06 & 07 / 2023

MONTHLY REPORT

Charity Insights Canada Project - Projet Canada Perspectives des Organismes de Bienfaisance [CICP-PCPOB]

#6 & 7 / 10

PROJECT YEAR 1

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A WORD FROM OUR PRINCIPAL INVESTIGATOR

This mid-summer report presents the CICP survey results for June and July 2023. The project took a brief hiatus from surveying between July 24th-August 4th and therefore, there is no data to display for this two-week period. In this combined volume, you will have the opportunity to read what our panellists had to say on the topics of Communications and Marketing, Donor Behavior and Preferences, Volunteer Engagement, and the Impact of Government funding on the sector as well as Digital Transformation/Technological Advancement, Demand and Service Delivery, and Accessibility and Inclusion. We try to vary survey themes each month to ensure we cover interesting and relevant topics for all. As we continue to collect results, we hope that charitable organizations, practitioners, and academics across the country and beyond find our reports and data helpful.

With the project's growing bank of information, our website will soon offer an interactive dashboard where everyone will have the opportunity to filter, sort, visualize and explore our data using simple queries. We are hard at work finalizing the details and beta testing the dashboard so stay tuned! In addition to our upcoming interactive dashboard, we are currently drafting our mid-year report that will consolidate and analyze six months of CICP data gathered through our weekly surveys. This report will be published and publicly available on our website in September.

We want to sincerely thank all our panellists for answering questions every week. Your ongoing efforts are an incredible resource for the sector. Lastly, please make sure to share these reports with your colleagues and friends. Sharing these reports will not only support one of the central goals of this project, i.e., to increase knowledge about the Canadian charitable sector, but it will also acknowledge the weekly efforts of our participants in making this initiative successful.

Paloma Raggo, PhD.

THE CHARITY INSIGHTS CANADA PROJECT – AN OVERVIEW

The Canadian charitable sector employs 10% of the country's full-time workforce and accounts for 8.3% of the country's GDP.[1] However, there is a lack of accurate and up-to-date information about the sector. This knowledge gap became more apparent during the COVID pandemic when quick policy decisions were needed. The CICP-PCPOB aims to support ongoing data efforts across the country, amplify the voices of practitioners, and serve as a valuable resource for researchers, educators, nonprofit advocates, policymakers, and other stakeholders. Through a range of tools, including short weekly surveys, reports, an online data literacy hub, and a yearly data summit (November 9th, 2023), we aim to provide a comprehensive overview of the trends, challenges, and opportunities currently facing the sector.

The CICP-PCPOB has three fundamental goals:

- To **inform** sector stakeholders and researchers by regularly surveying a representative sample of registered charities - collecting longitudinal data on critical aspects of the charitable sector;
- To **build** a lasting and flexible infrastructure to promote access to and understanding of the data collected about the sector;
- To **strengthen** relationships between the sector and policymakers in designing evidence-based policies on issues impacting the charitable sector.

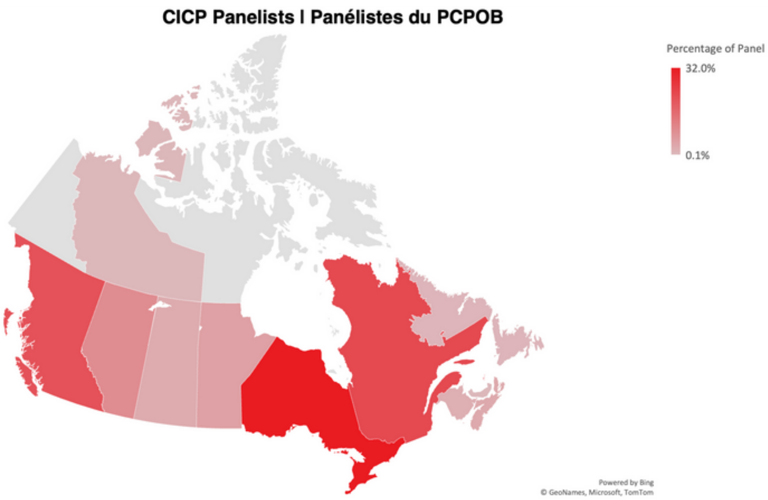
We are committed to a systems-oriented and purposeful approach to closing the information gap about registered charities in Canada. We seek to amplify voices from the sector, particularly those from underserved communities throughout the country. We aim to listen, learn, and improve data practices, including our own, while acknowledging our biases and limitations.

Each week, we send a ~3-minute survey to a panel of more than a thousand registered charities nationwide. Panel participants were randomly selected from the CRA registry and recruited via phone, email, and mail. Panellists from organizations differing in size and scope, sectors of activity, and geographic locations have graciously agreed to remain, anonymously, on the panel for a year.

1 CanadaHelps. (2022). The Giving Report 2022: Giving at a Crossroads.

Survey results are published 48 hours after their initial distribution. We publish weekly reports on our website (https://carleton.ca/cicp-pcpob) and send a weekly newsletter with the latest survey report. We delve more deeply into our findings when preparing our monthly and annual reports. In addition, we are developing a data literacy course which we hope to launch later this year.

A transformational investment by the Alberta-based Muttart Foundation, the Lawson Foundation and Metcalf Foundation in Ontario, the Vancouver Foundation in British Columbia, an anonymous donor, and Carleton University has made the CICP possible.



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THEMES THIS MONTH

Weekly themes in June and July included: Communications and Marketing; Donor Behavior and Preferences; Volunteer Engagement; the Impact of Government Funding on the Sector; Digital Transformation/Technological Advancement; Demand and Service Delivery; and Accessibility and Inclusion.

MONTHLY HIGHLIGHTS

66%

of respondents report an increase in demand for their organization's service(s) in recent years.

34%

of respondents indicate that donor levels of giving to their organization have decreased in recent years.

51%

of respondents identify lengthy approval times as a common concern regarding government programs & grants.

62%

of respondents identify "word of mouth" as the most effective method for their organization to recruit new volunteers.

78%

of respondent organizations have been positively impacted by government funded programs or grants.

69%

of respondents report that the introduction of new technology has increased their organizations communication and collaboration productivity.

57%

of respondents find volunteer recruitment to be challenging.

60%

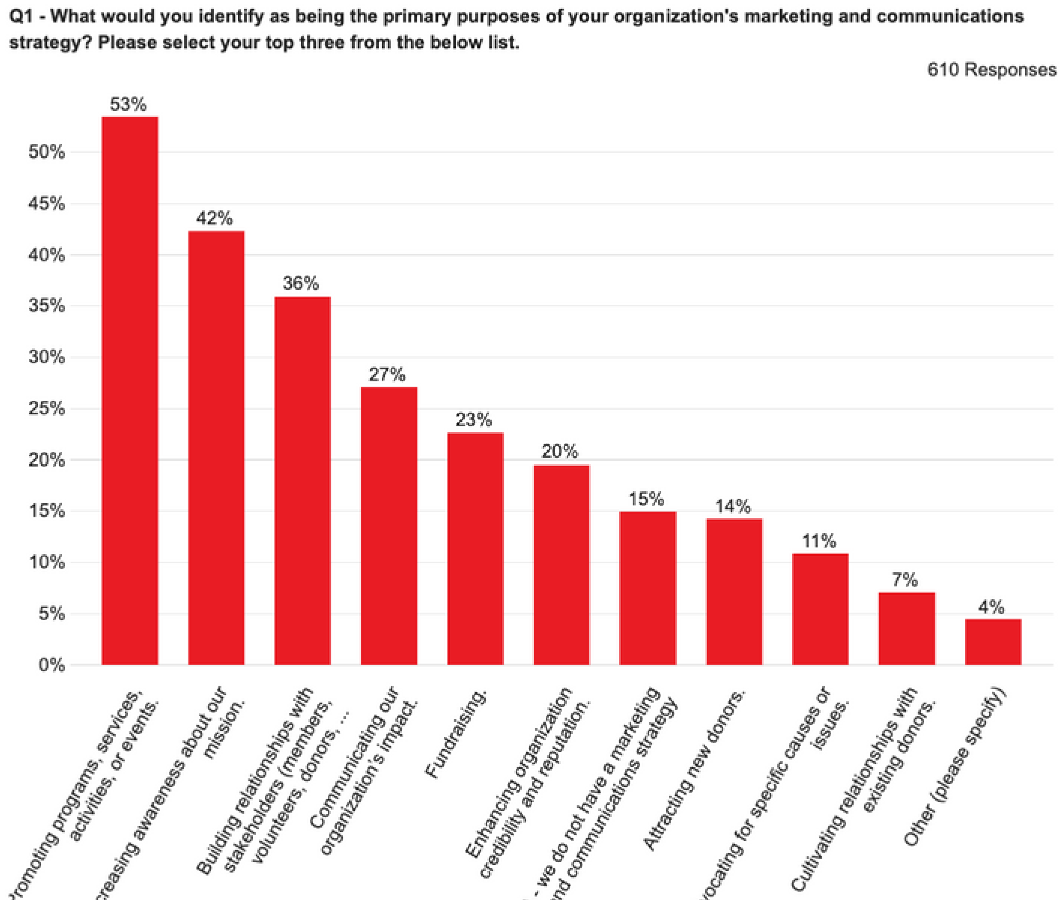
of respondent organizations have already or are in the process of implementing comprehensive measures to prioritize accessibility in their physical spaces.

36%

of respondents are dissatisfied with regards to the accessibility of government fundings programs and grants.

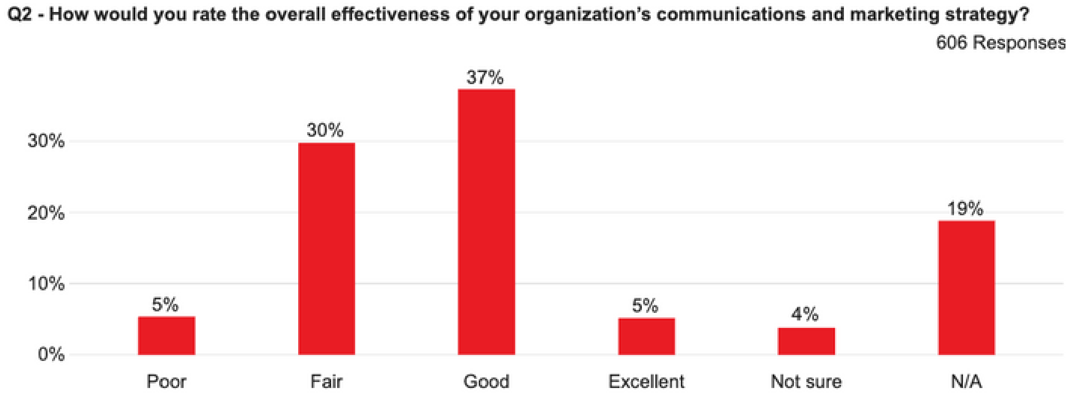
COMMUNICATIONS & MARKETING

Week 25 of the CICP explores Communications & Marketing within the sector. Panellists were asked about the purpose(s) of their organization's communications and marketing strategies, their evaluation of the effectiveness of these strategies, and how they think their approaches can be improved.



Question 1 of the survey asked panellists to select the three primary purposes of their organization's marketing and communications strategy. Responses highlight the prioritization of increasing visibility and awareness, and building relationships. Our data indicate that the three most frequently selected objectives for marketing and communications strategies amongst panellists include promoting their programs, services, activities, or events (53%); enhancing awareness about their mission (42%); and cultivating relationships with stakeholders (36%). A smaller number of re-

-spondents report other priorities, such as communicating their organization's impact (27%), fundraising (23%), enhancing organizational credibility and reputation (19%), attracting new donors (14%), advocating for specific causes or issues (11%), and cultivating relationships with existing donors (7%). 15% of respondents report not having a marketing and communications strategy at all.

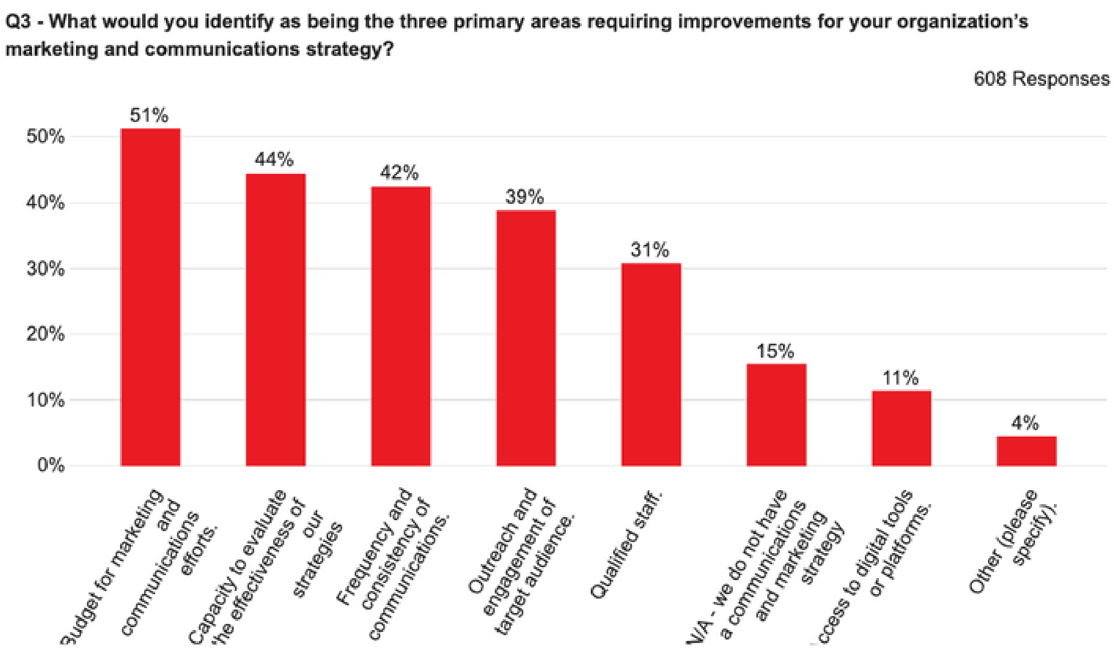


Panellists were then asked to gauge the effectiveness of their organization's existing marketing and communication strategy on a scale from "Poor" to "Excellent". Responses indicate a sense of moderate confidence across the sector. The highest portion of respondents rate the effectiveness of their strategies as "Good" (37%), followed by "Fair" (30%). An equal fraction of respondents consider their strategies to be either "Excellent" or "Poor" (5% each). 4% of respondents indicate that they are "Not sure" about the effectiveness of their organization's strategies, suggesting a possible lack of clear evaluation tools. Almost one in five respondents find the question "Not Applicable" which could imply that these organizations lack a formal marketing and communication strategy or that marketing and communications are irrelevant to their organization's operations.

"Calling our marketing/ communications a "strategy" is a bit of a stretch; we have a very loose plan that definitely needs more attention and dedication."

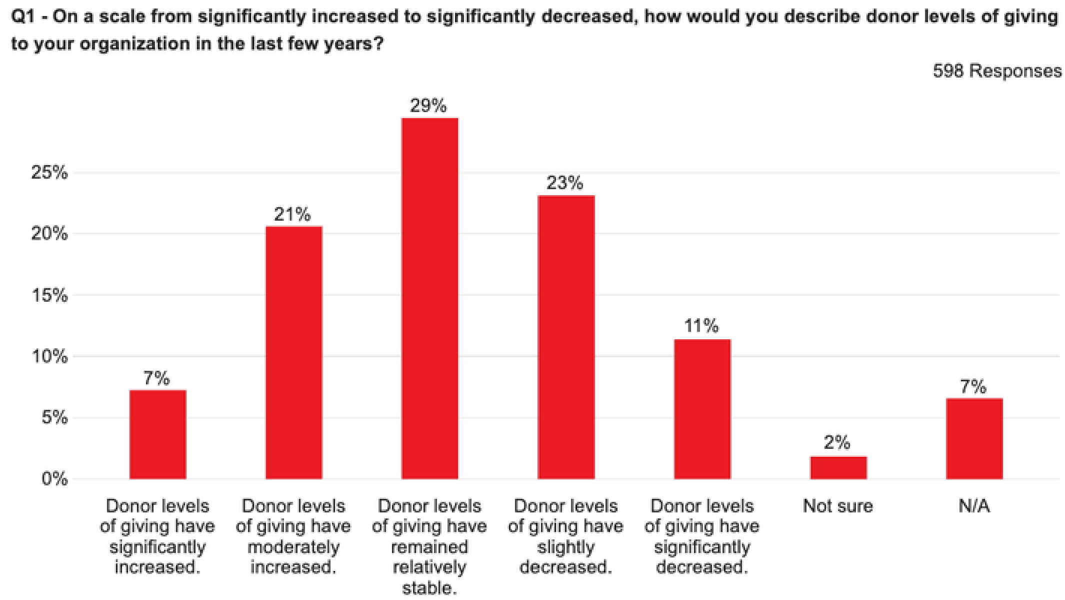
"Notre objectif de communications est simplement d'informer les membres sur leurs obligations, responsabilités ou toutes actualités les concernant. Nous n'avons pas de services ni de produits à vendre."

The last question in this week's survey asked respondents to identify three primary areas where their organization's marketing and communications strategy could improve. The most selected option, chosen by 51% of respondents, is "budgeting for communication efforts". Three other areas of concern stand out, including "capacity to evaluate effectiveness" (44%), "frequency and consistency of communications" (43%), and "outreach and engagement of target audiences" (39%). 31% of respondents highlight "qualified staff" being an area for improvement, while 11% select access to digital tools or platforms". These results indicate that while organizations may have access to the digital tools and platforms necessary for having a communications plan, many are still lacking the personnel required to create and implement these plans. Written responses from the 4% of participants who selected "other" for this question, further illustrate the challenges charities are facing such as adapting to shifting social media platforms, investing the time required for reviewing and implementing these processes, a crowded marketplace, and more.



DONOR BEHAVIOR AND PREFERENCES

Week 26 of the CICP focused on understanding donor behaviors and preferences, specifically exploring shifts in levels of giving, changes in donor attitudes, and how organizations are adapting to changing donor behaviours.

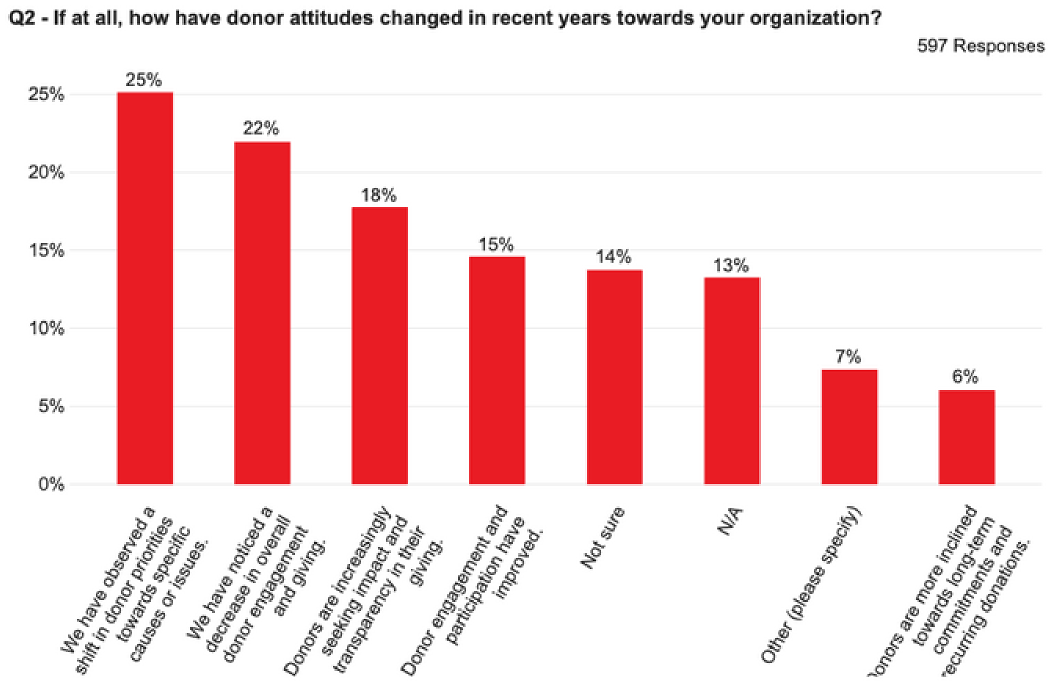


Respondents were first asked to select how donor levels of giving have looked for their organization over the past few years using a scale from “significantly increased” to “significantly decreased”. 29% of respondents report that donor levels of giving to their organization in the last few years has remained relatively stable. 28% of respondents report an overall increase in donations, with 21% reporting a moderate increase and 7% noting a significant increase. 34% of respondents report an overall decrease in donor levels of giving in recent years, with 23% having experienced a slight decrease, and 11% having seen a significant decrease. 2% of respondents are unsure about this trend within their organization, while 7% indicate that the question does not apply to their situation.

“More donors are preferring to be project-based, rather than general giving”;

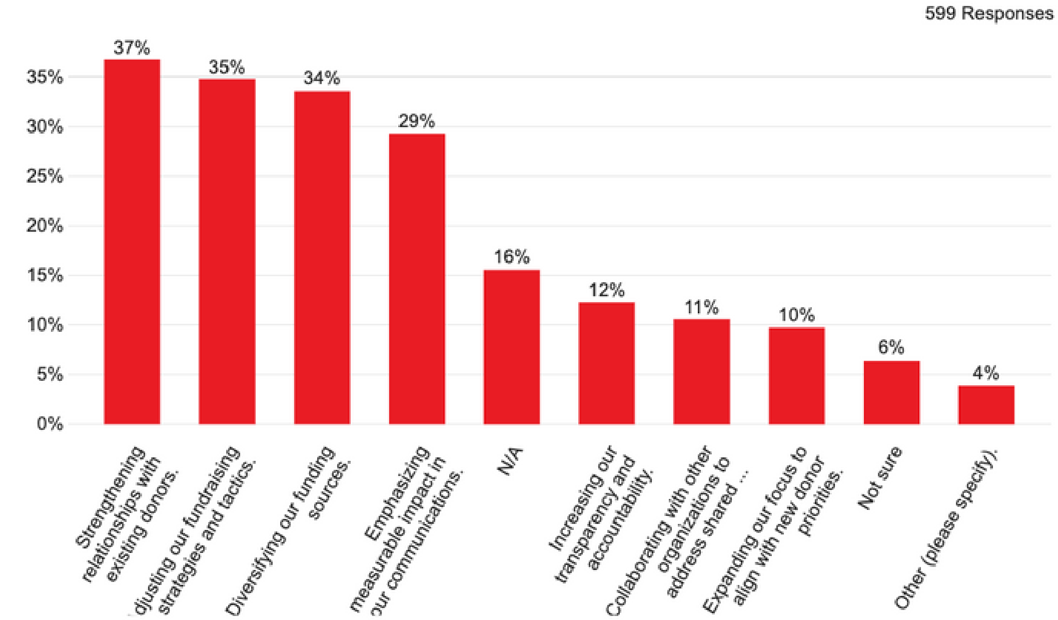
“Nous avons constaté une diminution des dons corporatifs et une augmentation des dons personnels”;

The second question in this week's survey asked panellists to identify changes in donor attitudes towards their organization in recent years. 25% of respondents report a shift in donor priorities towards specific causes or issues. Interestingly, while 22% of respondents note a decrease in overall donor engagement and giving, 15% of respondents report that donors are increasingly seeking impact and transparency in their giving. "Other" written responses to the question highlight economic uncertainty and the impact of the COVID-19 pandemic as having significantly reduced donor pools for some organizations.



