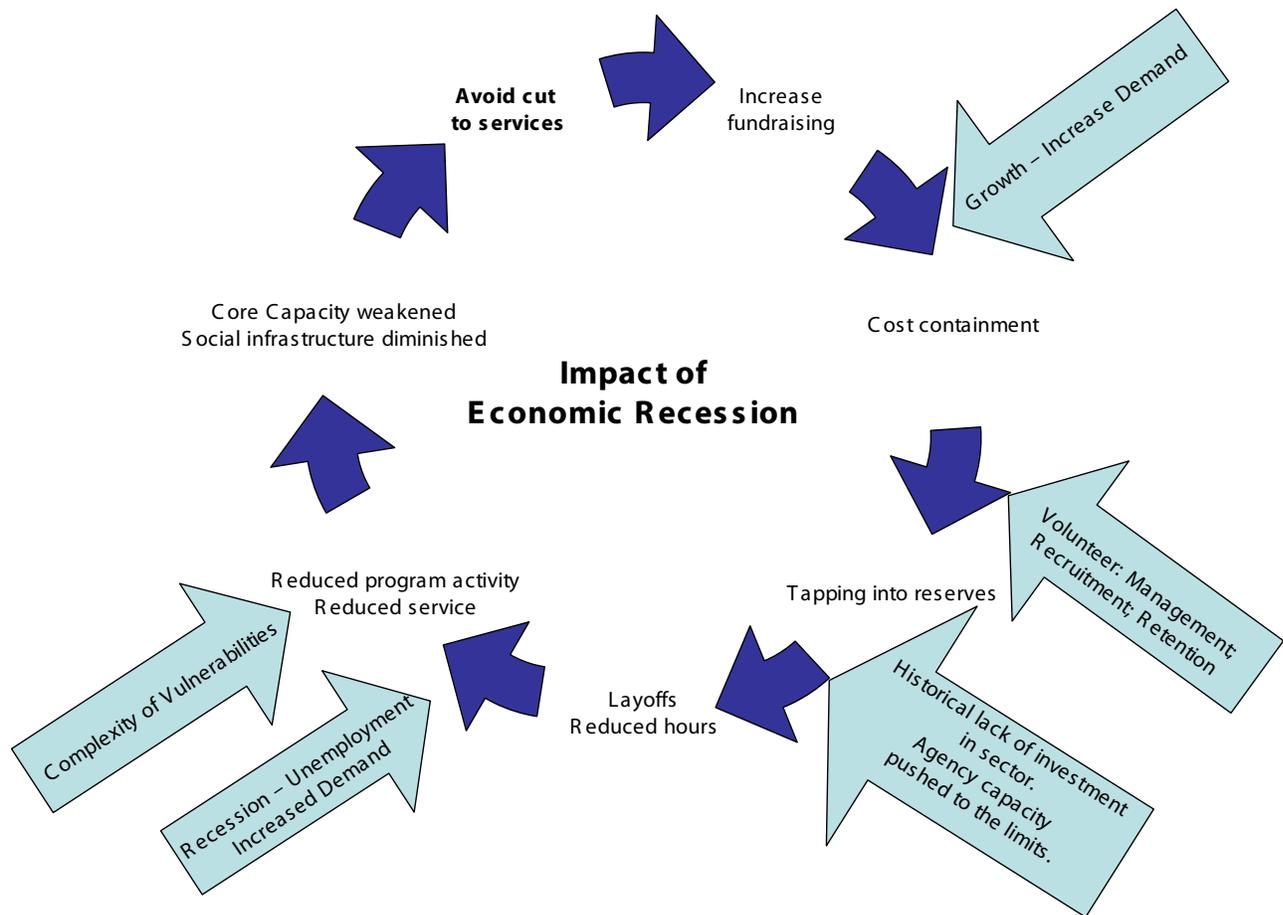
*“Government must begin to fund integrated human services”*

*“Must stop the rhetoric that we can’t have an increase in taxes.”*

*“Some social services are band-aids to the inadequate social policy response of government.”*

At times, the sub-sectors of the social sector face major policy shifts and needs to accommodate their organizational structure and services to new government mandates. A recent example is the impact of the Local Health Integration Networks (LHIN) on the service delivery of agencies. Also, some agencies are watching carefully the impact of the report to the Premier, *With Our Best Future in Mind: Implementing Early Learning in Ontario*, which recommends a plan of action implementing full-day learning for 4 and 5 year olds.