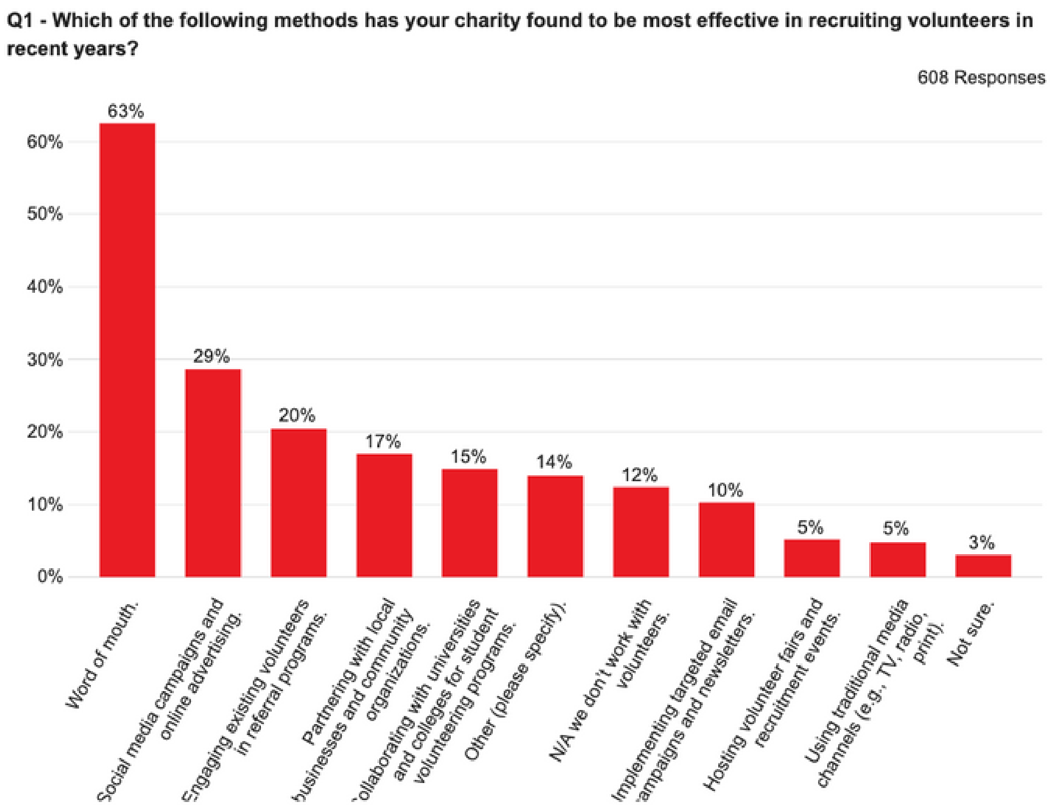
A few key trends emerge from responses to Question 3 of this week, which probes how charities have adjusted to shifting donor attitudes and donation levels. Notably, the three most popular reactions by charities are "strengthening relationships with existing donors" (37%), "adjusting fundraising strategies and practices" (35%), and "diversifying funding sources" (34%). 29% of respondents emphasize "measurable impact in their communications" and 12% are "increasing their transparency and accountability". Collaboration emerges as a chosen path for some, with 11% of respondents reporting that their organization collaborates with others to address shared challenges. 10% of respondents indicate that they are "expanding their focus to align with new donor priorities". A diverse range of strategies are mentioned in the “other” category, which comprises 4% of responses. These actions include focusing on major giving, implementing tighter budgets, reducing their offerings, introducing admission fees, pursuing self-funding, or exploring alternatives to the 'traditional charity model’, and more. It is also worth noting that 16% of respondents select “N/A”, which might suggest a lack of strategic adaptation or possibly that they have not needed to make changes at all.

Q3 - How has your organization adapted to changes in donor attitudes and levels of giving? (Please choose the three most relevant options)



VOLUNTEER RECRUITMENT

Week 27 of the CICP queried panellists on methods for volunteer recruitment, recent recruitment experiences, and the factors influencing these processes.



The first question of this week asked panellists to identify the methods that their organization has found to be most effective in recruiting volunteers in recent years. 62% of respondents indicate "word of mouth" as being one of the most effective means for their organization in recruiting volunteers. This is followed by "social media campaigns and online advertising" (29%), and "engaging with existing volunteers in referral programs" (20%). Slightly less popular methods include "partnering with local businesses and community organizations" (17%), "collaborating with universities and colleges for student volunteering programs" (15%), email campaigns/newsletters (10%), volunteer fairs/recruitment events (5%) and traditional media channels like radio or print advertisements (5%). Responses in the "other" category (14%), include long-term alliances with other organizations, platforms like -

Charity Village or Volunteer Connector, volunteer trade-off programs, and more.

“Volunteer recruitment is not a task, it is a process that requires care, planning, and attention - preferably from a team of people who know how to welcome and engage volunteers, and with a clear understanding of reciprocity.”

The second question in this week asked panellists about the degree of difficulty they have had in recruiting volunteers in recent years. Most organizations (57%) have found volunteer recruitment to be challenging to varying degrees in recent years (24% “somewhat challenging”, 20% “challenging”, and 13% “extremely challenging”). In contrast, only 28% of respondents have found volunteer recruitment to be easy to some degree (18% “somewhat easy”, 9% “easy”, 1% “extremely easy”). Written responses found within the “other” category highlight that pandemic restrictions and recovery processes have significantly hindered volunteer recruitment.

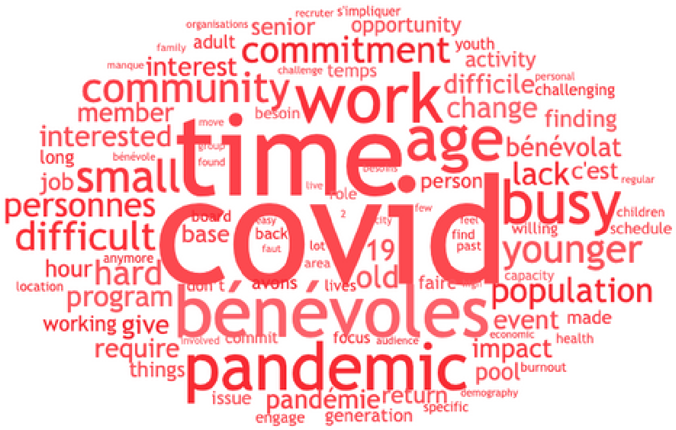
"We have a very good reputation for offering volunteers meaningful work, providing solid training and providing lots of support.”

“Car la reconnaissance est à l'avant plan et que l'importance que nous accordons à la reconnaissance du bénévole par divers moyen et publication médiatique inspire plusieurs gens de la communauté à s'impliquer.”

The final question from this week asked panellists to elaborate on their responses to the first two questions, by providing possible reasons as to why their organizations have found volunteer recruitment to be easy or challenging. The question results indicate that some of the common reasons why organizations find recruitment to be easy relate to themes such as reputation, flexibility, having an established presence in the community, and a shared passion for their organization’s mission and values among volunteers. Common reasons for having difficulty recruiting volunteers include volunteers aging out, competing time commitments, low capacity to recruit, small populations, limited presence, and, most significantly, the ongoing impact of the COVID-19 pandemic.

Q3 - If you selected somewhat challenging, challenging, or extremely challenging for the previous question: why do you think that is the case for your organization?

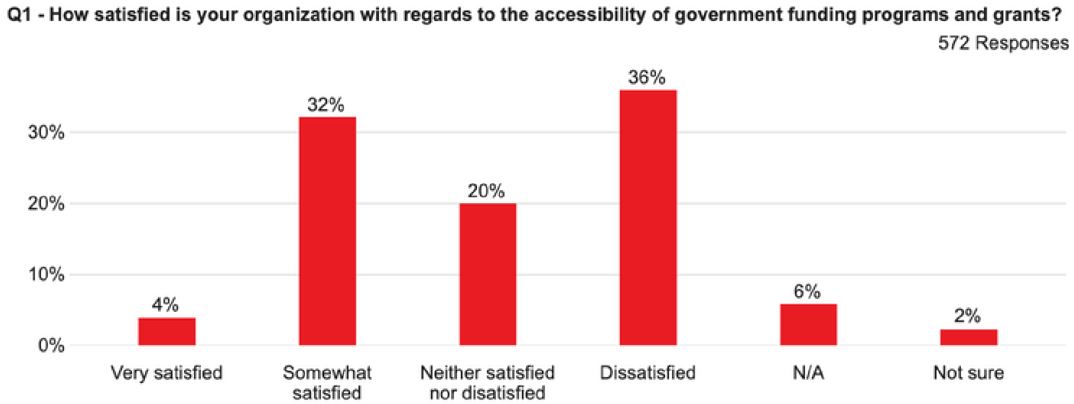
315 Responses



“Il faut avouer que nous avons fait peu d'efforts, notamment parce que notre groupe de bénévoles est vieillissant et tend à moins s'investir depuis la pandémie”.

IMPACT OF GOVERNMENT FUNDING

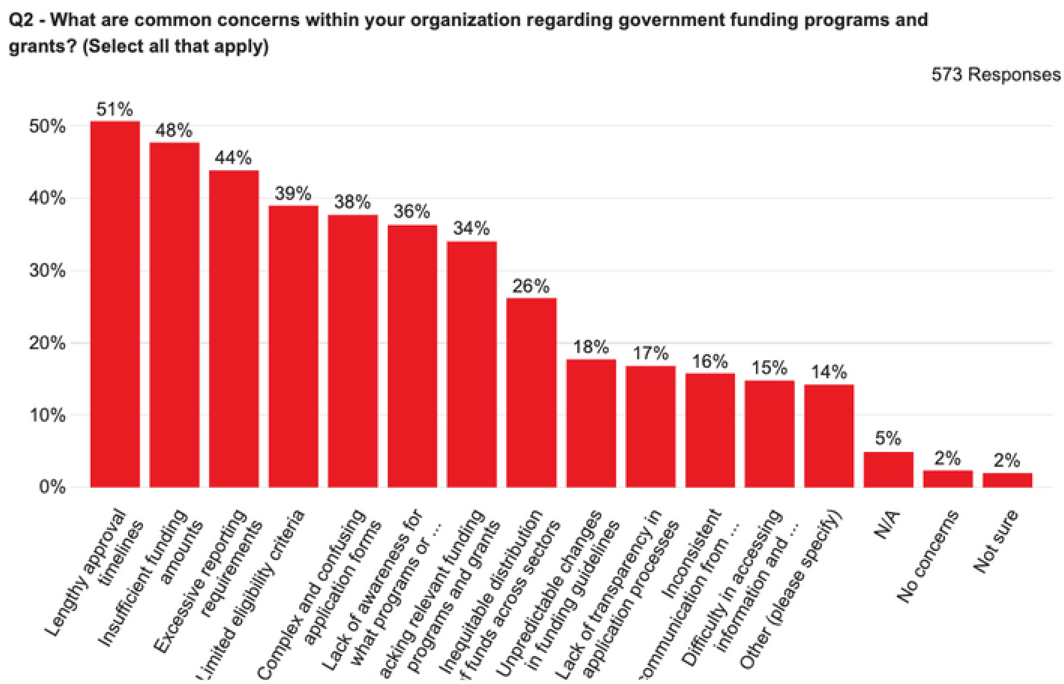
Week 28 of the CICP looked at the impact of government funding on the sector. Questions explored overall satisfaction with the accessibility of government funded programs and grants, common concerns regarding these funding programs, and the impact of government funding on organizations' overall financial stability.



The first question in this week asked panellists how satisfied their organizations are with regards to the accessibility of government funded programs and grants. Interestingly, the proportion of respondents who are dissatisfied with the accessibility of funding is equal to the proportion of respondents who indicate that they are satisfied (36% each), while 20% of respondents indicate that they are neither satisfied nor dissatisfied.

"Few sources of funding for operations rather than short term projects"

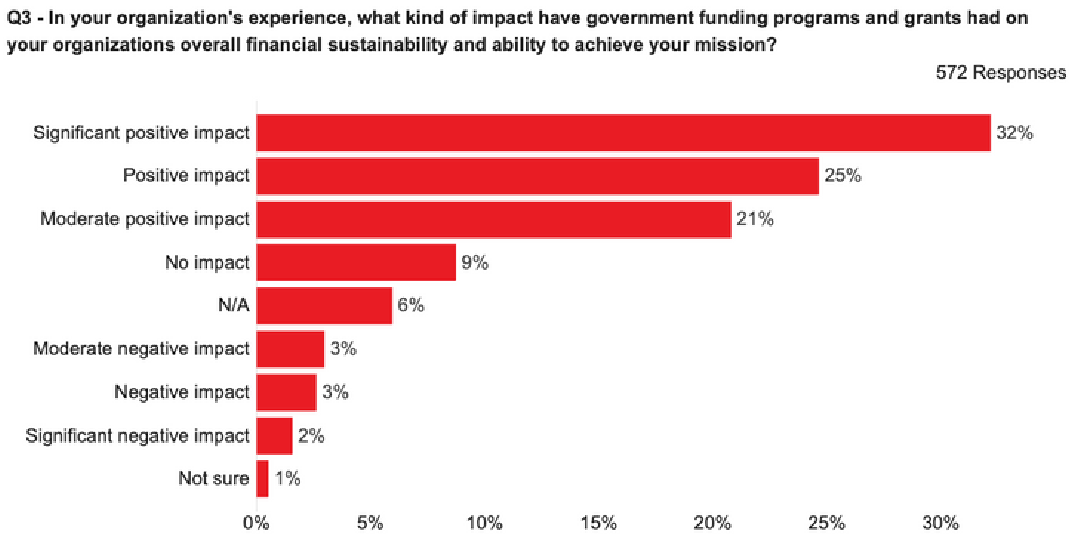
"[E]xigences transversales démesurées (demander aux OBNL d'avoir des plans d'action sur toutes les sphères poliques, sociales, environnementales et plus)"



Panellists were then asked about common concerns within their organization regarding government funded programs and grants. The two most reported concerns are lengthy approval timelines (51%) and insufficient funding (48%). Further, 39% of respondents indicate that government funding has limited eligibility criteria. Administrative burdens are another concern, as organizations report challenges such as excessive reporting requirements (44%) and complex/confusing application forms (38%). Respondents also raise concerns around fairness and transparency, with 26% viewing funding distribution as inequitable and 17% referencing opaque processes. Some respondents identify unpredictable guideline changes (18%), inconsistent communication (16%), and information access issues (15%). Written answers under the “other” category provide additional insights into these concerns. For instance, one panellist emphasizes the necessity of audits to access these programs, which often incur high costs that smaller organizations find challenging to bear.

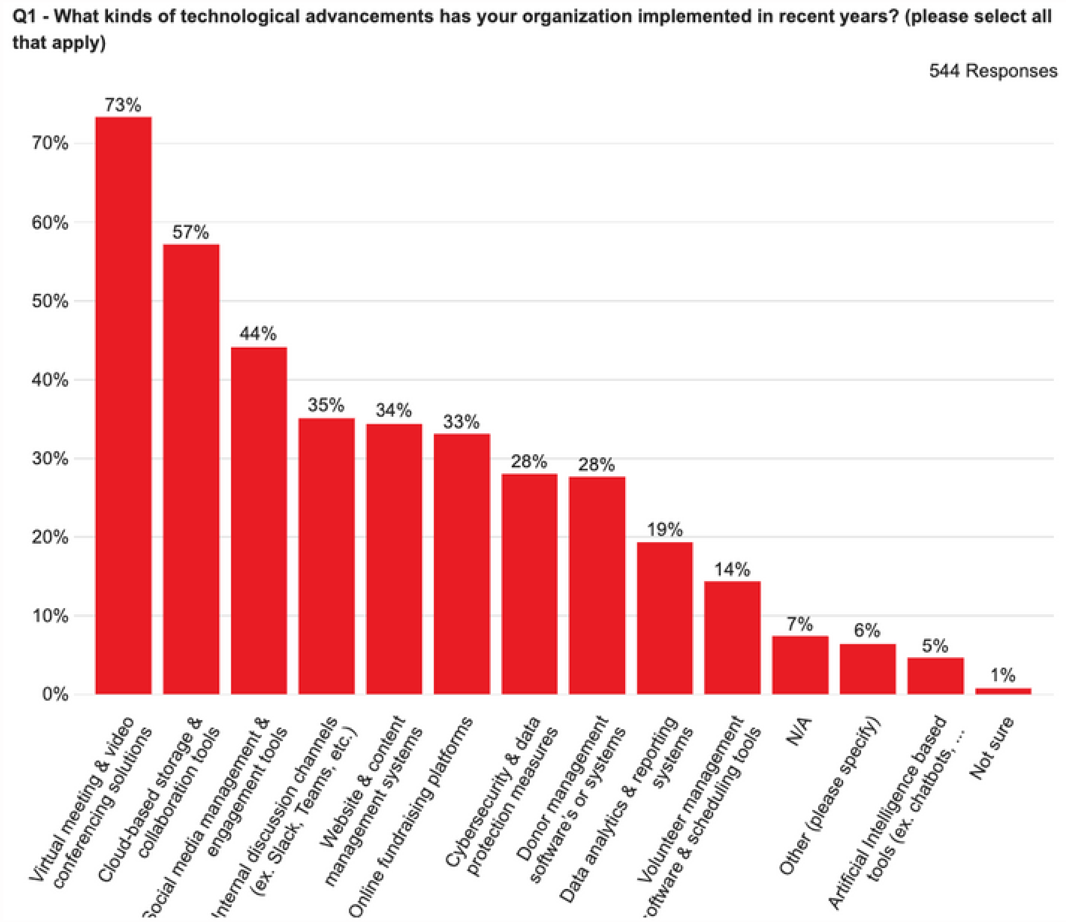
The final question from this CICP survey evaluates how government funded programs and grants influence organizations’ financial stability and ability to achieve their mission. 78% of respondents report varying levels of positive impact with 32% noting a significantly positive effect. However, not all experiences have been positive.

A small segment of respondents (8%) report negative impacts resulting from these funding programs, ranging from a moderately negative impact (3%), to a negative impact (3%), to a significantly negative impact (2%). The remaining respondents report neutrality or uncertainty on this matter with 9% indicating no impact, 6% opting for N/A, and 1% being unsure of the effects. Overall, our results indicate that although government funding programs and grants can be important funding sources for organization's, the processes in place to access them generate concern for organizations in the sector.



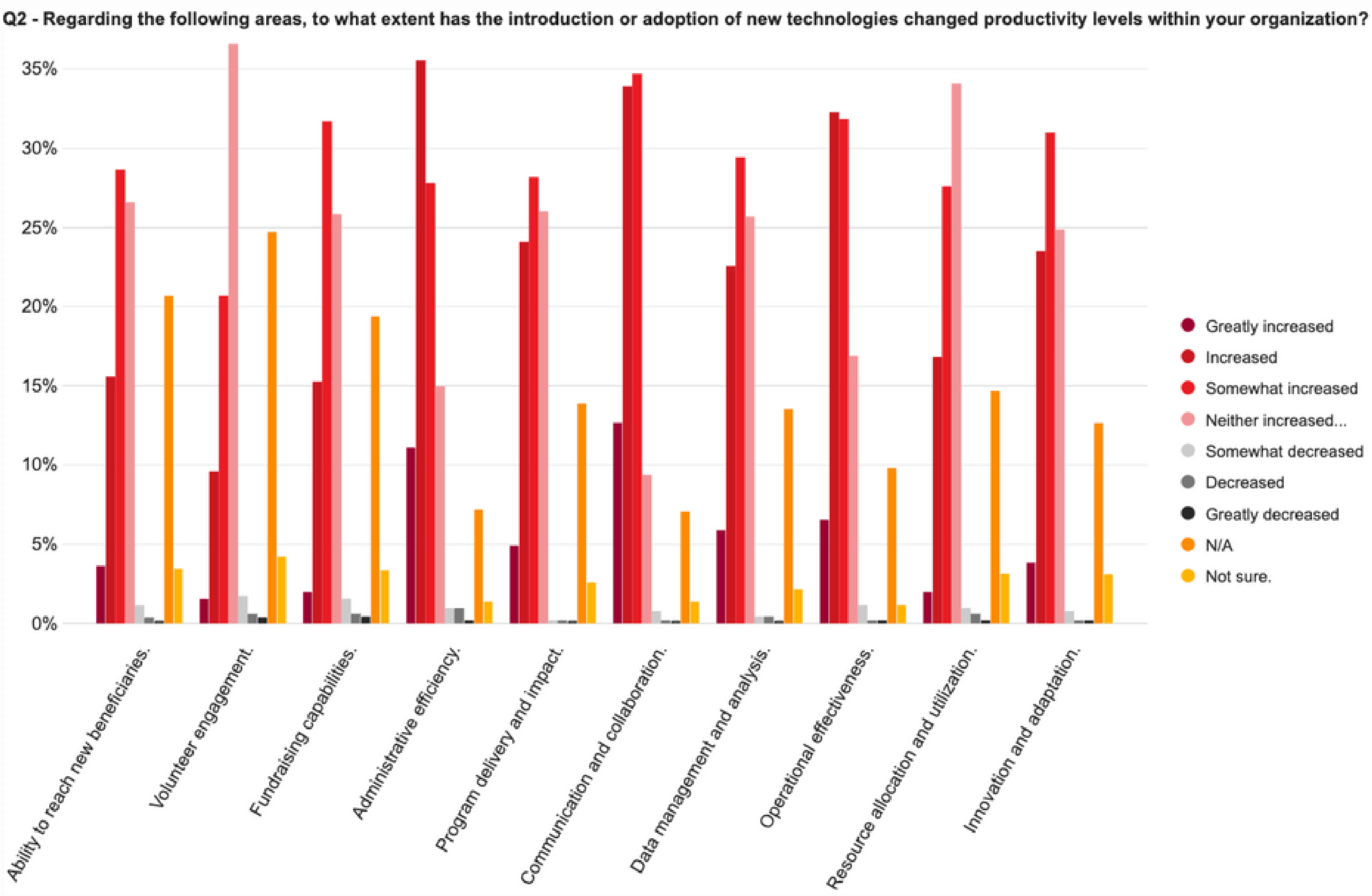
DIGITAL TRANSFORMATION

Week 29 of the CICP surveyed participants on digital transformations within their organization. Panellists were asked about technological advancements implemented by their organizations and the effects of these new technologies on their organization's overall productivity levels.



In Question 1, participants were asked to identify recent technological advancements implemented by their respective organizations. The survey found that virtual meeting and video conferencing tools are the most reported technological advancements that charities have implemented in recent years (73% of responding panellists selected this option). 57% of respondents indicate cloud-based storage and collaboration tools as technological advancements introduced by their organizations in recent years, foll-owed by social media management and engagement tools (44%), internal discussion channels (35%), website & content management systems (34%), online fundraising platforms (33%), cybersecurity & data protection measures (28%), donor management systems (28%), data analysis & reporting systems (19%), volunteer management software (14%), and artificial intelligence based tools (5%).

Panellists were then asked about the impact(s) of new technologies on productivity levels within their organizations in relation to the following topic areas: ability to reach new beneficiaries; volunteer engagement; fundraising capabilities; administrative efficiency; program delivery and impact; communication and collaboration; data management and analysis; operational effectiveness; resource allocation and utilization; and innovation and adaptation.



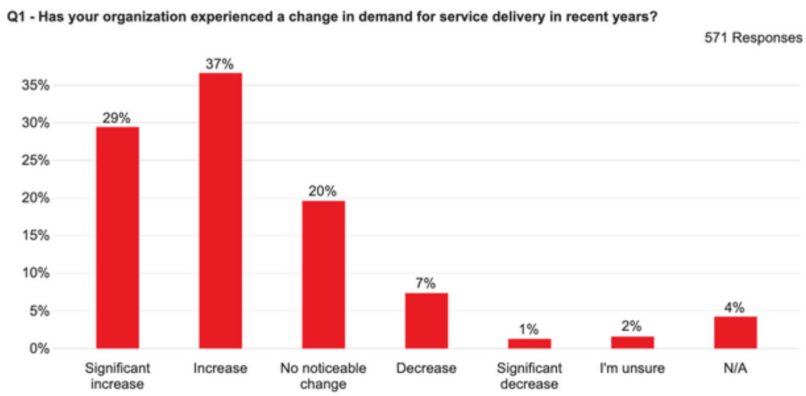
Overall, the introduction or adoption of new technologies appears to have improved organizations' productivity levels across the board. On average, 58% of respondents indicate increases in productivity levels (somewhat to greatly) within their organizations across all categories mentioned. The highest levels of increases being noted in communications and collaboration, administrative efficiency, and operational effectiveness. Very few organizations indicate that the adoption or implementation of new technologies has had a negative impact on their organization's productivity, though some flag decreases in productivity within areas such as fundraising capabilities and volunteer engagement.

Q2 - Regarding the following areas, to what extent has the introduction or adoption of new technologie changed productivity levels within your organization?

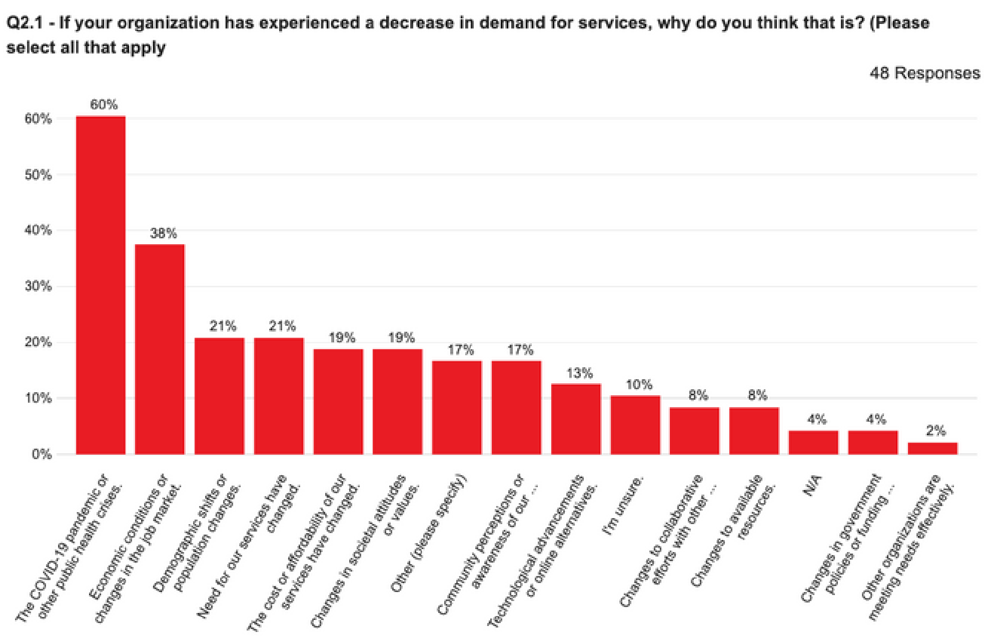
Field	Greatly increased	Increased	Somewhat increased	Neither increased or decreased	Somewhat decreased	Decreased	Greatly decreased
Communication and collaboration.	13%	34%	35%	9%	1%	0%	0%
Administrative efficiency.	11%	36%	28%	15%	1%	1%	0%
Operational effectiveness.	7%	32%	32%	17%	1%	0%	0%
Data management and analysis.	6%	23%	29%	26%	0%	0%	0%
Program delivery and impact.	5%	24%	28%	26%	0%	0%	0%
Innovation and adaptation.	4%	24%	31%	25%	1%	0%	0%
Ability to reach new beneficiaries.	4%	16%	29%	27%	1%	0%	0%
Other (please specify).	2%	3%	2%	14%	1%	0%	0%
Resource allocation and utilization.	2%	17%	28%	34%	1%	1%	0%
Fundraising capabilities.	2%	15%	32%	26%	2%	1%	0%
Volunteer engagement.	2%	10%	21%	37%	2%	1%	0%

DEMAND & SERVICE DELIVERY

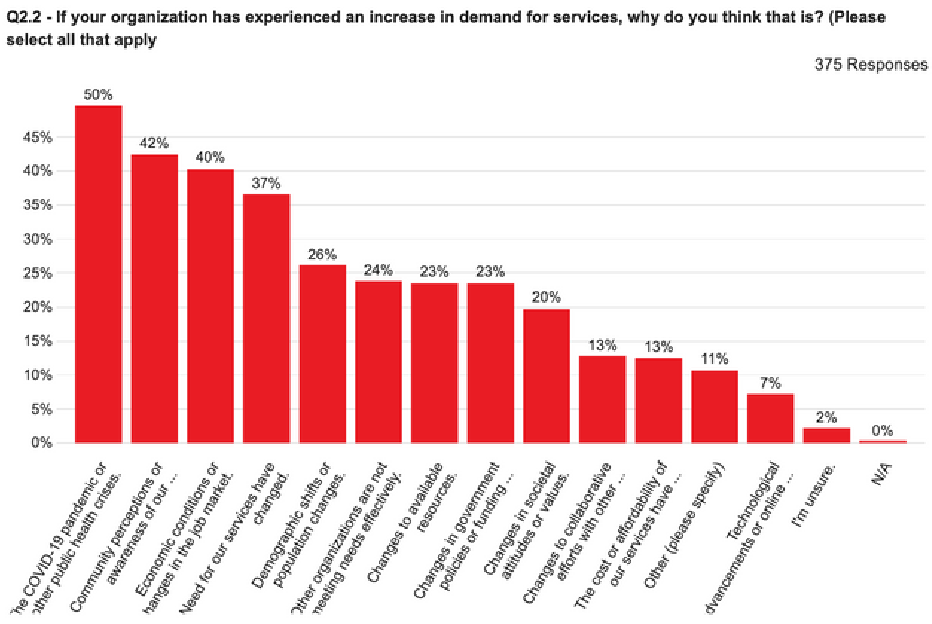
Week 30 of the CICP focused on the topic of service demand and delivery. Panellists were asked about changes in demand for service delivery in recent years, why these changes may be taking place, and what they are doing to respond to these changes.



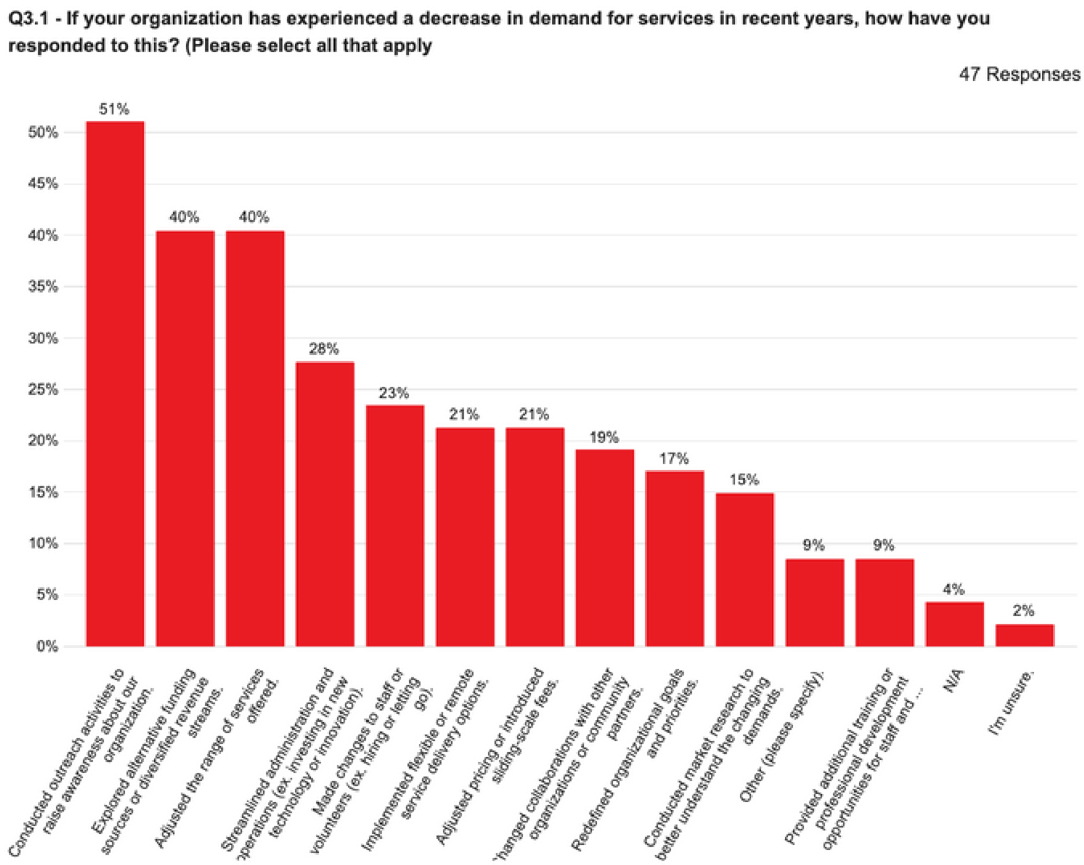
The first question in this week's CICP survey asked panellists whether the demand for their organization's services has changed in recent years. Most respondents (66%) report experiencing an increase in demand for service delivery to varying degrees, while 20% report "no noticeable change", and only 8% indicate decreased demand for services to some extent.



Panellists were then asked why they think their organization has experienced an increase or decrease in demand for services. Of the respondents who indicated that their organization has experienced a decrease (or significant decrease) in demand for services in recent years, the primary object that stands out is the COVID-19 pandemic (or other public health crises), which was identified by 60% of respondents. This is followed by changes in: economic conditions or the job market (38%), demographic or population (21%), need for services (21%), costs or affordability of services (19%), societal values or attitudes (19%), community perceptions or awareness of individual organizations (17%), technology or online alternatives (13%), collaborative efforts (8%), available resources (8%), government policies or funding priorities (4%), and other organizations meetings needs effectively (2%).



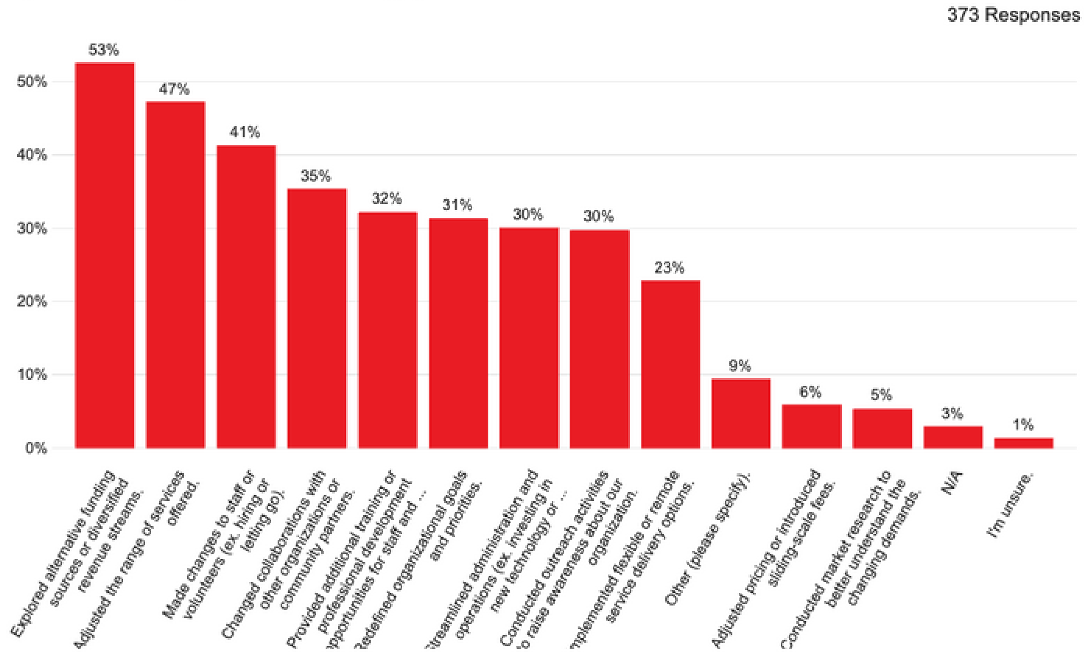
Similarly, of the respondents who indicated that their organization has experienced an increase (or significant increase) in demand for services in recent years, the COVID-19 pandemic (or other public health crises) is again the most selected option, identified by 50% of respondents. This is followed by changes in: community perceptions or awareness (42%), economic conditions or the job market (40%), need for services (37%), demographic or population (26%), other organizations not meetings needs effectively (24%), available resources (23%), government policies or funding priorities (23%), societal values/attitudes (20%), collaborative efforts (13%), costs or affordability of services (13%), and technology or online alternatives (7%).



Panellists were then asked how their organizations have responded to these increases or decreases in demand for their services. Those who have experienced a decrease in demand for service in recent years indicate that they have taken a range of steps to adjust their practices, notably conducting outreach activities to raise awareness about their organization (51%), exploring alternative funding sources and diversified revenue streams (40%), adjusting the range of the services they offer (40%), streamlining administration and operations (28%), making changes to staff (23%), and more.

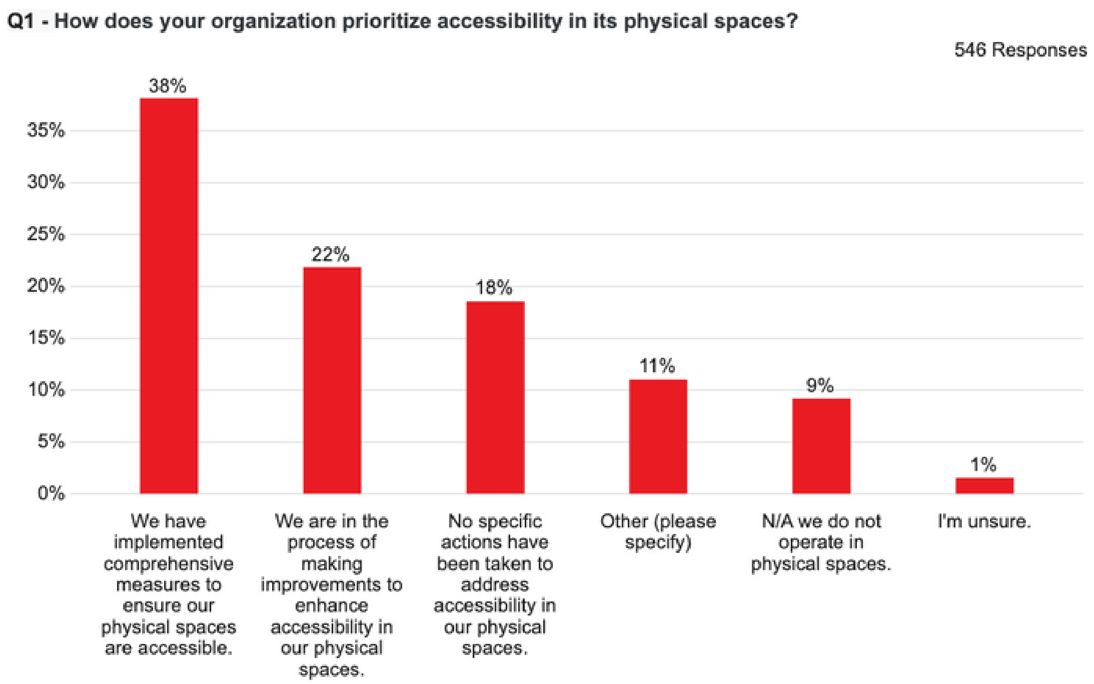
Panellists who have experienced an increase in demand for services in recent years identify exploring alternative funding sources and diversified revenue streams (53%), adjusting range of services offered (47%), changes to staff or volunteers (41%), changing collaborations with other organizations or community partners (35%), and providing additional training or professional development opportunities to staff (32%) as top choices.

Q3.2 - If your organization has experienced an increase in demand for services in recent years, how have you responded to this? (Please select all that apply



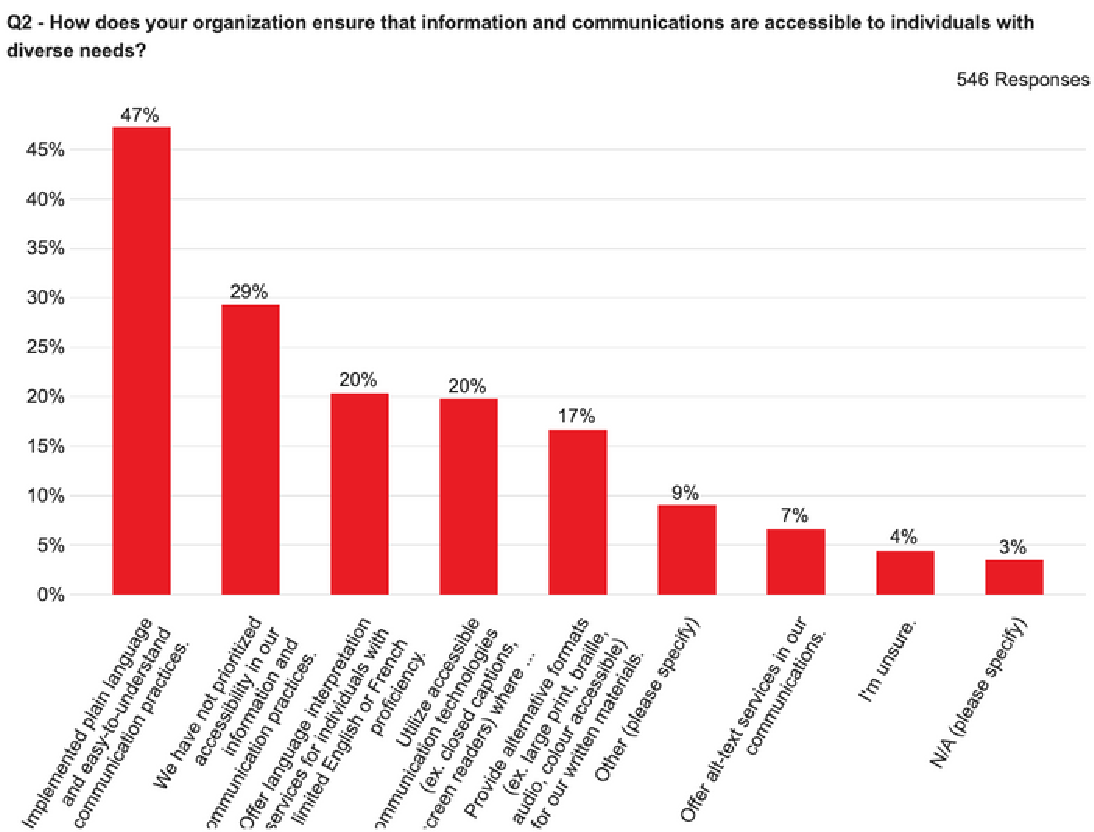
ACCESSIBILITY & INCLUSION

Week 31 of the CICP asked panellists about accessibility and inclusion issues in the sector. Participants were asked about their organization's efforts in prioritizing accessibility in their physical spaces, the accessibility of their information and their communications, and whether and how their organizations are ensuring that their programs and services are accessible.

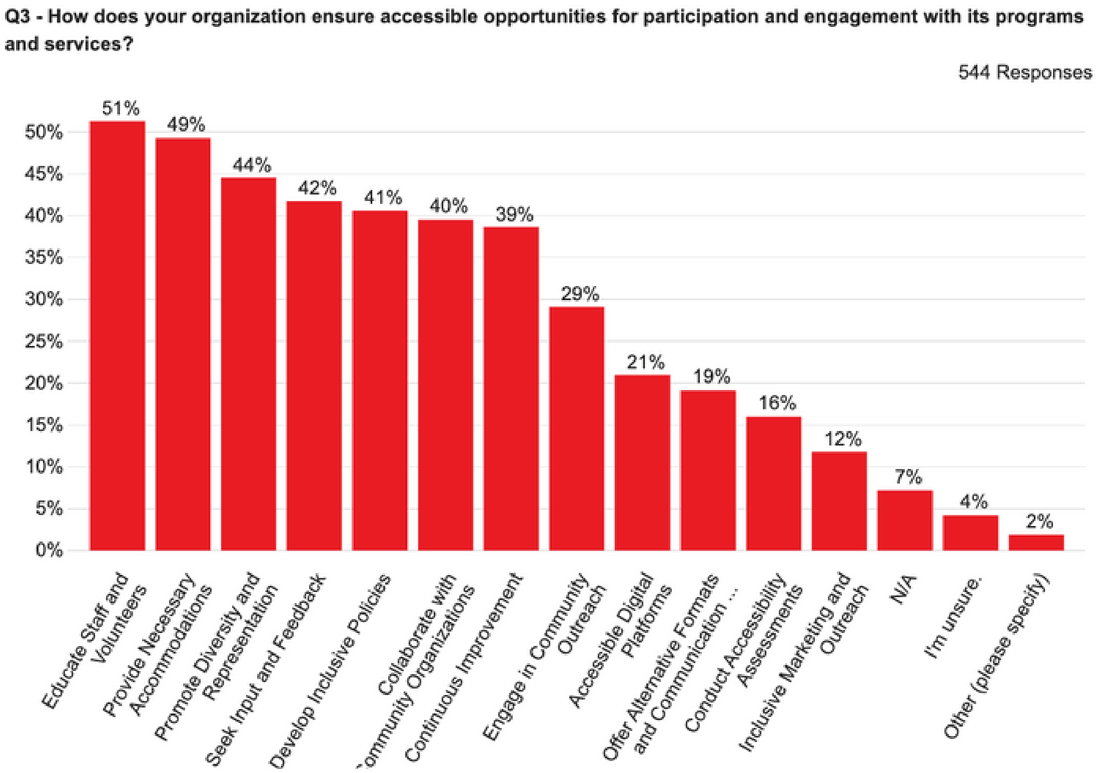


The first question of the survey asked panellists how their organization prioritizes accessibility in its physical spaces. 38% of respondents report that their organizations have already implemented comprehensive measures to ensure accessibility. 21% indicate that they are currently working to on this, and 18% note that no specific actions have been taken to address accessibility in their organization's physical space(s). Written responses under the "other" option (11%) provide context into some of the reasons why organization's may not be taking these steps, for example, some organizations lease their physical space(s) giving them less control over accessibility measures.