## 6. Understanding the Impact of Recession: Challenges



Building from the key informant interviews with Oakville serving agencies, this diagram illustrates the cycle of challenges that the impact of the economic recession has had on the nonprofit and voluntary sector throughout the community. The dark arrows indicate the various steps that an organization might take to deal with the impact of the economic recession. The process starts at the top where an organization tries to avoid any service cuts to its clients. The first several steps revolve around issues of funding and the various strategies an organization often undertakes, including increasing their fundraising efforts, looking at containing costs within the organization and tapping into any reserves, if they exist.

If these measures do not adequately address the issues of revenue and demand for service, a series of next steps are initiated that involve the human resources of the organization. This may begin by asking staff to take reduced hours or layoffs, but this can then quickly accelerate to reduced program activity and reduced services, ultimately,

ending in program cuts. This weakens the core capacity of the organization and, in so doing, the social infrastructure within the community is diminished.

The outside arrows are additional forces at play in the community. For instance, in the midst of the economic turmoil, Oakville has also experience significant growth in its population, which brings with it an increase in demand for services, even if times were good. There are also issues of operating with a significant volunteer force that must be recruited, retained and managed. As the growth and demands have grown, there has not been a corresponding investment in the social sector, forcing organizations to push their capacities to the limit.

As unemployment has increased within the community, this has meant increased demand for services and a greater complexity of vulnerabilities displayed by clients. This challenges most organizations, particularly if they take any measures that affect program activity in reaction to financial uncertainty.

Finally, all of these stressors could be further compounded and affected by other outside forces such as the H1N1 flu pandemic that occurred in the fall of 2009.

## 7. Observations: Building Community Resilience

### 7.1 *Mission Impossible: Funding*

- Funders should know their community and its needs
- Fund core capacity
- Move away from project funding
- Funders should liquidate some assets and invest in community

**Recommendations  
can not just  
rearrange chairs  
on the Titanic but  
must address the  
real issues.**

### 7.2 *Organizational Capacity and Innovation*

- Need knowledge and resources to plan services appropriately
- Need to think about collaboration and creative solutions. However, there is a need for dedicated staff time so the process and planning get off the ground
- Most agencies are struggling and in survival mode. They are in self-preservation mode, so can't step back and plan.
- Creative use of technology
- Organizational resilience through volunteers and volunteering

### 7.3 *Networks of Solidarity: Communities of Practice*

- Address challenge of collaboration and partnership
- Doing business differently
- Build organizational capacity
- Share good practices
- Create capacity to collaborate
- Break down silos through partnership
- Build trust
- Share resources – space, backroom services

### 7.4 *Communication for Transparency*

- Sector wide planning to address the issues facing the sector and aggravated by the recession
- Funders communicate plan to deal with recessionary impacts
- United Way to communicate their funding plan

### 7.5 *Meaningful Policy and Proactive*

- Evidenced based information to speak local 'truths' to power
- Social policy is about respect and dignity
- Policy and programs that gets at the root causes of poor health, disparity and exclusion
- Scale up social service activities at the local level to the macro level of policy i.e. child care to early learning policy; food security programs to adequate income to support basic necessities of life; affordable housing
- Human services plan and adequate investment to implement the plan

## 8. Recommendations

We offer these recommendations to begin the task of fortifying vital community services and public supports to meet community needs now and into the uncertain future.

### **At the Oakville and Halton community levels**

1. Look at how the work of the Chairman's Roundtable on the Nonprofit and Voluntary Sector may be continued
2. Funders enter into a dialogue with the agency community on issues of mutual interest – that is, the strengthening of the social infrastructure.