Panellists were then asked how their organizations ensure that information and communications are accessible to individuals with diverse needs. 47% of respondents note that they have adopted plain language and easy-to-understand communication practices to help ensure accessibility. 20% offer language interpretation services for individuals with limited French or English proficiency, 20% use accessible communications technology, 17% provide alternative formats for written materials, and 7% offer alt-text services. 29% of respondents report that they do not prioritize accessibility in their information and communication practices at all.



The final question from this week asked panellists how their organization ensures accessible opportunities for participation and engagement with their services and programs. The most common response from panellists of the provided options is that they “educate staff and volunteers” (51%), which is followed closely by “providing necessary accommodations” (50%) and “promoting diversity and representation” (44%). Many of the options in this question were selected by 39% of respondents or more, indicating that organizations are actively prioritizing accessibility in different ways, though as responses to the previous question indicate, there are still many organizations and areas within organizations that need to continue to think about these important measures.



LOOKING AHEAD

In the coming months, we will be exploring the following themes/topics:

- ***Funding Strategies***
- ***Regulation & Management of the Sector***
- ***Cross-Disciplinary Collaboration***
- ***Governance & Management***

As the project continues to grow, we will be updating our website frequently to include more detailed analyses of the data we collect, finalize the white papers related to the study's methodology, and upload working drafts of research papers our team is working on as well as the study's data. If there are questions you would like us to ask, please email them to us at cicp.pcpob@carleton.ca. We cannot guarantee their inclusion, but they will be given our full attention.

Mark your calendars – the CICP-PCPOB annual data summit will take place on Thursday November 9th, 2023. This event will be an opportunity for sector stakeholders to come together to review the year's results, consider the state of the sector and review the role(s) of the project for the year(s) to come.

Email: cicp.pcpob@carleton.ca
Website: https://carleton.ca/cicp-pcpob/
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APPENDIX - METHODOLOGY

The participants in this study were recruited using randomized lists created with publicly available T3010 data (2019), administered by the Canada Revenue Agency (CRA) https://www.canada.ca/en/revenue-agency.html. T3010 data was downloaded and sorted into sample lists. No data was altered from its original state. Our lists were produced as copies of an official work published by the Government of Canada and were not endorsed by, or produced in affiliation with, the Government of Canada.

This year, we partnered with the Canadian Hub for Applied and Social Research (CHASR) at the University of Saskatchewan to create our initial sample lists. As a team, we felt it was good practice to have a third party draw our randomized samples. From the initial population of 83,991 Canadian registered charities in 2019, we decided to exclude some organizations from the study in the first year. As we continue to study the whole population of registered charities, we hope that subsequent years will include more organizations.

The principal exclusions we discussed as a team from the T3010 dataset included: religious organizations associated with a specific denomination or place of worship (with some exceptions), hospitals, and schools. While the entire panel includes 1003 registered charities across the country, we also were mindful of creating seven subsamples to help us study specific groups with our final population of organizations. We opted for this strategy after our pilot study in June and July 2022 revealed the important challenges in recruiting some strata of the population of registered charities after our initial exclusions. The methodological details will be discussed in the white paper for this study (currently in preparation). In addition to excluding religious organizations, hospitals, and schools, we decided to constitute our panel as follows:

The final sampling frame for this year's study included the whole population of registered charities that –

a. Were designated as charities (type C in the T3010 form, thus excluding public and private foundations (type A and B).
b. Had at least 1 full time employee (FTE) based on their T3010 form data.
c. Had expenditures greater than $1 on their 2019 T3010 to make sure we focus on active charities.

Based on these criteria, the sampling frame was 32,384. We drew a randomized list of all the organizations left and recruited a total of 1074 participants. We refer to that first sample as the “main sample.” However, given our interest in specific subgroups of Canadian registered charities and in consultation with the sampling experts at CHASR, we created a series of sub-samples that would allow us to study some groups that proved problematic to recruit in our pilot phase.

The following sub-sample categories were created to include some of these hard-to-reach populations. In future years of the project, we will investigate further some of these subgroups and develop strategies to improve our recruitment efforts. These subsamples (SS) are as follows:

- **General Sample (GS):** Includes only designated charities type C in the T3010 form that had at least 1 full time employee (FTE) and expenditures greater than $1 on their 2019 T3010 to make sure we focus on active charities.
- **Subsample 1 (SS1):** Includes only charities with designation A and B (public and private foundations) that had expenditures of at least $1 in 2019.
- **Subsample 2 (SS2):** Includes only charities with the designation C (charities) that have no full-time employee (FTE) or that left the field blank and that had expenditures of at least $1 in 2019. Those are what we think of as volunteer run organizations.
- **Subsample 3 (SS3):** Includes all charities designated as C (charities) with at least one full time employee in the province of British Columbia and that had expenditures of at least $1 in 2019.
- **Subsample 4 (SS4):** Includes designation C charities with at least 1 FTE, $1 in expenditures in 2019 ensuring representation from all geographical regions of the country.
- **Subsample 5 (SS5):** Includes designation C charities with at least 1 FTE, $1 in expenditures in 2019 ensuring representation from the province of Québec.
- **Subsample 6 (SS6):** Includes designation C charities with at least 1 FTE, $1 in expenditures in 2019 that have spent at least $1 internationally (information found in Schedule 4).

Table 1 presents an overview of our study samples.

List	Population N (32,384)	Number of participants recruited
Main Sample	14,267	704
SS1 (Foundations)	936	65
SS2 (Volunteer-run charities)	16,575	124
SS3 (Charities in BC)	1,926	157
SS4 (Geographic regions)	14,266	732
SS5 (Charities in QC)	4,992	189
SS6 (International charities)	606	70

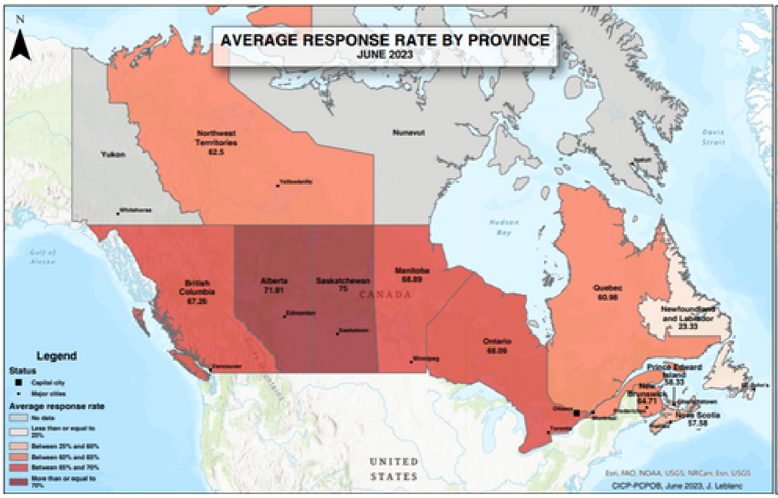
Table 1

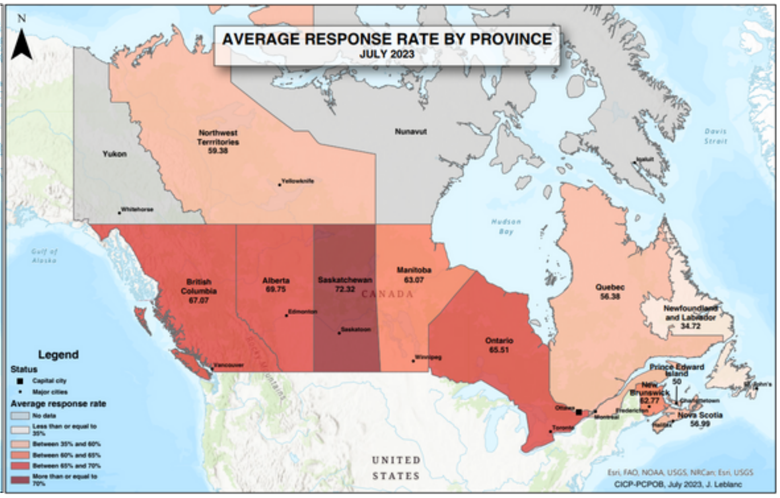
As of August 17, we had a panel of 871 subscribed panellists. Participant recruitment has been conducted via mail, e-mail, and phone calling. All new panelists have filled in a panelist information form. The data collected through these forms is then collated with existing CRA T3010 data to provide a more robust overall picture of panelist/organizational information. In addition to confirming their contact information, we ask them to give us greater details on their organization's human resources.

Questions are currently being developed by the CICP-PCPOB core team (Raggo, Phillips, and Mathieson). We are in the process of establishing an advisory board to help us respond to the needs of the communities and make sure the project captures emerging trends. Advisory board members will be recruited from various organizations representing the charitable sector in Canada.

Project surveys are distributed weekly on Wednesday mornings (7am Eastern Time). Panelists are given a response period of 24 hours. Reminder emails are sent 24 hours after the initial survey has been distributed (Thursday morning), providing panelists with an additional 24 hours to respond. Weekly reports are published on the CICP-PCPOB website every Friday morning, providing initial graphs and descriptive findings for the week's questions. The monthly reports, quarterly reports and research papers will provide more details on the trends observed and deeper analyses of the data collected.

We have an excellent average weekly response rate of about 68%, although we find this varies across geographic regions.





More technical information will soon be available on our website. We will share programing codes used to create our samples, analyses (when available), and research papers as we continue to develop the project. We are committed to collaborative, transparent, and accessible research. We welcome researchers interested in collaborating with our team.

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ANNEX | ANNEXE :

Subsample Breakouts by Week
Découpage des sous-échantillons par semaine

SS1/SE1: Foundations (private and public) | Fondations (privées et publiques)
SS2/SE2: Volunteer-run charities | Organisations caritatives gérées par des bénévoles
SS3/SE3: Charities in BC | Organismes de bienfaisance de la C.-B
SS4/SE4: Geographic regions | Régions géographiques
SS5/SE5: Charities in QC | Organismes de bienfaisance du Québec
SS6/SE6: International charities | Organisations caritatives internationales

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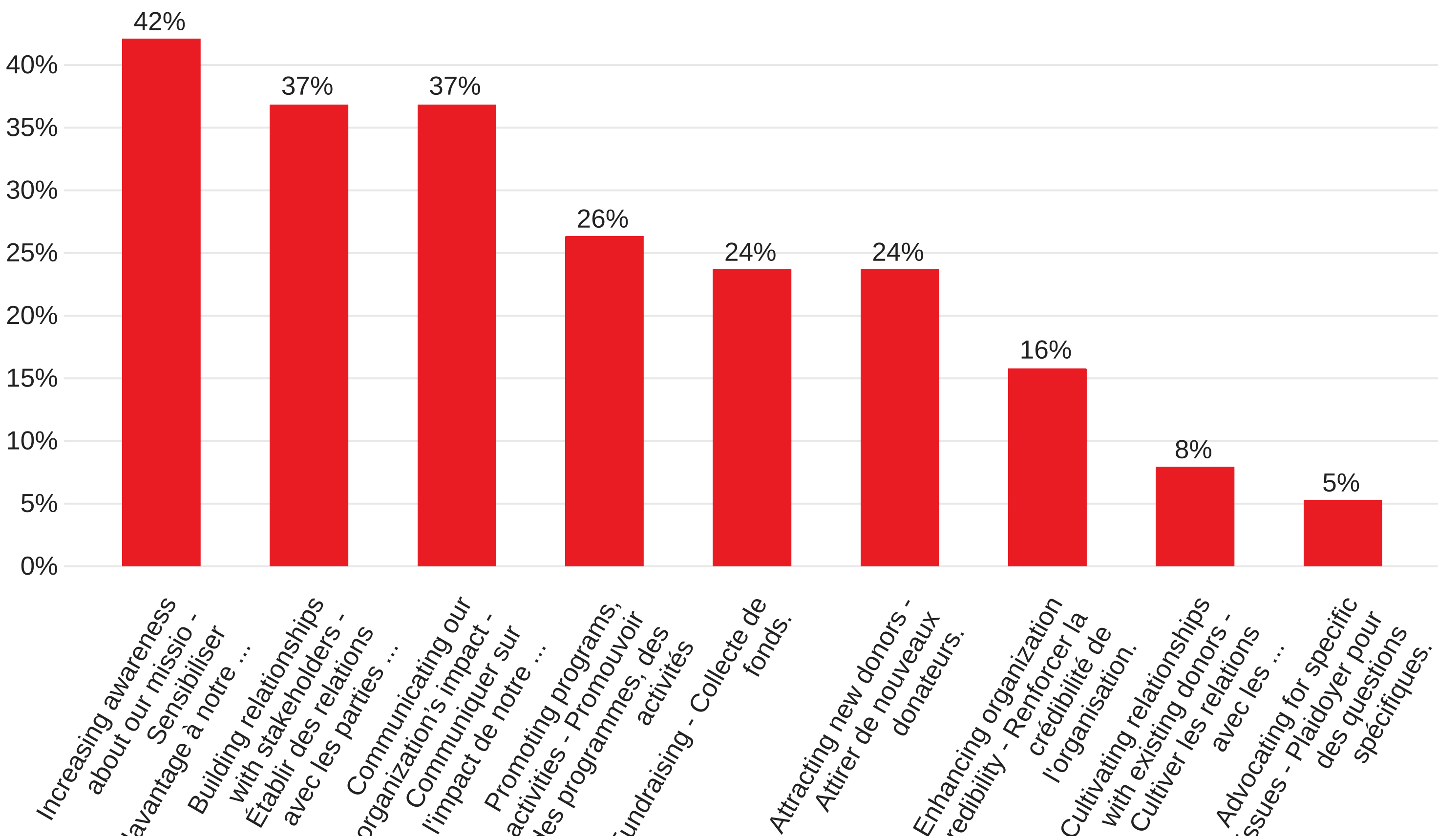
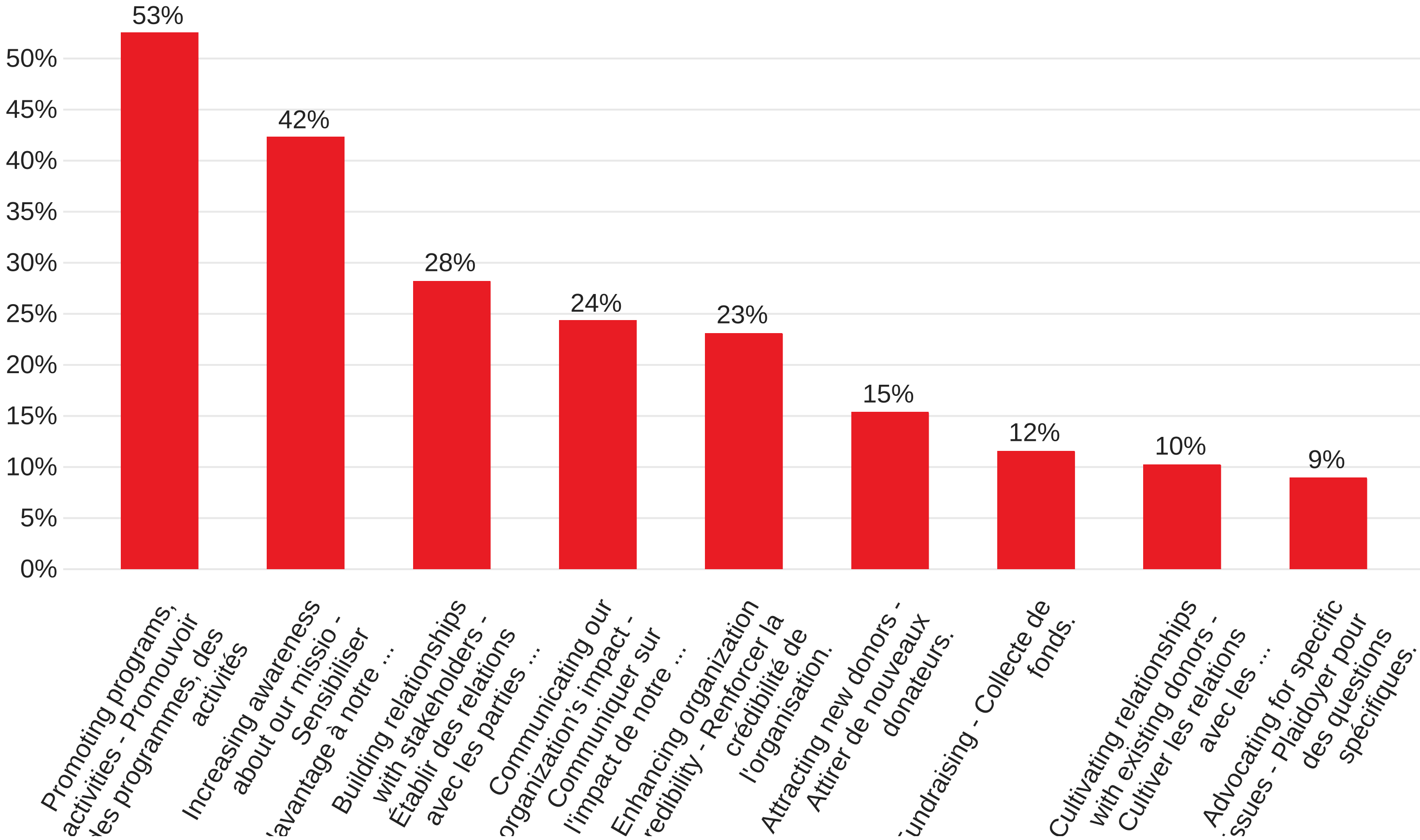
Week 25: Communications & Marketing | Semaine 25 : Communication et Marketing

Q1 - What would you identify as being the primary purposes of your organization's marketing and communications strategy? Please select your top three from the below list. |
Quels sont, selon vous, les principaux objectifs de la stratégie de marketing et de communication de votre organisation ? Veuillez sélectionner les trois principaux dans la liste ci-dessous.

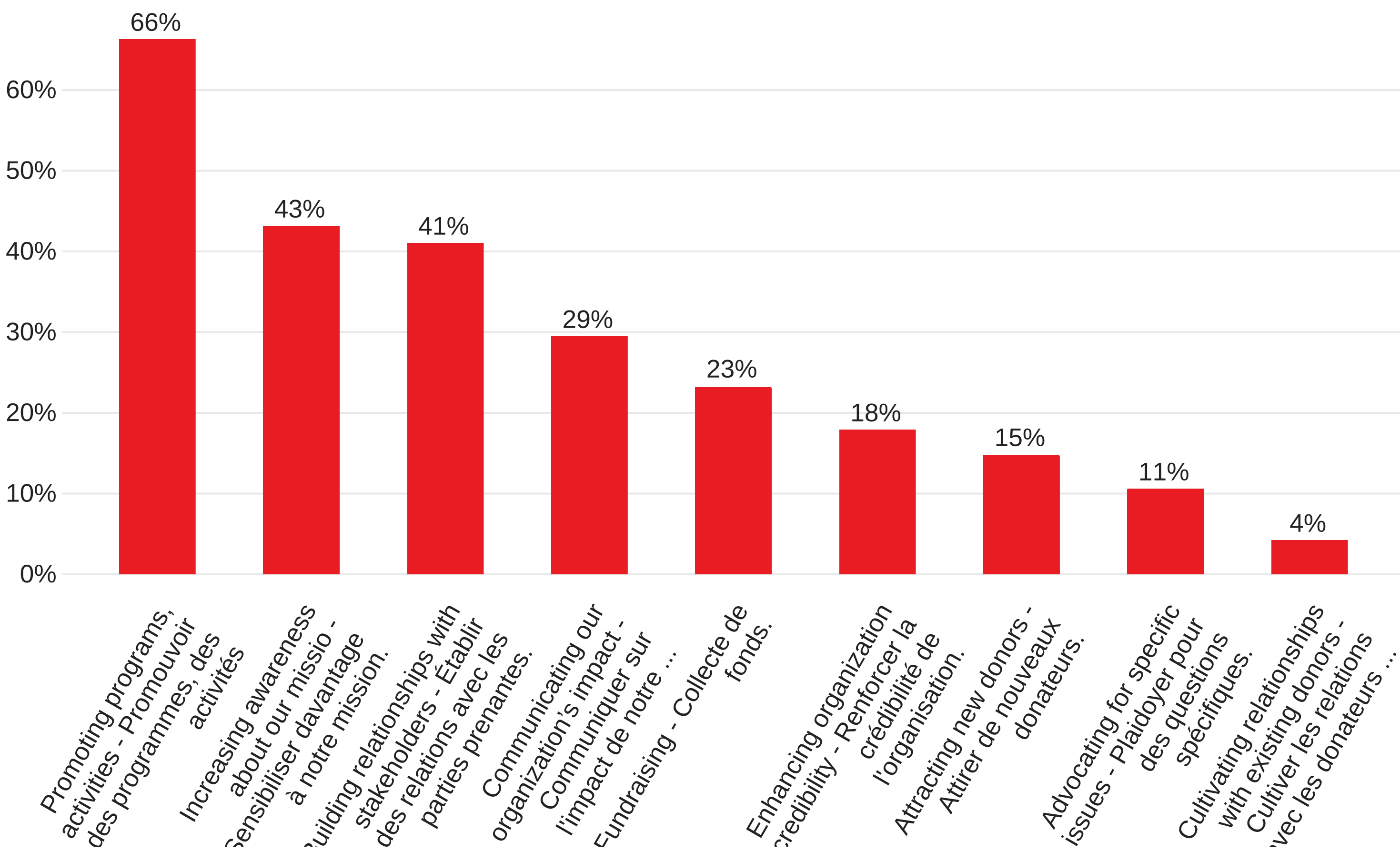
SS1/SE1: Foundations (private and public) | Foundations (privées et publiques)



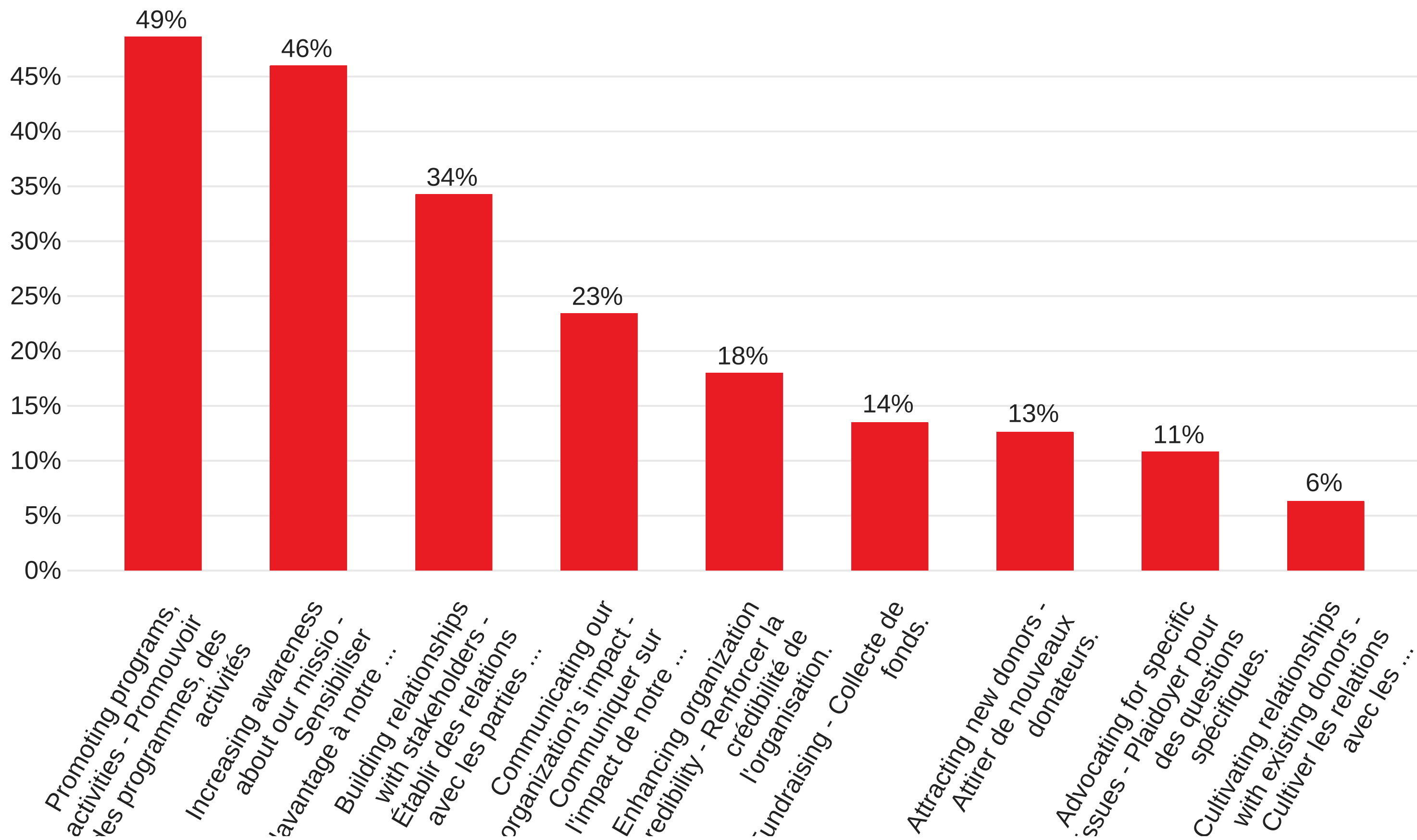
SS2/SE2: Volunteer-run charities | Organisations caritatives gérées par des bénévoles



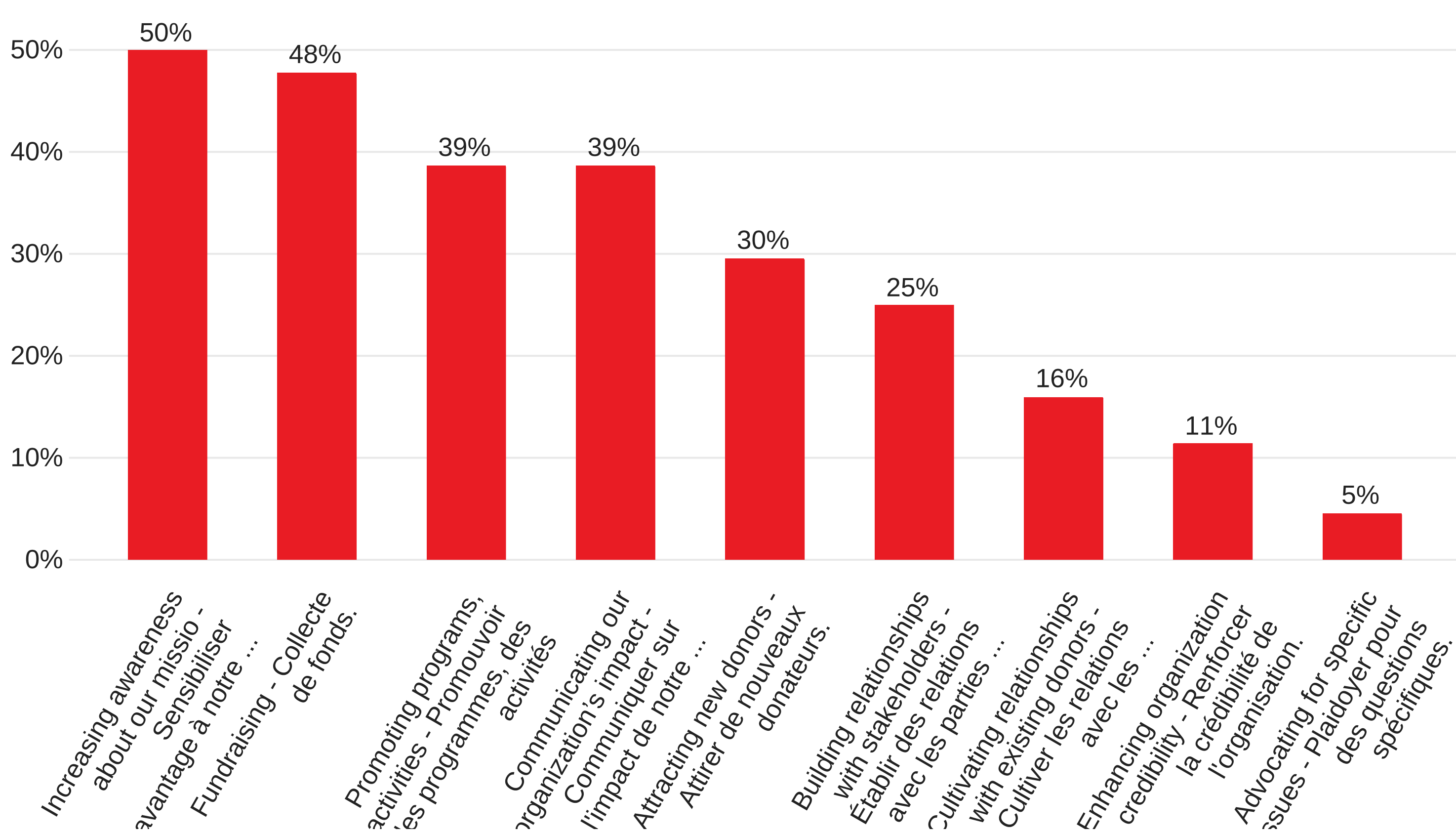
SS3/SE3: Charities in BC | Organismes de bienfaisance de la C.-B.



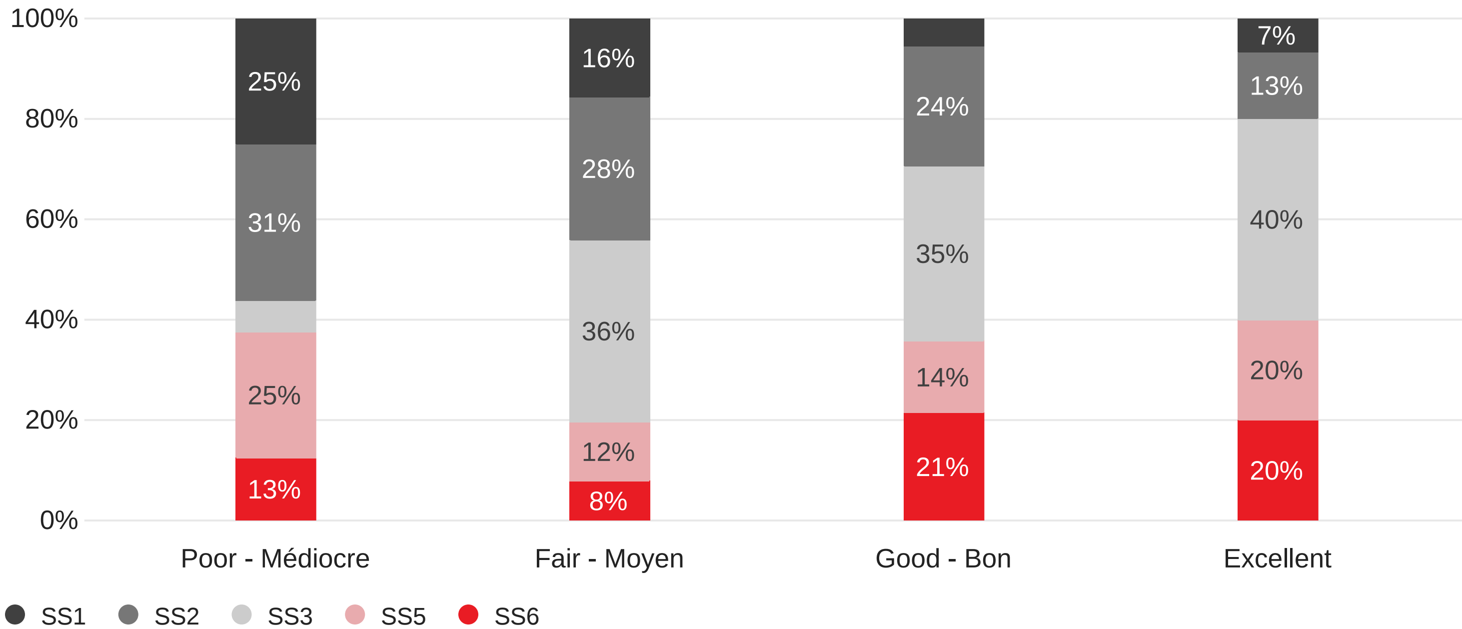
SS5/SE5: Charities in QC | Organismes de bienfaisances du Québec



SS6/SE6: International charities | Organisations caritatives internationales

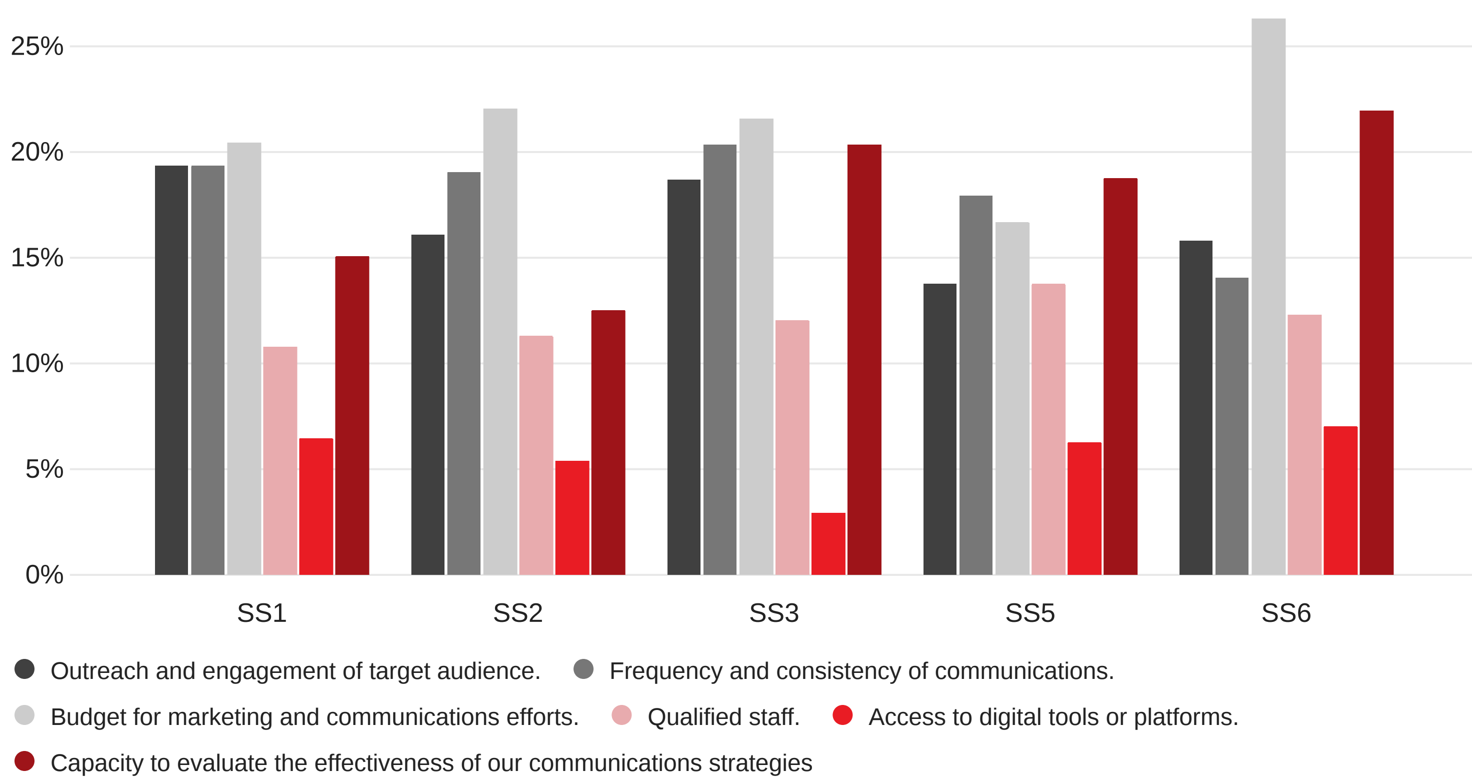


Q2 - How would you rate the overall effectiveness of your organization's communications and marketing strategy? (Scale from Poor to Excellent) | *Comment évaluez-vous l'efficacité globale de la stratégie de communication et de marketing de votre organisation ? (Échelle de médiocre à excellent)*

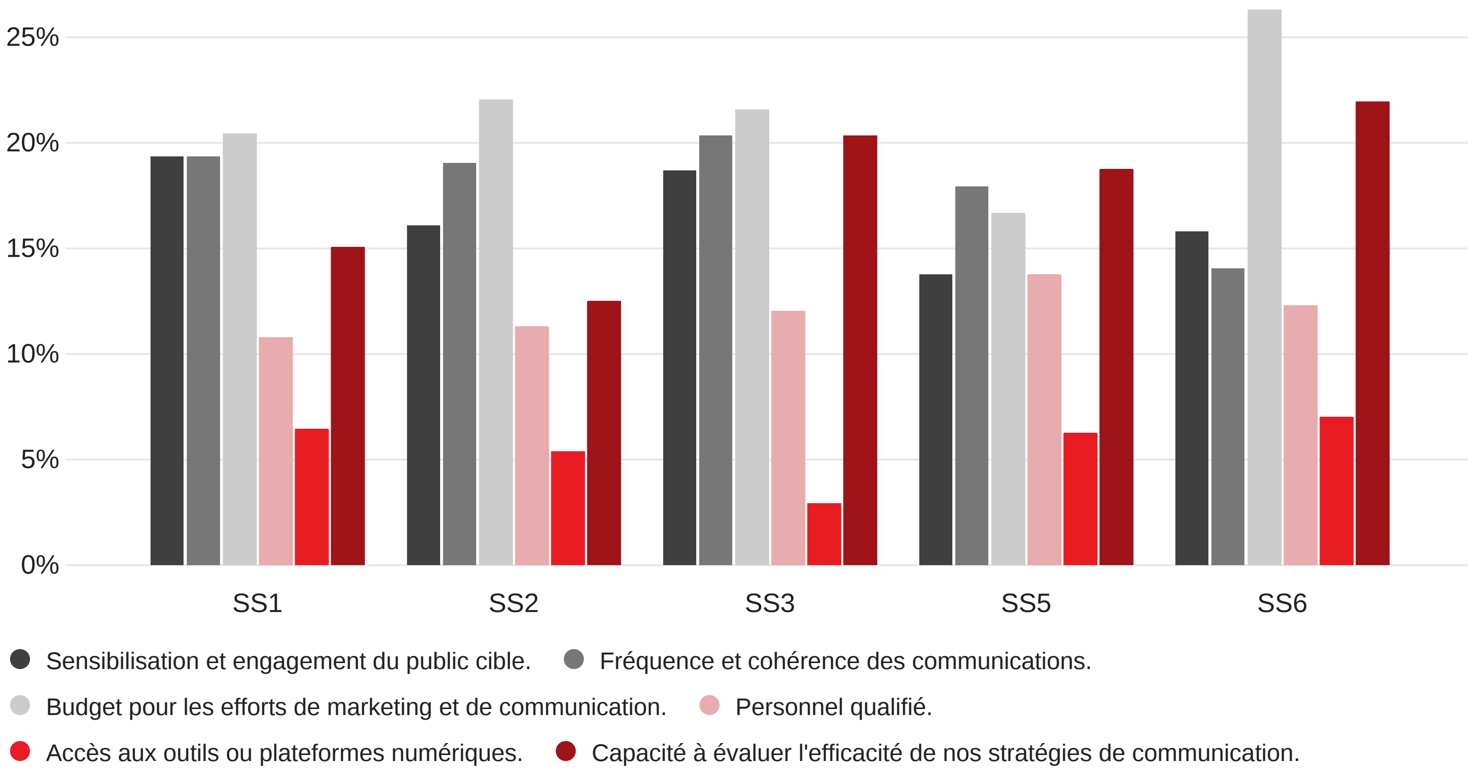


Q3 - What would you identify as being the three primary areas requiring improvements for your organization's marketing and communications strategy? | *Quels sont, selon vous, les trois principaux domaines dans lesquels la stratégie de marketing et de communication de votre organisation doit être améliorée ?*

English



Français


25%
20%
15%
10%
5%
0%
SS1
SS2
SS3
SS5
SS6
Sensibilisation et engagement du public cible.
Fréquence et cohérence des communications.
Budget pour les efforts de marketing et de communication.
Personnel qualifié.
Accès aux outils ou plateformes numériques.
Capacité à évaluer l'efficacité de nos stratégies de communication.

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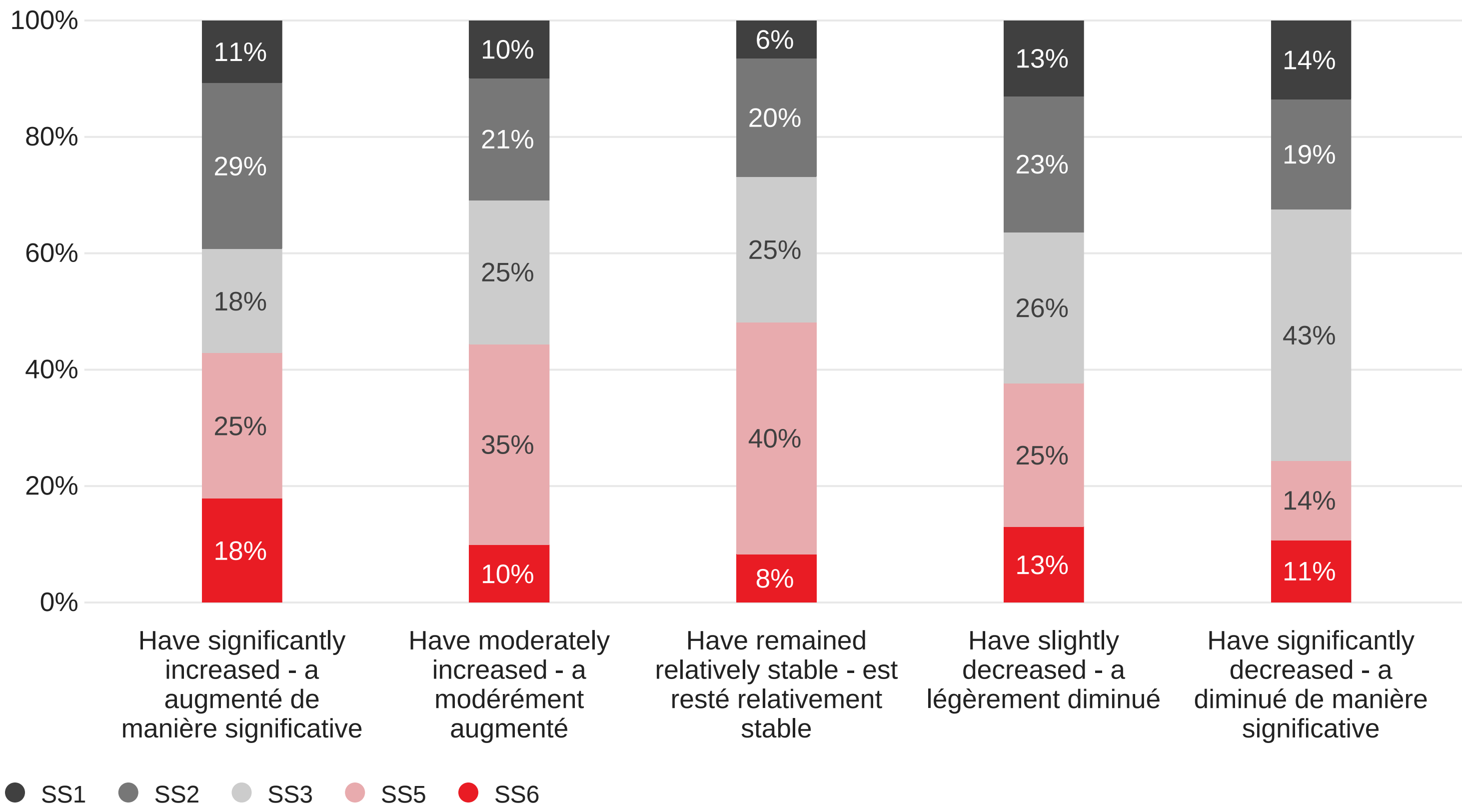
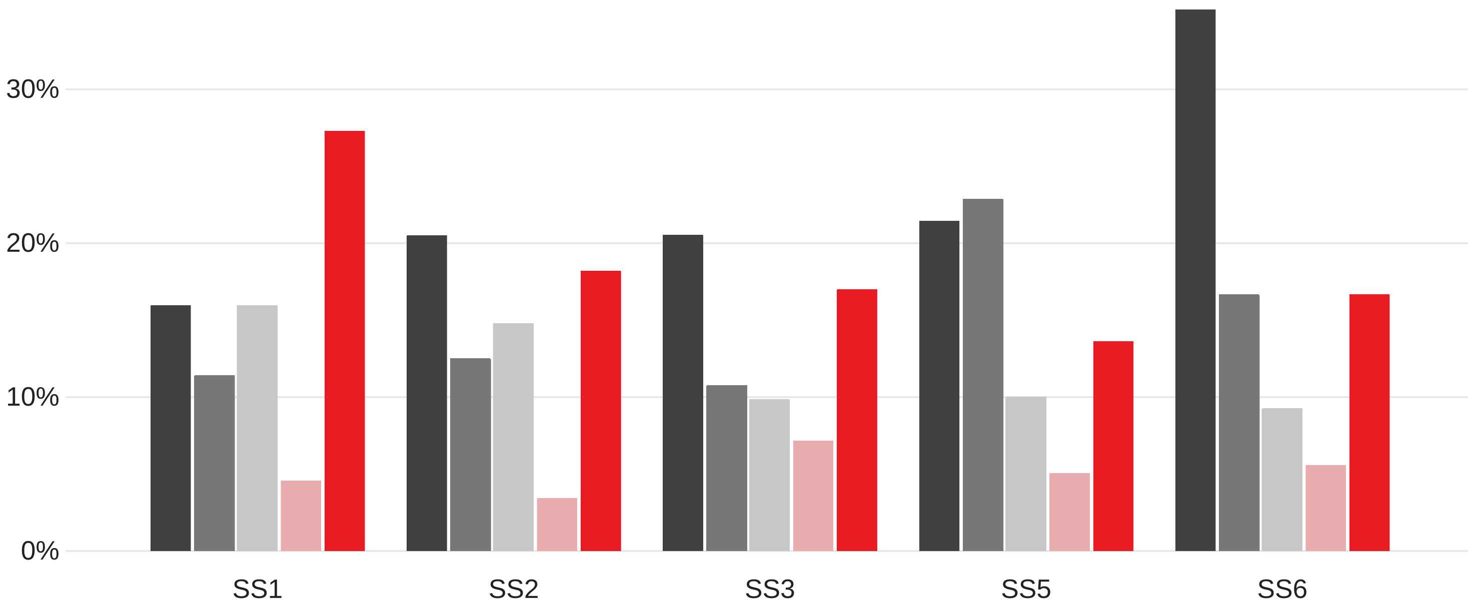
Week 26: Donor behavior and preferences | Semaine 26 : Comportement et préférences des donateurs et donatrices

Q1 - On a scale from significantly increased to significantly decreased, how would you describe donor levels of giving to your organization in the last few years? |
Sur une échelle allant d'une augmentation significative à une diminution significative, comment décririez-vous les niveaux de dons des donateurs à votre organisation au cours des dernières années ?