### **At the provincial level:**

1. All levels of government initiate discussions with key community service agency stakeholders to identify reforms and investments that will effectively shore up the capacity of the sector to sustain and strengthen their communities. Because of their increased fiscal capacity, senior levels of government in particular should develop strategies of support to fortify the nonprofit community service sector to address the human tragedy resulting from high unemployment levels.
2. The federal and Ontario governments introduce dedicated social infrastructure funds, similar to the built infrastructure fund, as a means to deliver community program dollars over the next few years that can help fuel social and economic development and much-needed recovery. These funds would be used to support a nonprofit job-creation strategy that creates jobs and at the same time expands social support programs for affected communities including youth, seniors, women, racialized communities, people with disabilities and new immigrants. Job creation would be concentrated in key areas including child care, affordable and supportive housing and food security initiatives. This investment would support economic recovery, promote greater equity and foster community prosperity.
3. The federal government work to improve eligibility and increase timely access to Employment Insurance benefits and the Ontario government work to improve benefits and increase access to social assistance programs to reduce the financial crisis faced by unemployed workers during these tough economic times. These actions, in turn, will support the nonprofit community service sector by reducing the crisis management required to assist community members in these difficult situations.

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# **Appendix 1 – List of Key Informants and Interview Schedule**

## **Agencies Interviewed**

1. Family Adolescent Straight Talk Inc. (FAST)
2. Food For Life Canada
3. Halton Family Services
4. Halton Multicultural Council
5. Halton Trauma Centre
6. Links2Care
7. Nelson Youth Centres
8. Oakville Literacy Council
9. Oakville Parent-Child Centre
10. S.E.N.A.C.A. Seniors Day Program
11. Support and Housing Halton

## **Impacts of Economic Downturn on Oakville Serving Agencies Interview Schedule**

**Name:**

**Date:**

- 1. Is your organization being impacted by the current economic downturn and how? (service delivery, organizational sustainability, organizational development, Board development, planning)**
  
- 2. If you are facing increased or decreased service demand, how is it affecting your organization/ how are you responding to it? (the magnitude of any change)**
  - a. Wait lists (how long is the wait for service?)**
  - b. Expanding services/program hours**
  - c. Reducing services/program hours**
  - d. Cancel programs**
  - e. Increase staff hours and staff**
  - f. Decreased full-time and increased part-time positions**
  - g. Reduce staff hours**
  - h. Lay off staff**
  - i. Increased overtime**
  - j. Increased use of volunteers/volunteer hours**
  - k. Reallocate agency admin dollars**
  - l. Use agency reserves to expand program hours**
  - m. Increased user fees**
  - n. Relocate program site**
  - o. Shared service/ programs**
  - p. Merge program with another agency**
  - q. Create new partnerships**
  - r. Advocate to funder for increased dollars or reversal of cuts**
  - s. Secure increased dollars from other private source**
  - t. Initiated public relations or education efforts**
  - u. Other**
  
- 3. With this economic downturn, do you anticipate a change in your operational budget from last year? Are there revenue categories that you see increasing or decreasing? (events, fundraising, government grants, United Way grants)? How will this impact your operations and services?**

4. How have the staff (Board of Directors, volunteers) of the agency been affected by the economic downturn? What does this mean for the organization?
5. How are the clients that you serve being impacted by the economic downturn? How does this affect your relationship or work with them? (more complex issues, remove children from day care)
6. Are you seeing any changes in the types of clients accessing service? (recession related or not)
7. In your view, are there different types of services and programs needed by residents of the municipalities of Burlington, Oakville, Milton and Halton Hills?
8. How, if at all, do you think funders (government, United Way, foundations) can assist social service agencies through this economic downturn? What would you ask of them?
9. Studies suggest that there are important and far reaching implications of this recession on the social service sector? What do you think are the implications for the sector? I would like your view on some of the findings and whether these too are issues for us?