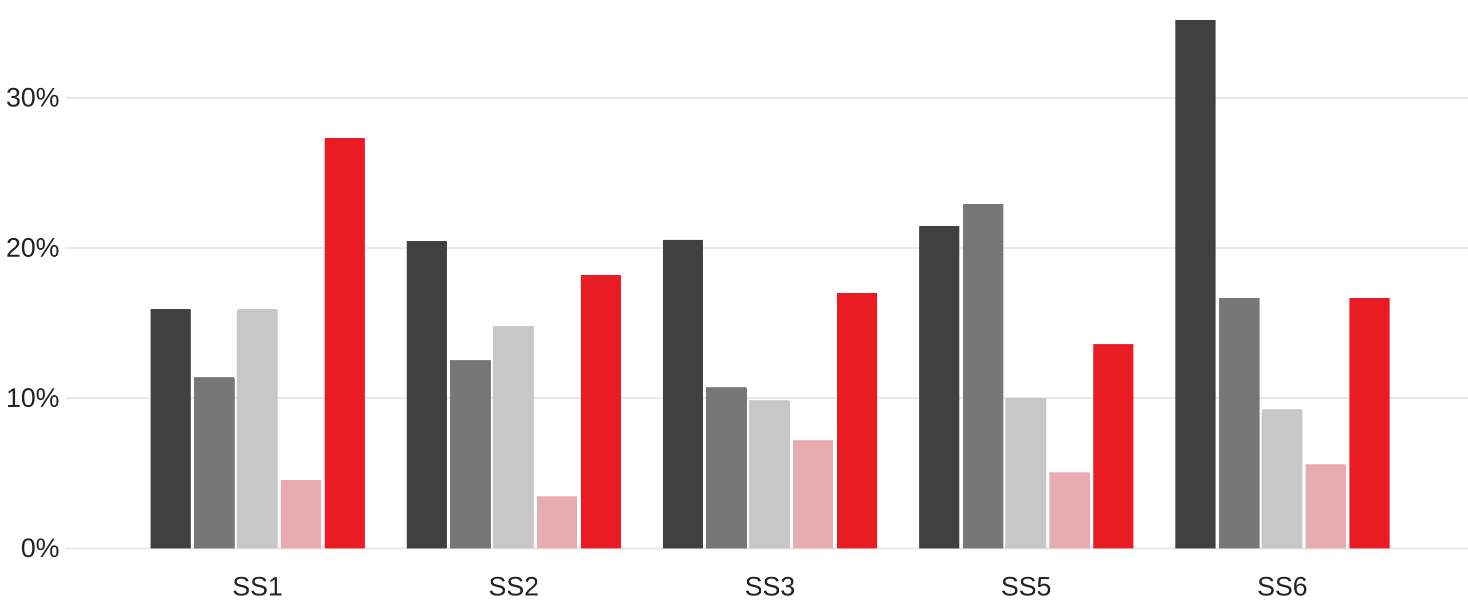
Q2 - If at all, how have donor attitudes changed in recent years towards your organization? |
Le cas échéant, comment l'attitude des donateurs a-t-elle évolué ces dernières années à l'égard de votre organisation ?

English



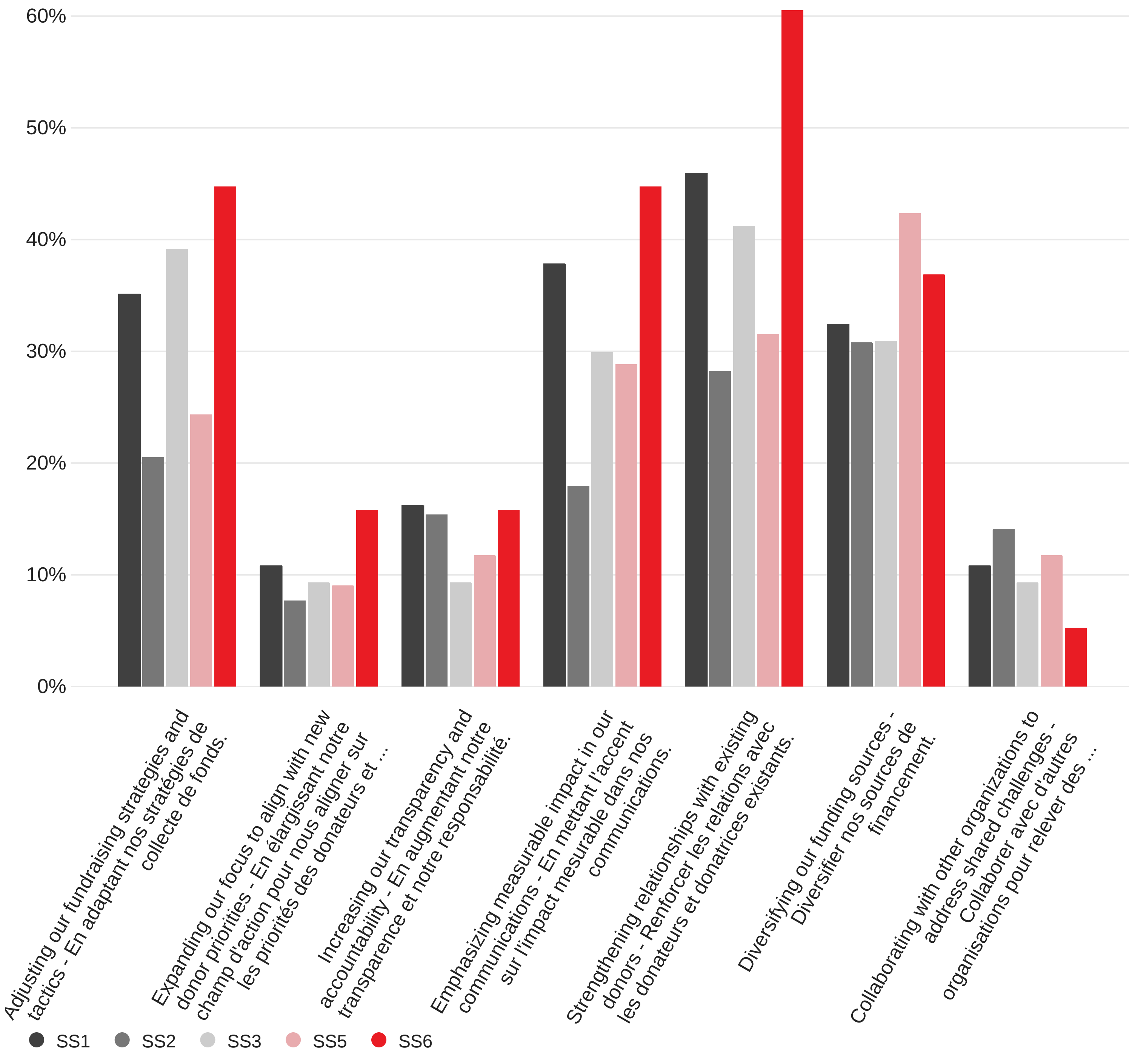
- We have observed a shift in donor priorities towards specific causes or issues
- Donors are increasingly seeking impact and transparency in their giving
- Donor engagement and participation have improved
- Donors are more inclined towards long-term commitments and recurring donations
- We have noticed a decrease in overall donor engagement and giving

Français



- Nous observons une évolution des priorités des donateurs.rices vers des problèmes spécifi...
- Les donateurs.rices recherchent de plus en plus l'impact et la transparence dans leurs dons.
- L'engagement et la participation des donateurs et donatrices se sont améliorés.
- Les donateurs.rices sont plus enclins à prendre des engagements à long terme et à faire d...
- Nous constatons une diminution de l'engagement des donateurs.rices et de leurs dons.

Q3 - How has your organization adapted to changes in donor attitudes and levels of giving? (Please choose the three most relevant options) | *Comment votre organisation s'est-elle adaptée à l'évolution de l'attitude des donateurs et du niveau de leurs dons ? (Veuillez choisir les trois options les plus pertinentes)*



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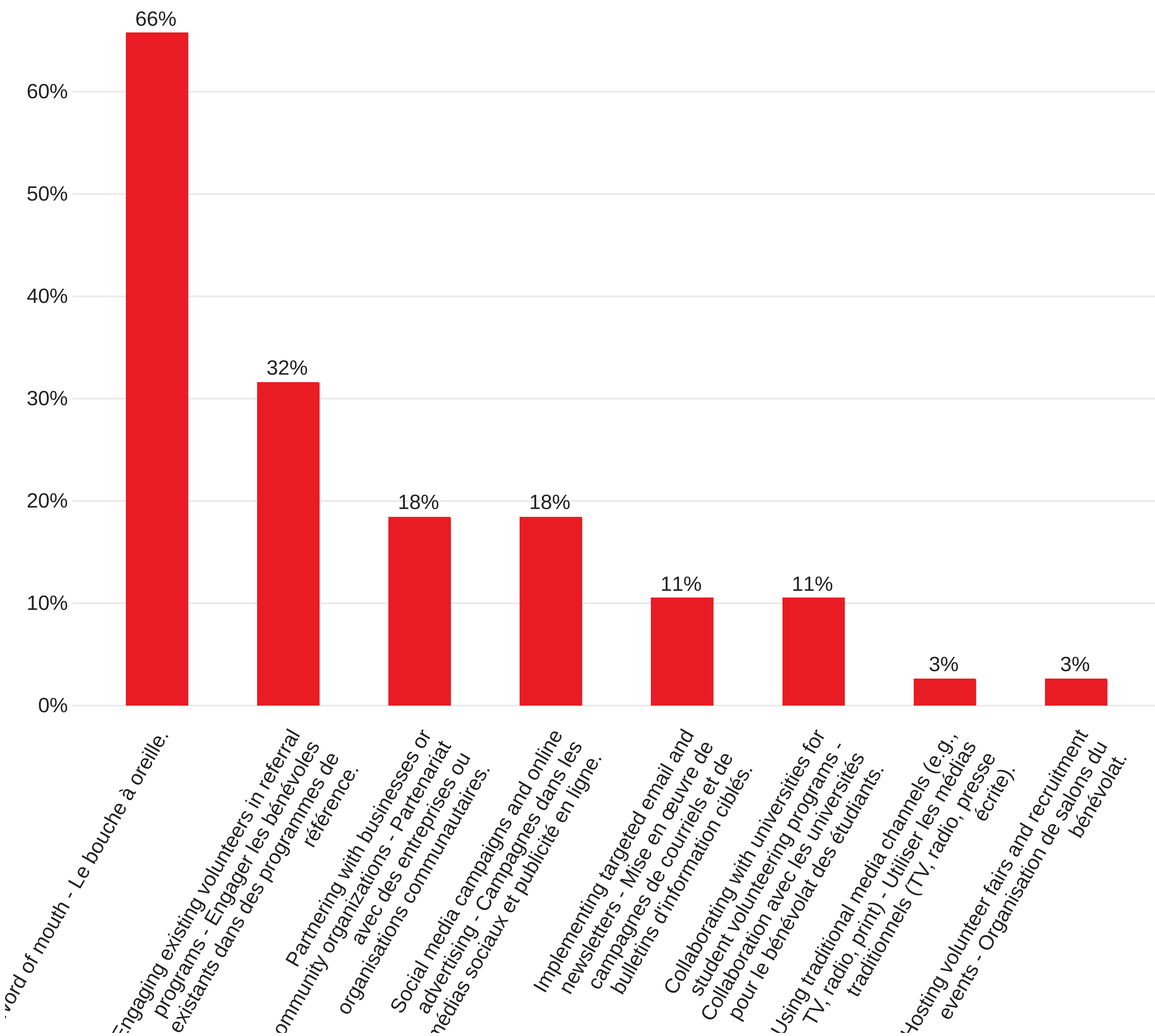
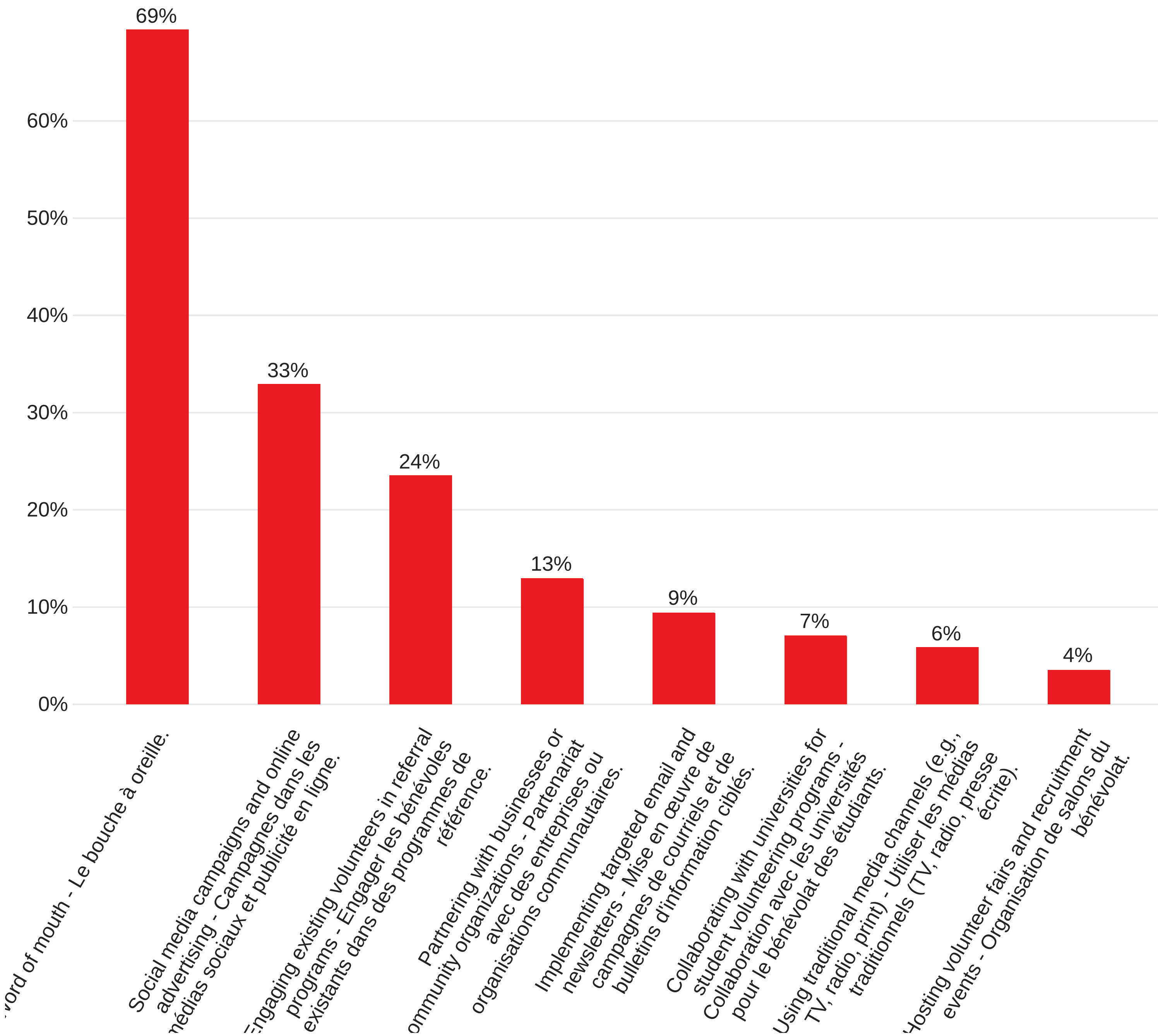
Week 27: Volunteer Recruitment | Semaine 27 : Recrutement des volontaires

Q1 - Which of the following methods has your charity found to be most effective in recruiting volunteers in recent years? | *Parmi les méthodes suivantes, quelle est celle que votre organisation caritative a jugée la plus efficace pour recruter des bénévoles au cours des dernières années ?*

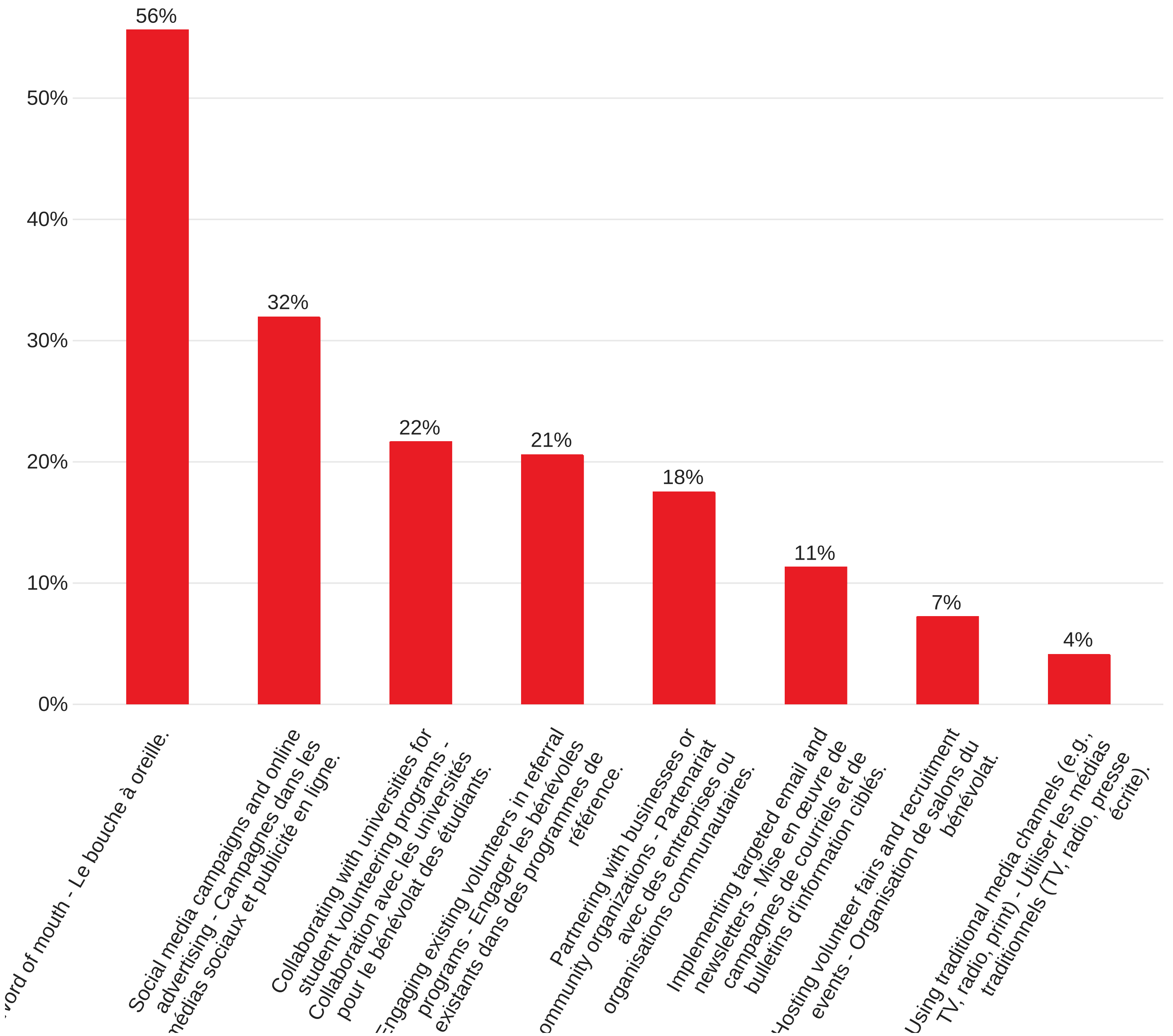
SS1/SE1: Foundations (private and public) | Foundations (privées et publiques)