#### **General Anxiety**

- a. That the effects of the downturn are not fully understood
- b. That there is a general sense of anxiety and fear

#### **Demand for Service**

- c. That demand for services/programs is increasing as a result of economic recession
- d. That demand for services/programs are not matched by increased resources

#### **Volunteerism**

- e. That recession has affected the possible pool of volunteers but can the sector attract them (debate)
- f. That volunteer resources are being “pushed to the limit”
- g. That volunteers are, in some cases, performing work done by staff

#### **Human Resources**

- h. That human resources are over extended
- i. That employee moral has been affected and is lower
- j. That staff salaries have been frozen and in some cases reduced

### **Organizational**

- k. That strategic planning and innovative service provision are on hold for the time being**
- l. That accountability and reporting continue to impact on human resources that are increasingly constrained**
- m. That the impact will be most severely felt by smaller agencies such that their survival is in question**

### **Strategies**

- n. That there is creativity around job sharing and retraining staff for new jobs**
- o. That learning how to use technology can better reduce cost, improve services or connect with community members—social networking, webinars**
- p. That there is a sense that if we work together—collaborations, networks—dialogue and creative solutions can be found: the development of options involving shared services such as office space and backroom services, shared expertise in areas such as finance and budget-planning, human resources, strategy development**
- q. That networks and umbrella organizations play an important role during challenging times, as they facilitate work together, help share information, integrate services and plan better, to advocate on issues of the sector**
- r. That funders and nonprofits should work together to strategize and develop practices for managing in a recession**
- s. Other thoughts**

# Appendix 2 – Questionnaire

# Survey on the Impacts of Economic Downturn for Nonprofit

## Introduction

Please take 10-15 minutes to complete this survey.

This survey is intended to quickly capture some basic information about how non-profit community service agencies across Ontario are being affected by and are responding to the economic downturn. Our intention is to ask organizations to fill this out twice a year over the next two or three years so that we can track the trends.

We ask that the survey be completed by a senior manager or other person in your organization who is knowledgeable about your organization's operations and budget, and who can provide a general view of service and program changes. Please complete one survey per Ontario region in which your organization provides service (a list of regions is included in the survey). The survey will be open from April 20, 2009 until May 1, 2009.

The information you provide in this survey will be kept confidential and will only be used in aggregate with other responses received. You are invited to provide your name and contact information at the end of the survey so we can provide you with a copy of the summary report and notification of future surveys.

Summarized results of these surveys will be posted and available for everyone to use in their own planning and advocacy work at [www.spno.ca](http://www.spno.ca)

We are aware that a number of organizations are gathering critical data about the impact of economic decline on our communities. This particular survey focuses on the capacity and response of nonprofit community service agencies to these changing realities. We will also share the results of this work and link-up with other tracking efforts in Ontario in order to establish a broader picture of community impact.

If you have any questions or comments about this survey, or are engaged in similar tracking efforts and are interested in linking these efforts, please contact Peter Clutterbuck at [pclutterbuck@spno.ca](mailto:pclutterbuck@spno.ca)

Thank you for taking the time to help us gather this data.

# Survey on the Impacts of Economic Downturn for Nonprofit

## Agency Information Part A:

Where in Ontario is your organization located?

We ask that you complete this survey for the region in Ontario where your office is located.

If your organization provides service in more than one region across the province (e.g. Waterloo Region and Wellington County), you are welcome to complete a separate survey for each region. Please complete the survey for your first region, exit the survey and return to it for your second region and then again for any subsequent regions.

\* 1. Date survey completed:

Date  /  /   
MM DD YYYY

\* 2. To help us locate your organization please provide the postal code of the office you work from. (Please use capital letters and all 6 characters with no space e.g. A2B5K9)

\* 3. In which geographic region is the office you work from located? Please select one region from the drop-down menu below.

Note, if you are completing this survey for a 2nd or subsequent region, please select that region from the list and proceed to respond to the survey questions as applicable.

# Survey on the Impacts of Economic Downturn for Nonprofit

## Durham Region - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

- All communities in Durham Region
- Clarington
- Pickering
- Scugog
- Ajax
- Brock
- Whitby
- Uxbridge
- Oshawa

# Survey on the Impacts of Economic Downturn for Nonprofit

## Windsor/ Essex County - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Windsor & all communities in Essex County | <input type="checkbox"/> Lakeshore       |
| <input type="checkbox"/> Amherstburg                               | <input type="checkbox"/> LaSalle         |
| <input type="checkbox"/> Essex                                     | <input type="checkbox"/> Leamington      |
| <input type="checkbox"/> Kingsville                                | <input type="checkbox"/> City of Windsor |

# Survey on the Impacts of Economic Downturn for Nonprofit

## Kingston/Frontenac County - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

- All communities in Frontenac County
- Kingston
- Central Frontenac
- Frontenac Islands
- North Frontenac
- South Frontenac

# Survey on the Impacts of Economic Downturn for Nonprofit

## Halton Region - Detailed Communities List

1. Please tell us the communities that your organization provides services in. (select all that apply)

- All communities in Halton Region
- Burlington
- Oakville
- Milton
- Halton Hills (Georgetown, Acton)

# Survey on the Impacts of Economic Downturn for Nonprofit

## Hamilton - Detailed Communities List

1. Please tell us the communities that your organization provides services in. (select all that apply)

- All communities in City of Hamilton region
- Hamilton
- Ancaster
- Dundas
- Flamborough
- Glanbrook
- Stoney Creek

# Survey on the Impacts of Economic Downturn for Nonprofit

## Hastings County/Prince Edward County - Detailed Communities List

1. Please tell us the communities that your organization provides services in. (select all that apply)

All communities in Hastings & Prince Edward County

Belleville

Quinte West

Bancroft

Deseronto

Centre Hastings

Hastings Highlands

Carlow/Mayo

Faraday

Limerick

Marmora and Lake

Prince Edward County

Stirling-Rawdon

Tudor & Cashel

Tweed

Tyendinaga

Wollaston

# Survey on the Impacts of Economic Downturn for Nonprofit

## Niagara Region - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

All communities in Niagara Region

Niagara Falls

St. Catharines/Niagara-on-the-Lake/Thorold

Welland/Pelham

Fort Erie/Port Colborne/Wainfleet

Grimsby/Lincoln/West Lincoln

# Survey on the Impacts of Economic Downturn for Nonprofit

## Peterborough County - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

- All communities in Peterborough County
- Peterborough
- Asphodel-Norwood
- Cavan-Monaghan
- Douro-Dummer
- Galway-Cavendish-Harvey
- Havelock-Belmont-Methuen
- North Kawartha
- Otonabee-South Monaghan
- Smith-Ennismore-Lakefield

# Survey on the Impacts of Economic Downturn for Nonprofit

## Sudbury (City of) - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> All communities in City of Sudbury | <input type="checkbox"/> Onaping Falls   | <input type="checkbox"/> St. Charles           |
| <input type="checkbox"/> Sudbury                            | <input type="checkbox"/> Capreol         | <input type="checkbox"/> Baldwin               |
| <input type="checkbox"/> Valley East                        | <input type="checkbox"/> Espanola        | <input type="checkbox"/> Chapleau              |
| <input type="checkbox"/> Rayside-Balfour                    | <input type="checkbox"/> French River    | <input type="checkbox"/> Nairn and Hyman       |
| <input type="checkbox"/> Nickel Centre                      | <input type="checkbox"/> Killarney       | <input type="checkbox"/> Sables-Spanish Rivers |
| <input type="checkbox"/> Walden                             | <input type="checkbox"/> Markstay-Warren |  |

# Survey on the Impacts of Economic Downturn for Nonprofit

## Thunder Bay District - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

All communities in Thunder Bay District

Thunder Bay

Greenstone

Marathon

Conmee

Dorion

Gillies

Manitouwadge

Neebing

Nipigon

O'Connor

Oliver Paipoonge

Red Rock

Schreiber

Shuniah

Terrace Bay

# Survey on the Impacts of Economic Downturn for Nonprofit

## City of Toronto - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

- All of Toronto
- Former City of Toronto
- East York
- Etobicoke
- North York
- Scarborough
- York