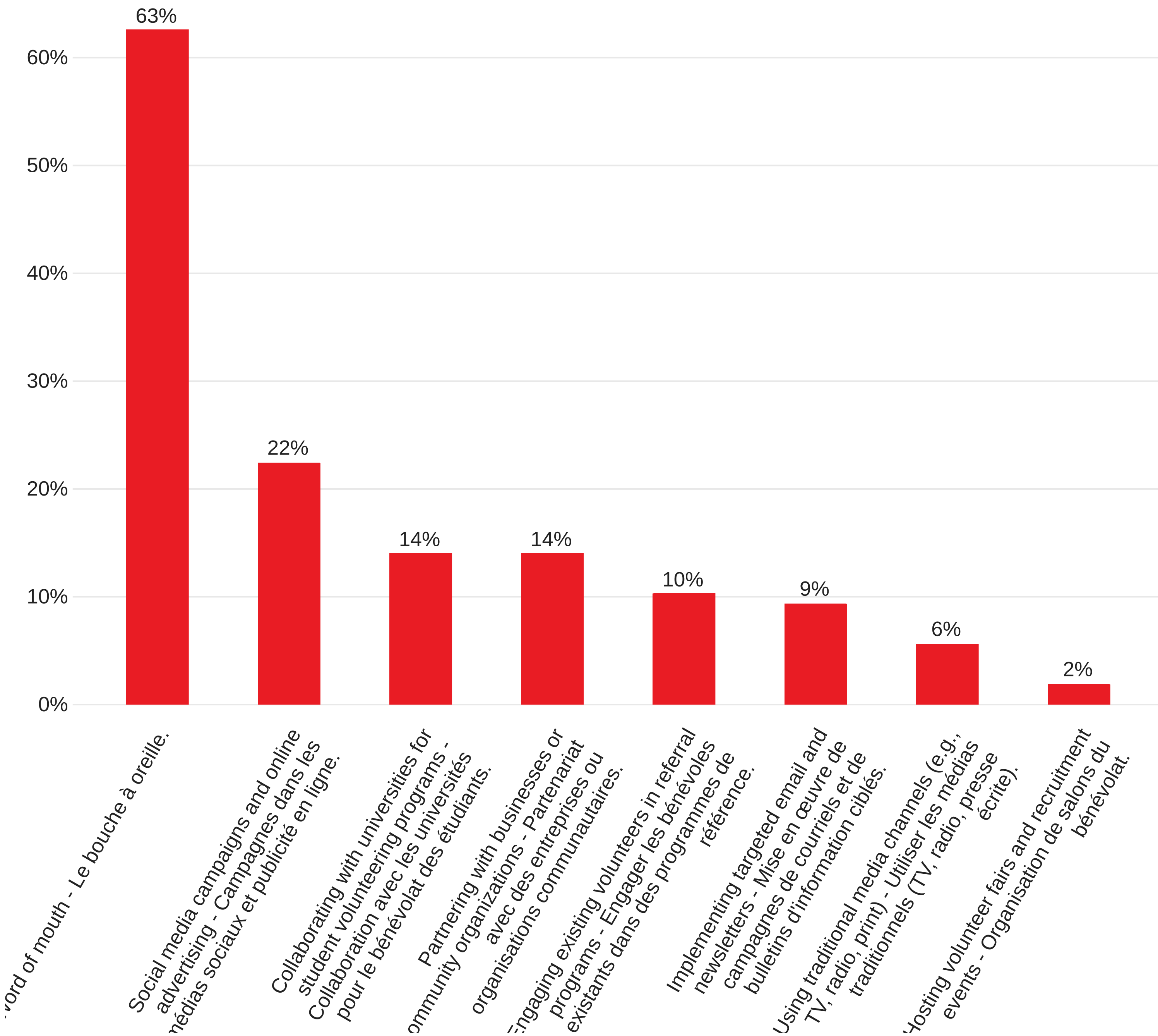
SS2/SE2: Volunteer-run charities | Organisations caritatives gérées par des bénévoles



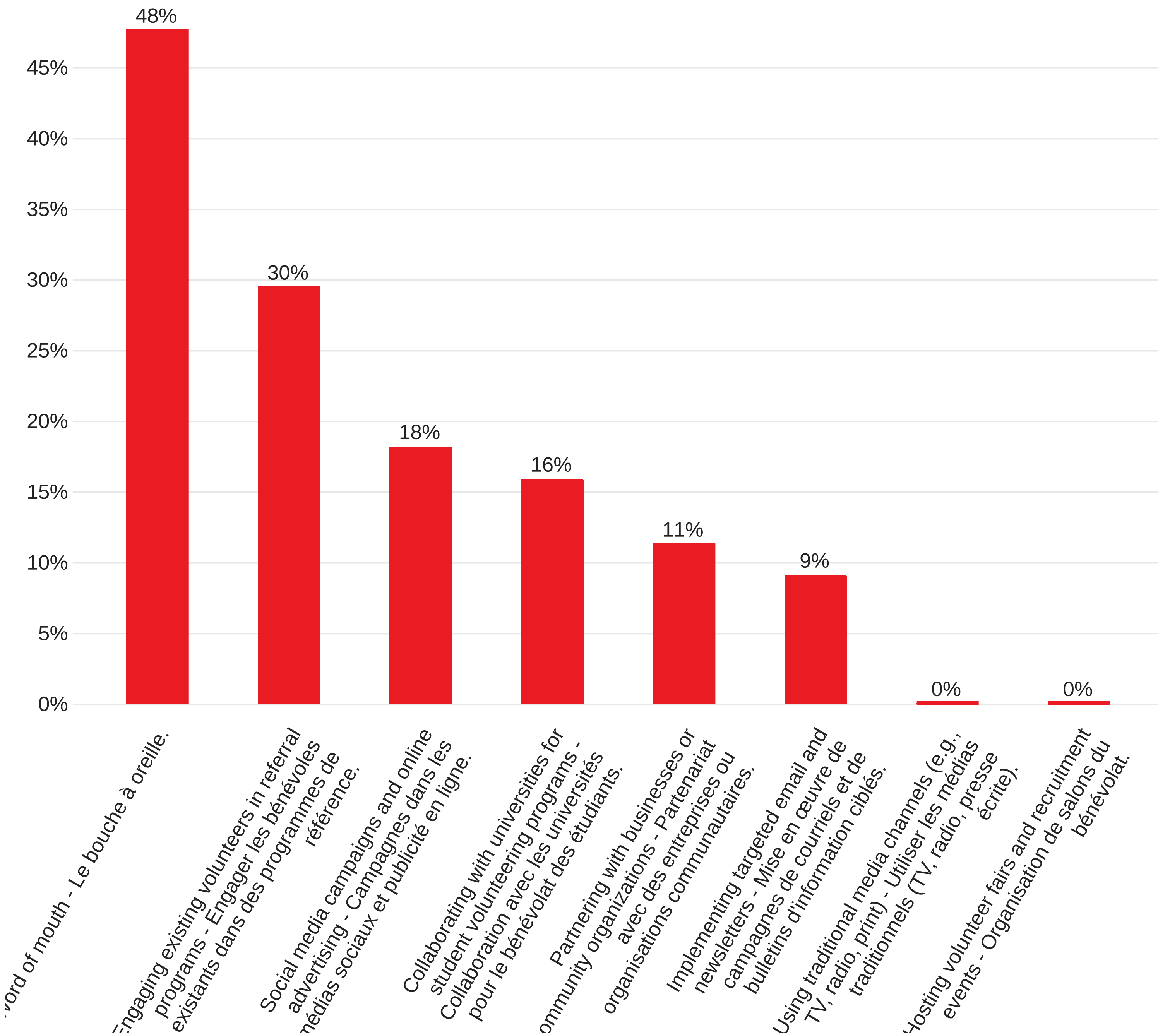
SS3/SE3: Charities in BC | Organismes de bienfaisance de la C.-B.



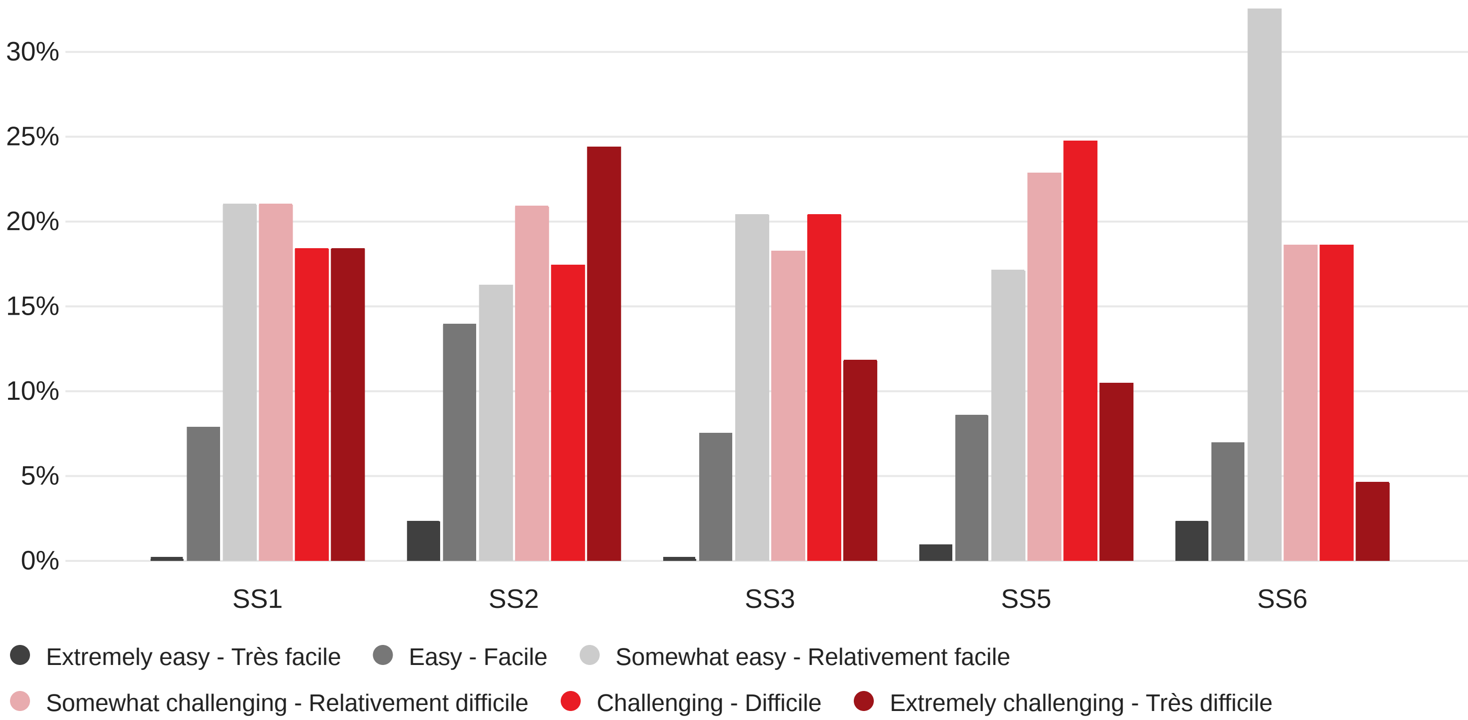
SS5/SE5: Charities in QC | Organismes de bienfaisances du Québec



SS6/SE6: International charities | Organisations caritatives internationales



Q2 - In recent years, have you found it to be easy or challenging for your organization to recruit volunteers? | *Ces dernières années, avez-vous trouvé qu'il était facile ou difficile pour votre organisation de recruter des bénévoles ?*



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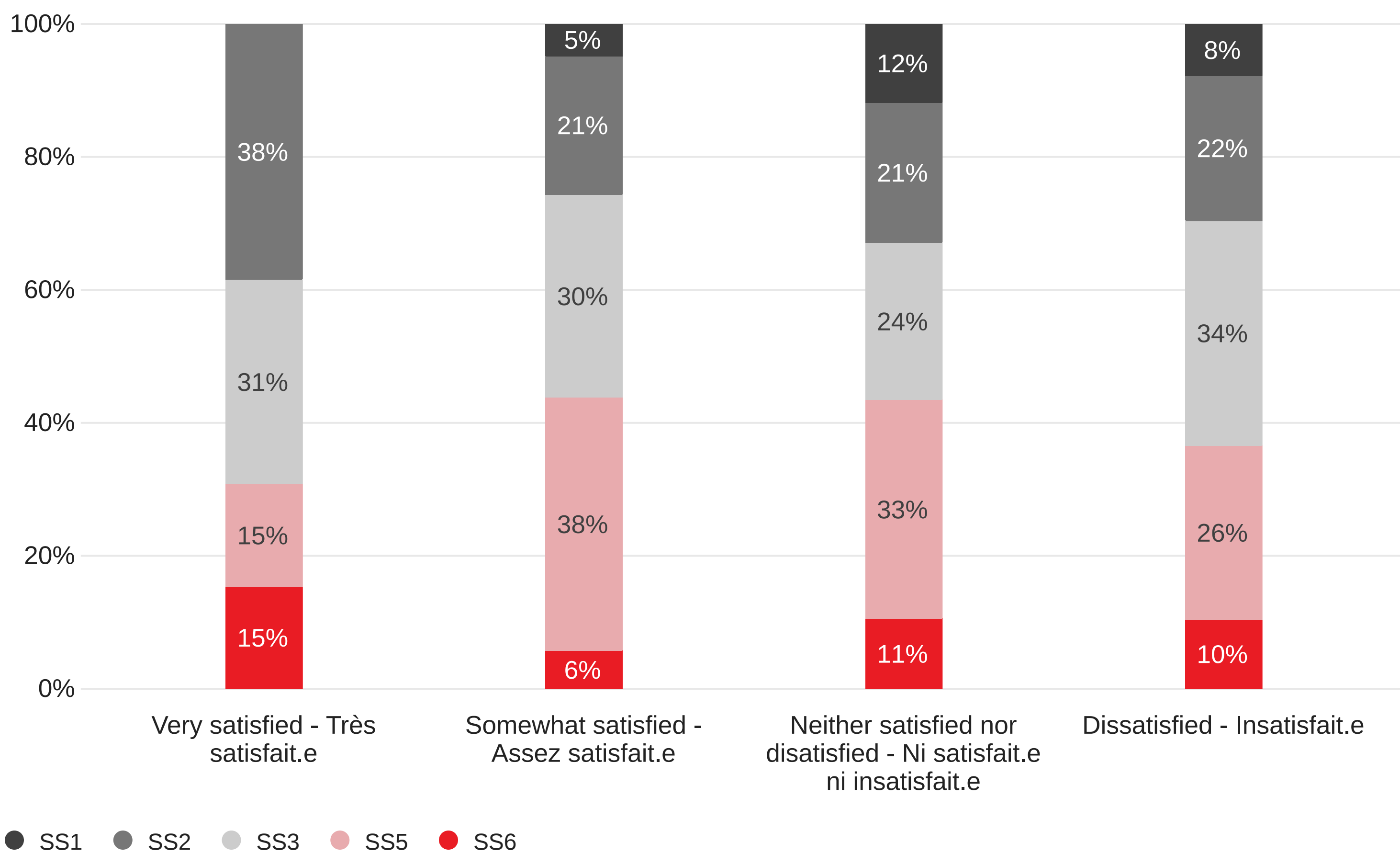
Week 28: Impact of Government funding on the sector | Semaine 28 : Impact du financement public sur le secteur

Q1 - How satisfied is your organization with regards to the accessibility of government funding programs and grants? | *Quel est le degré de satisfaction de votre organisation en ce qui concerne l'accessibilité des programmes de financement et des subventions du gouvernement ?*



Q2 - What are common concerns within your organization regarding government funding programs and grants? *(Select all that apply)* | *Quelles sont les préoccupations les plus courantes au sein de votre organisation en ce qui concerne les programmes de financement public et les subventions ? (Sélectionnez toutes les réponses qui s'appliquent)*

SS1/SE1: Foundations (private and public) | Foundations (privées et publiques)	Percentage of Responses
Limited eligibility criteria - Critères d'éligibilité limités	48%
Excessive reporting requirements - Exigences excessives en matière de rapports	39%
Lack of awareness for what programs or grants are available to us - Manque d'information sur les programmes ou les subventions qui sont à notre disposition	36%
Lacking relevant funding programs and grants - Manque de programmes de financement et de subventions	36%
Lengthy approval timelines - Longs délais d'approbation	36%
Insufficient funding amounts - Montants de financement insuffisants	36%
Complex and confusing application forms - Des formulaires de demande complexes et déroutants	30%
Inequitable distribution of funds across sectors - Répartition inéquitable des fonds entre les secteurs	24%
Difficulty in accessing information and resources for applications - Difficultés d'accès à l'information et aux ressources pour les candidatures	18%
Inconsistent communication from funding agencies - Communication incohérente de la part des agences de financement	15%
Lack of transparency in application processes - Manque de transparence dans les procédures de candidature	12%
Unpredictable changes in funding guidelines - Changements imprévisibles dans les lignes directrices en matière de financement	9%

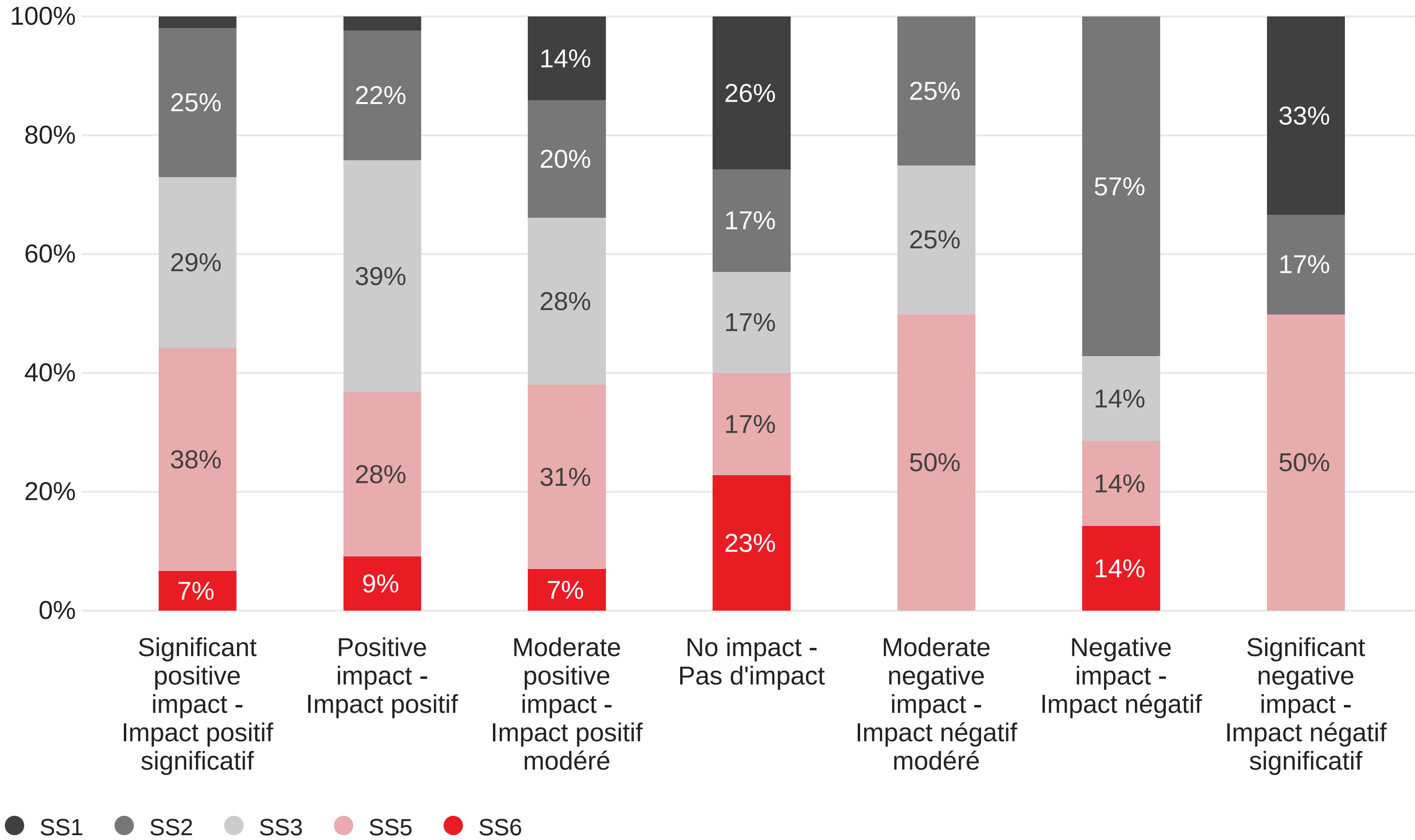
SS2/SE2: Volunteer-run charities | Organisations caritatives gérées par des bénévoles	Percentage of Responses
Lengthy approval timelines - Longs délais d'approbation	47%
Lack of awareness for what programs or grants are available to us - Manque d'information sur les programmes ou les subventions qui sont à notre disposition	41%
Complex and confusing application forms - Des formulaires de demande complexes et déroutants	41%
Limited eligibility criteria - Critères d'éligibilité limités	41%
Insufficient funding amounts - Montants de financement insuffisants	30%
Excessive reporting requirements - Exigences excessives en matière de rapports	30%
Lacking relevant funding programs and grants - Manque de programmes de financement et de subventions	29%
Inequitable distribution of funds across sectors - Répartition inéquitable des fonds entre les secteurs	25%
Difficulty in accessing information and resources for applications - Difficultés d'accès à l'information et aux ressources pour les candidatures	20%
Unpredictable changes in funding guidelines - Changements imprévisibles dans les lignes directrices en matière de financement	15%
Inconsistent communication from funding agencies - Communication incohérente de la part des agences de financement	10%
Lack of transparency in application processes - Manque de transparence dans les procédures de candidature	6%

SS3/SE3: Charities in BC | Organismes de bienfaisance de la C.-B.	Percentage of Responses
Insufficient funding amounts - Montants de financement insuffisants	57%
Lengthy approval timelines - Longs délais d'approbation	56%
Excessive reporting requirements - Exigences excessives en matière de rapports	49%
Limited eligibility criteria - Critères d'éligibilité limités	38%
Lack of awareness for what programs or grants are available to us - Manque d'information sur les programmes ou les subventions qui sont à notre disposition	37%
Lacking relevant funding programs and grants - Manque de programmes de financement et de subventions	37%
Inequitable distribution of funds across sectors - Répartition inéquitable des fonds entre les secteurs	33%
Complex and confusing application forms - Des formulaires de demande complexes et déroutants	33%
Inconsistent communication from funding agencies - Communication incohérente de la part des agences de financement	22%
Lack of transparency in application processes - Manque de transparence dans les procédures de candidature	22%
Unpredictable changes in funding guidelines - Changements imprévisibles dans les lignes directrices en matière de financement	18%
Difficulty in accessing information and resources for applications - Difficultés d'accès à l'information et aux ressources pour les candidatures	11%