# Survey on the Impacts of Economic Downturn for Nonprofit

## Waterloo Region - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

- All of Waterloo Region
- Cambridge
- Kitchener
- Waterloo
- Woolwich Township
- Wellesley Township
- Wilmot Township
- North Dumfries Township

# Survey on the Impacts of Economic Downturn for Nonprofit

## York Region - Detailed Communities List

1. Please tell us the communities that your organization provides services in (select all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> All of York Region | <input type="checkbox"/> Markham                |
| <input type="checkbox"/> Aurora             | <input type="checkbox"/> Newmarket              |
| <input type="checkbox"/> East Gwillimbury   | <input type="checkbox"/> Richmond Hill          |
| <input type="checkbox"/> Georgina           | <input type="checkbox"/> Vaughan                |
| <input type="checkbox"/> King               | <input type="checkbox"/> Whitchurch-Stouffville |

# Survey on the Impacts of Economic Downturn for Nonprofit

## Agency Information Part C: Programs and Populations

1. Please indicate your organization's main service/program activities (select any that apply to your main services/programs)

- |   |  |  |
|---|--|--|
| <input type="checkbox"/> Health                                 | <input type="checkbox"/> Housing/Residential     | <input type="checkbox"/> Leisure and Recreation    |
| <input type="checkbox"/> Social Support and Services            | <input type="checkbox"/> Settlement Supports     | <input type="checkbox"/> Legal/Justice             |
| <input type="checkbox"/> Counselling                            | <input type="checkbox"/> Assault/Family Violence | <input type="checkbox"/> Crime Prevention          |
| <input type="checkbox"/> Mutual Aid/Self Help                   | <input type="checkbox"/> Addictions              | <input type="checkbox"/> Community Arts            |
| <input type="checkbox"/> Home Care                              | <input type="checkbox"/> Transportation          | <input type="checkbox"/> Community/Social Research |
| <input type="checkbox"/> Child Care                             | <input type="checkbox"/> Employment Services     | <input type="checkbox"/> Community Development     |
| <input type="checkbox"/> Basic Life Needs (e.g. shelter, meals) | <input type="checkbox"/> Education and Training  | <input type="checkbox"/> Community Information     |
| <input type="checkbox"/> Food Security                          | <input type="checkbox"/> Financial assistance    | <input type="checkbox"/> Volunteer Services        |

Other (please specify)

2. With which groups do you primarily work? (Please select any that apply to your primary work.)

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Everyone in the community | <input type="checkbox"/> Parents/families      | <input type="checkbox"/> Persons with disabilities                        |
| <input type="checkbox"/> Women                     | <input type="checkbox"/> Low-income people     | <input type="checkbox"/> Sexual orientation minorities                    |
| <input type="checkbox"/> Children                  | <input type="checkbox"/> Immigrants/refugees   | <input type="checkbox"/> Offenders  |
| <input type="checkbox"/> Youth                     | <input type="checkbox"/> Ethnic community(ies) | <input type="checkbox"/> Mental health/addictions                         |
| <input type="checkbox"/> Seniors                   | <input type="checkbox"/> Aboriginal peoples    | <input type="checkbox"/> Other organizations (e.g. network, intermediary) |

Other client groups/ constituents (please specify)

# Survey on the Impacts of Economic Downturn for Nonprofit

3. Please indicate which range your agency's total revenue falls into for your current budget year.

\$0-\$29,999

\$1,000,000-\$1,999,999

\$30,000-\$99,999

\$2,000,000-\$4,999,999

\$100,000-\$249,999

\$5,000,000-\$9,999,999

\$250,000-\$499,999

\$10,000,000 or over

\$500,000-\$999,999

# Survey on the Impacts of Economic Downturn for Nonprofit

## Changes in Service Demands

1. Since September 2008, have any of your programs seen changes in service demands?

Service demand has mostly increased.

Service demand has mostly decreased.

Service demands have increased or decreased, depending on the service.

Service demand has not changed.

Not sure.

2. Do you attribute changes in service demands to the worsening economic situation?

Yes,  
primarily

Yes, in part

No

Not Sure

Not  
Applicable - no  
changes

Please explain:

3. What other reasons are there for changes in demands on your organization's services?

4. If your organization has had DECREASED service demands since September 2008, please describe the overall impact this decreased demand has had on your organization:

Not sure

Not applicable, we have only had increased demand for service.

Not applicable, we have had no change in service demand.

The overall impact of decreased service demand has been:

## Survey on the Impacts of Economic Downturn for Nonprofit

5. If your organization has had INCREASED service demands since September 2008, please describe the overall impact this increased demand has had on your organization:

Not sure

Not applicable, we have only had decreased service demands.

Not applicable, we have had no change in service demands.

The overall impact of increased service demand has been:

# Survey on the Impacts of Economic Downturn for Nonprofit

## Response to Increased Program/Service Demand

1. Please identify up to two key programs/services where you have seen increased demand since September 2008 that can help us understand these dynamics:

Name of program A:

Name of program B:

2. Please tell us about the increased demand in these programs/services:

	Program A	Program B
Increased number of clients requesting service	€	€
More crisis management and less time for preventative programming	€	€
Increased complexity of client needs	€	€

Other (please describe)

3. Please tell us how you are responding to these increased demands (select any that apply):

	Program A	Program B
Not able to respond to increased demand (e.g. increased waiting lists, wait times).	€	€
Received increased government funding to expand programming.	€	€
Fundraised more private dollars to expand programming.	€	€
Expanded program staff time and service hours.	€	€
Reallocated agency admin dollars to expand programming.	€	€
Reallocated program \$ from programs with less demand.	€	€
Reduced supervision time to expanding program hours.	€	€
Used agency reserves to expand program hours.	€	€
Increased overtime hours to provide service.	€	€
Supporting more people with same staff (e.g. increased case-loads or use of group sessions).	€	€
Increased volunteer hours.	€	€

Other (please explain)

# Survey on the Impacts of Economic Downturn for Nonprofit

## Changes in Funding

1. Do you ANTICIPATE changes in your organization's budget for the coming fiscal year (2010)?

	Expect same as last budget	Expect increased funding	Expect reduction of up to 10%	Expect reduction of more than 10%	Expect reduction but amount uncertain
Federal Government Funding	jn	jn	jn	jn	jn
Provincial Government Funding	jn	jn	jn	jn	jn
Regional Municipal Government Funding	jn	jn	jn	jn	jn
Local Municipal Government Funding	jn	jn	jn	jn	jn
United Ways/ Foundations	jn	jn	jn	jn	jn
Private Donors (individual and corporate)	jn	jn	jn	jn	jn
Self generated revenue (fees, earned income)	jn	jn	jn	jn	jn

Comments

2. As of April 2009, have there been ACTUAL changes in your organization's current annual budget compared with your last fiscal year?

	No change	Increase more than 10%	Increase up to 10%	Reduction up to 10%	Reduction more than 10%	Reduction by uncertain amount
Federal Government Funding	jn	jn	jn	jn	jn	jn
Provincial Government Funding	jn	jn	jn	jn	jn	jn
Regional Municipal Government Funding	jn	jn	jn	jn	jn	jn
Local Municipal Government Funding	jn	jn	jn	jn	jn	jn
United Ways/ Foundations	jn	jn	jn	jn	jn	jn
Private Donors (individual and corporate)	jn	jn	jn	jn	jn	jn
Self Generated Revenue (fees, earned income)	jn	jn	jn	jn	jn	jn

Comments

# Survey on the Impacts of Economic Downturn for Nonprofit

3. If your agency experienced funding reductions, how have you responded?

- Laid off staff
  - Supporting more people with same staff.
  - Shifted funding from another program
  - Increased user fees
  - Reduced staff hours
  - Decreased full-time and increased part-time positions
  - Reduced compensation—e.g. no cost of living/reduced benefits
  - Increased unpaid management overtime
  - Increased use of volunteer hours
  - Recruited more volunteers
  - Other (please list)
- Cut agency administrative supports or systems
  - Cut professional development resources
  - Advocacy to funder
  - Applied for funding from another funding source
  - Using agency reserves to cover program hours
  - Increased fundraising efforts
  - Public relations/education
  - Increased promotion/marketing of service
  - Merger with another agency
  - New partnerships

4. Have any of these actions resulted in cuts to services for people in your community?

- Yes
- No/not at this time
- Currently reviewing options which may result in service reductions
- Other (please explain)

# Survey on the Impacts of Economic Downturn for Nonprofit

## Response to Reductions in Programs

1. Please tell us the names of up to two of your key programs that have been affected by reduced funding.

Program A name:

Program B name:

2. Please tell us how you responded to reduced funding available for these programs (select any that apply):

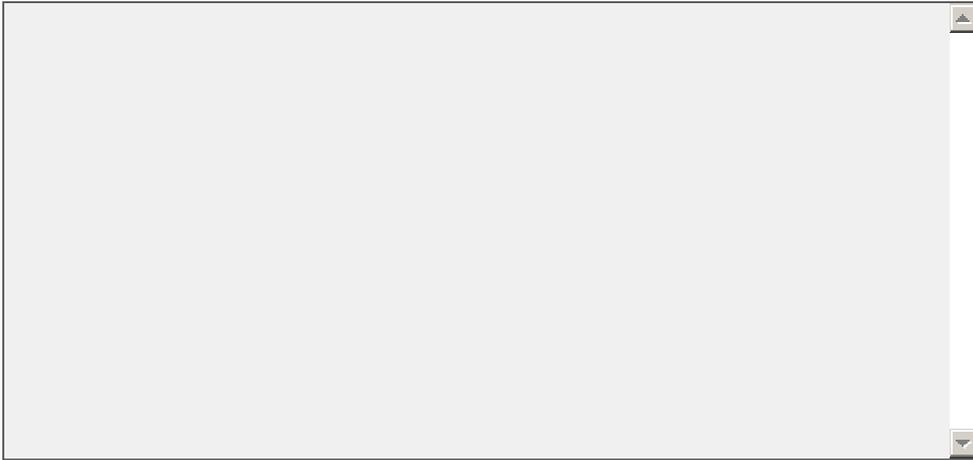
	Program A	Program B
Canceled program.	€	€
Reduced services/ program hours.	€	€
Reduced staff hours.	€	€
Laid off staff.	€	€
Relocated program site.	€	€
Shared service/programs.	€	€
Decreased full-time and increased part-time positions.	€	€
Increased unpaid management overtime.	€	€
Increased use of volunteers/ volunteer hours.	€	€
Increased user fees.	€	€
Advocated to funder for reversal of cuts.	€	€
Secured increased dollars from other government sources.	€	€
Secured increased dollars from other private sources.	€	€
Merged program with another agency.	€	€
Created new partnerships.	€	€
Initiated public relations or education efforts.	€	€

Other, please describe:

# Survey on the Impacts of Economic Downturn for Nonprofit

## Final Observations

1. Do you have anything further to add that would help us understand the impact of the economic downturn in terms of your services and organizational capacity?



# Survey on the Impacts of Economic Downturn for Nonprofit

## Thank You and Optional Follow Up Contact

If you wish to complete a survey for another region in which your organization provides service, please exit the survey and link back to start again.

Thank you for taking the time to complete this survey. We will be posting the results on [www.spno.ca](http://www.spno.ca) as soon as these are available.

If you experience any difficulties or have any questions about the survey, please contact Peter Clutterbuck at [pclutterbuck@spno.ca](mailto:pclutterbuck@spno.ca)

If you would like to receive an e-mail to notify you that the results have been posted, and as a reminder when the next survey period is coming up, please provide your contact information below.

Thanks again!

### 1. Contact Information (optional):

Organization Name:	<input type="text"/>
Contact Name:	<input type="text"/>
Position in Organization:	<input type="text"/>
E-mail Address:	<input type="text"/>