SS5/SE5: Charities in QC | Organismes de bienfaisances du Québec	Percentage of Responses
Insufficient funding amounts - Montants de financement insuffisants	62%
Excessive reporting requirements - Exigences excessives en matière de rapports	51%
Complex and confusing application forms - Des formulaires de demande complexes et déroutants	47%
Lengthy approval timelines - Longs délais d'approbation	45%
Limited eligibility criteria - Critères d'éligibilité limités	33%
Lack of awareness for what programs or grants are available to us - Manque d'information sur les programmes ou les subventions qui sont à notre disposition	26%
Lacking relevant funding programs and grants - Manque de programmes de financement et de subventions	24%
Inequitable distribution of funds across sectors - Répartition inéquitable des fonds entre les secteurs	19%
Inconsistent communication from funding agencies - Communication incohérente de la part des agences de financement	12%
Lack of transparency in application processes - Manque de transparence dans les procédures de candidature	12%
Difficulty in accessing information and resources for applications - Difficultés d'accès à l'information et aux ressources pour les candidatures	10%
Unpredictable changes in funding guidelines - Changements imprévisibles dans les lignes directrices en matière de financement	10%

SS6/SE6: International charities | Organisations caritatives internationales	Percentage of Responses
Lengthy approval timelines - Longs délais d'approbation	42%
Limited eligibility criteria - Critères d'éligibilité limités	39%
Excessive reporting requirements - Exigences excessives en matière de rapports	36%
Complex and confusing application forms - Des formulaires de demande complexes et déroutants	31%
Lack of awareness for what programs or grants are available to us - Manque d'information sur les programmes ou les subventions qui sont à notre disposition	25%
Insufficient funding amounts - Montants de financement insuffisants	22%
Inequitable distribution of funds across sectors - Répartition inéquitable des fonds entre les secteurs	19%
Inconsistent communication from funding agencies - Communication incohérente de la part des agences de financement	17%
Lack of transparency in application processes - Manque de transparence dans les procédures de candidature	17%
Unpredictable changes in funding guidelines - Changements imprévisibles dans les lignes directrices en matière de financement	14%
Lacking relevant funding programs and grants - Manque de programmes de financement et de subventions	14%
Difficulty in accessing information and resources for applications - Difficultés d'accès à l'information et aux ressources pour les candidatures	11%

Q3 - In your organization's experience, what kind of impact have government funding programs and grants had on your organizations overall financial sustainability and ability to achieve your mission? | *D'après l'expérience de votre organisation, quel type d'impact les programmes de financement et les subventions du gouvernement ont-ils eu sur la viabilité financière globale de votre organisation et sur sa capacité à réaliser sa mission ?*



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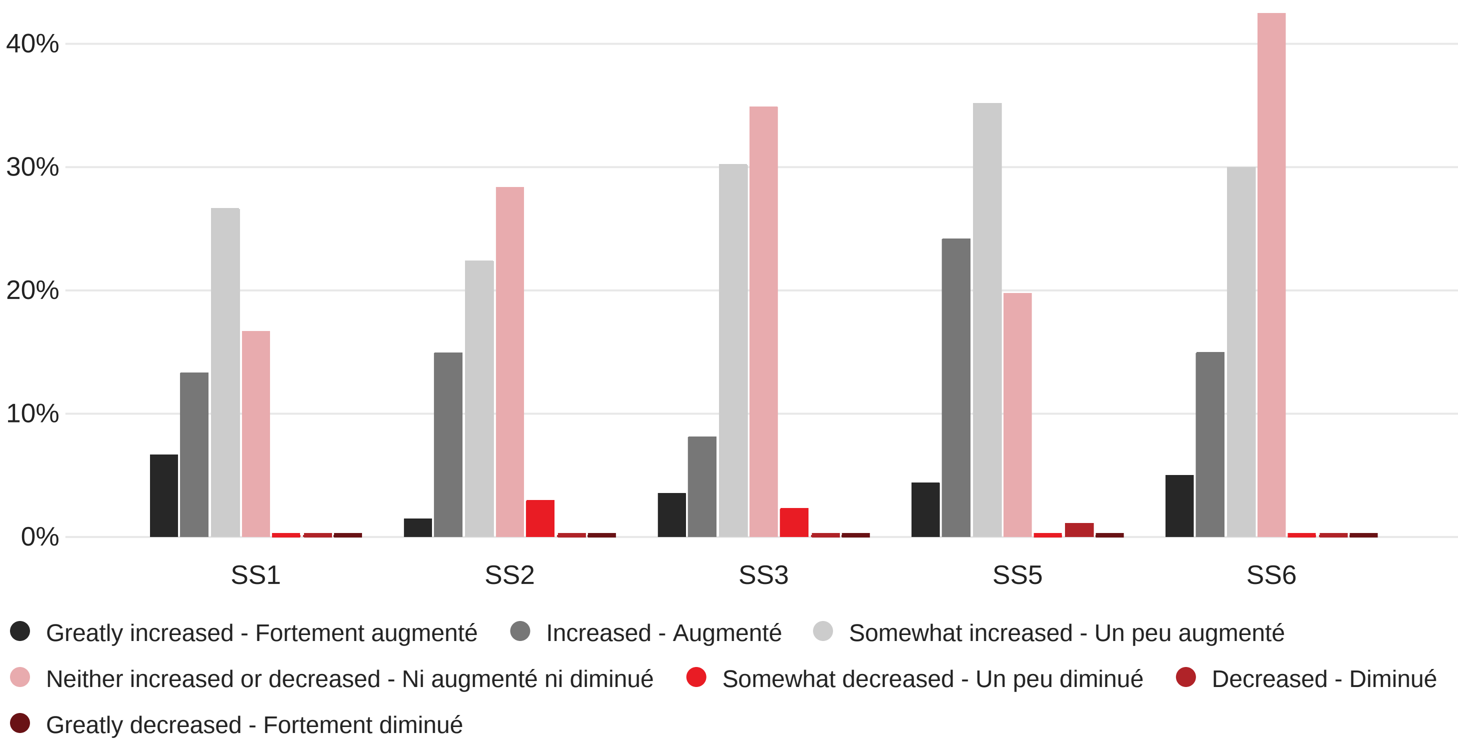
Week 29: Digital Transformation | Semaine 29 : Transformation Digitale

Q1 - What kinds of technological advancements has your organization implemented in recent years? *(please select all that apply)* | *Quels types d'avancées technologiques votre organisation a-t-elle mis en œuvre ces dernières années ? (veuillez sélectionner toutes les réponses qui s'appliquent)*

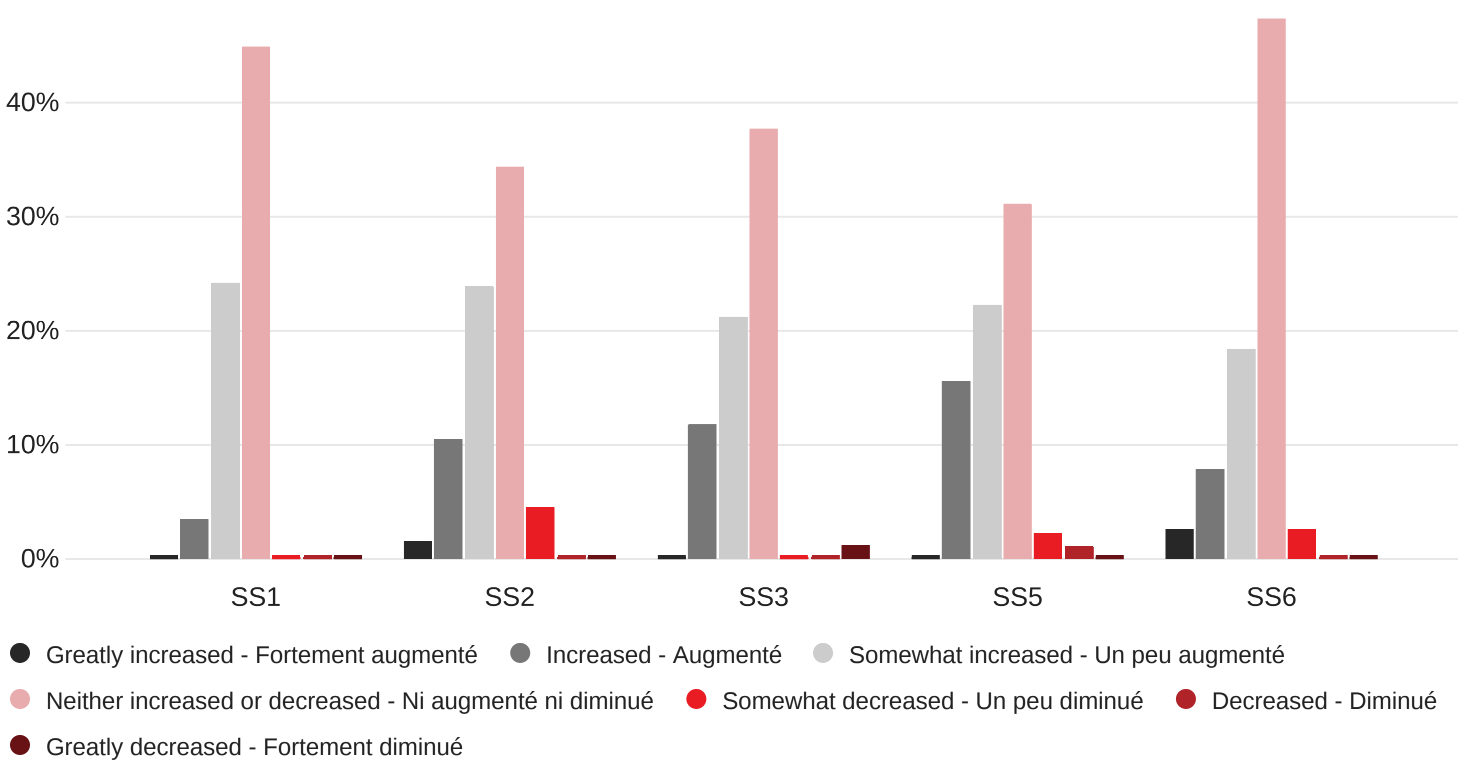
Responses - Réponses	SS1	SS2	SS3	SS5	SS6
Cloud-based storage & collaboration tools - Services de stockage et de collaboration virtuels	48%	43%	60%	44%	73%
Donor management software's or systems - Logiciels ou systèmes de gestion des donateurs.trices	21%	13%	34%	17%	51%
Online fundraising platforms - Plateformes de collecte de fonds en ligne	24%	31%	25%	33%	39%
Volunteer management software & scheduling tools - Logiciels de gestion des bénévoles et outils de planification	6%	11%	16%	17%	15%
Data analytics & reporting systems - Systèmes d'analyse de données et de rapports	12%	7%	19%	16%	34%
Social media management & engagement tools - Outils de gestion des médias sociaux et d'engagement	33%	40%	45%	22%	68%
Virtual meeting & video conferencing solutions - Solutions de réunion virtuelle et de vidéoconférence	55%	60%	78%	65%	80%
Internal discussion channels (ex. Slack, Teams, etc.) - Canaux de discussion internes (ex. Slack, Teams, etc.)	24%	18%	34%	40%	54%
Website & content management systems - Site web et systèmes de gestion de contenu	30%	25%	38%	35%	37%
Artificial Intelligence based tools (ex. chatbots, content creators, etc.) - Outils basés sur l'intelligence artificielle (ex. chatbots, créateurs de contenu, etc.)	0%	6%	6%	1%	12%
Cybersecurity & data protection measures - Cybersécurité et mesures de protection des données	21%	15%	31%	23%	34%

Q2 - Regarding the following areas, to what extent has the introduction or adoption of new technologies changed productivity levels within your organization? | *En ce qui concerne les domaines suivants, dans quelle mesure l'introduction ou l'adoption de nouvelles technologies a-t-elle modifié les niveaux de productivité au sein de votre organisation ?*

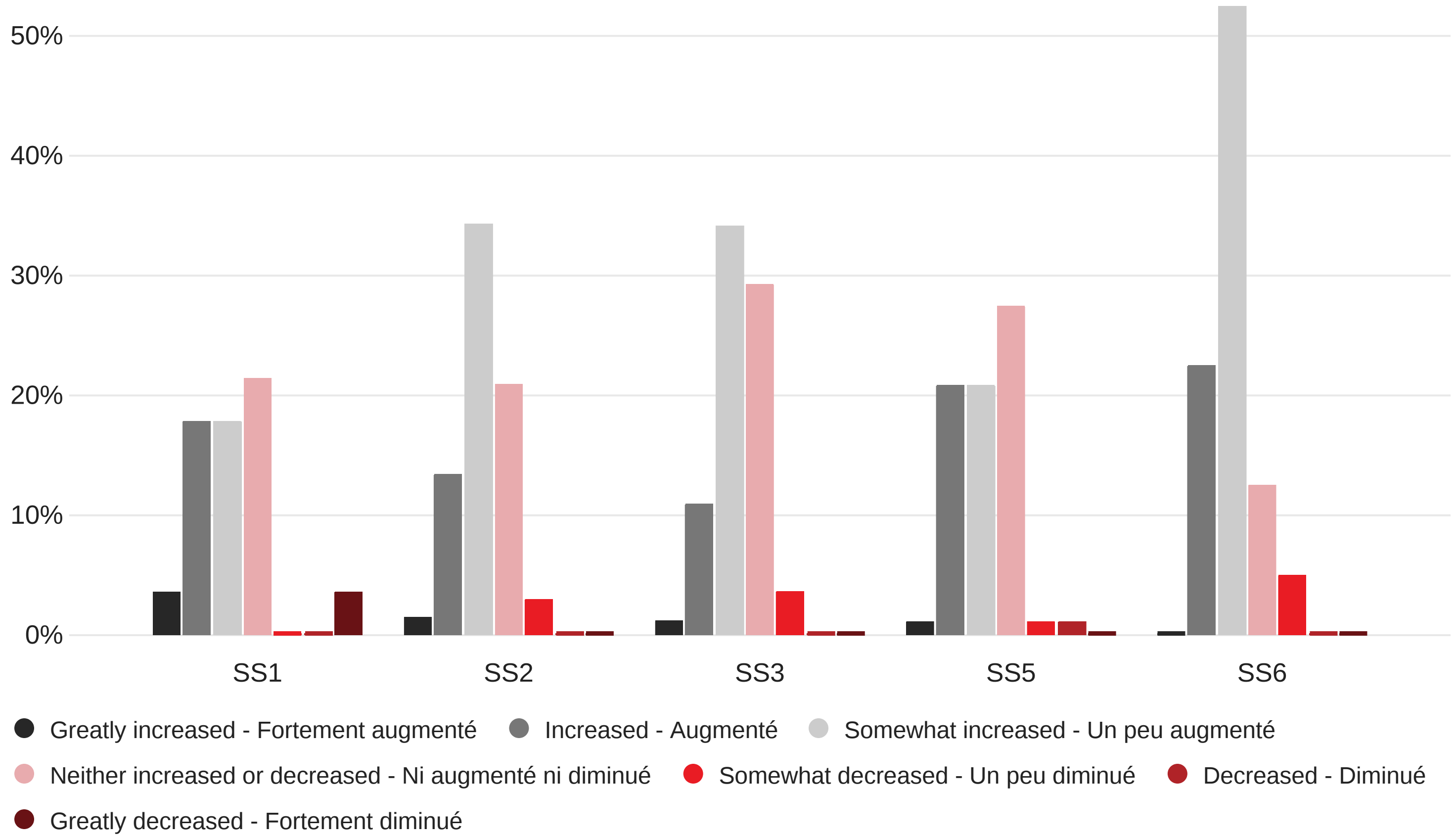
Ability to reach new beneficiaries | *Capacité à atteindre de nouveaux bénéficiaires*



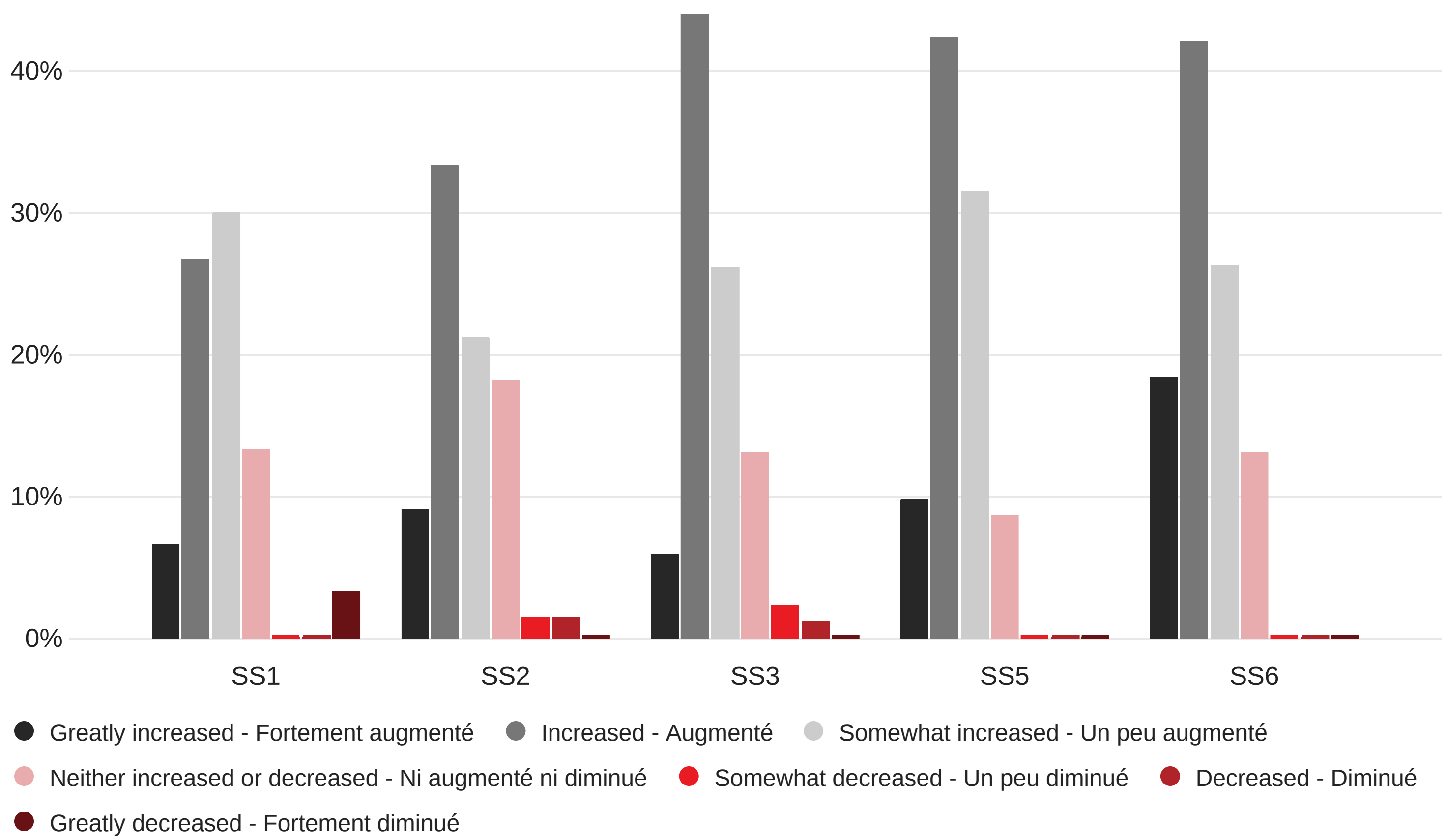
Volunteer engagement | *Engagement des bénévoles*



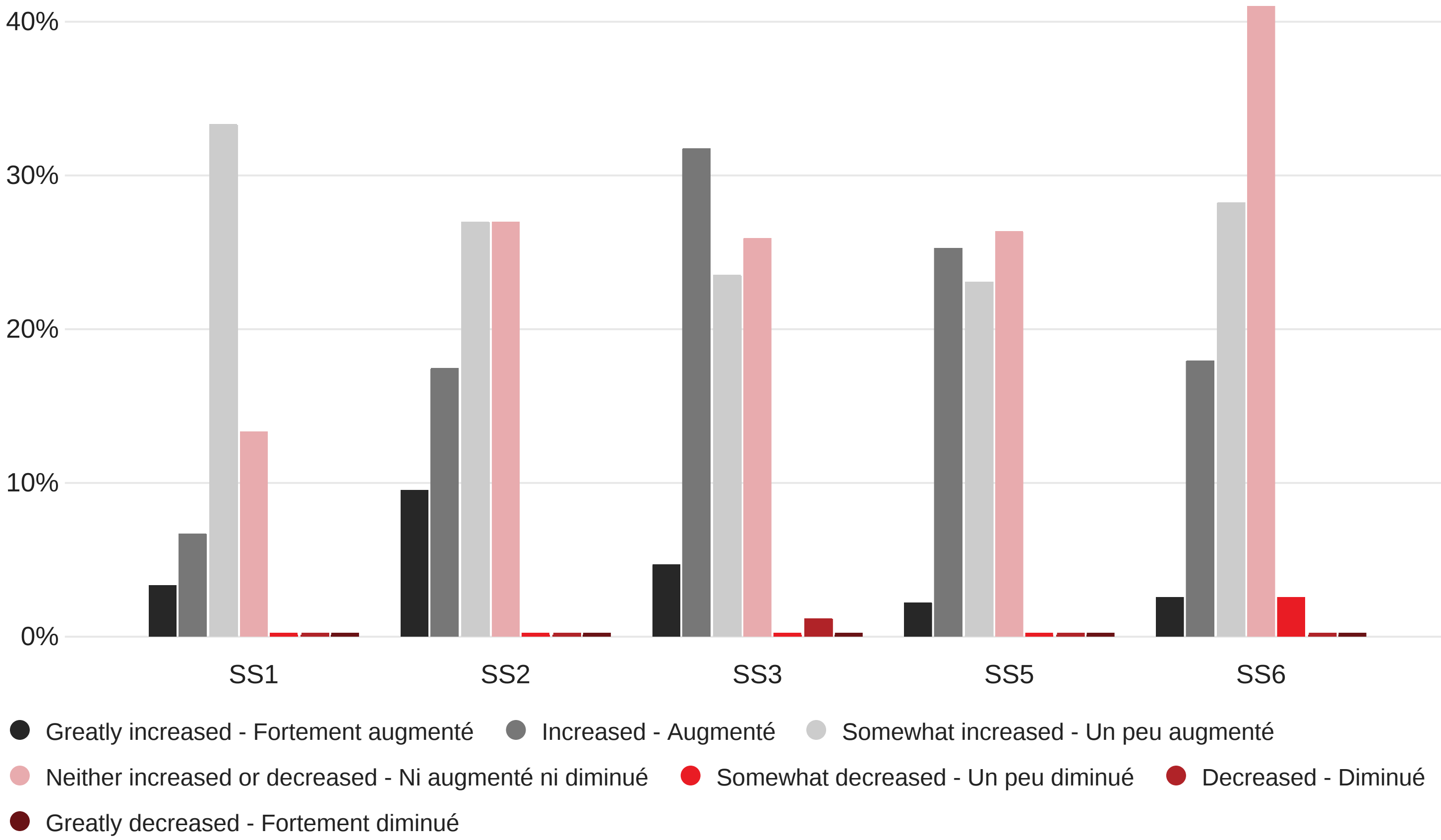
Fundraising capabilities | *Capacités de collecte de fonds*



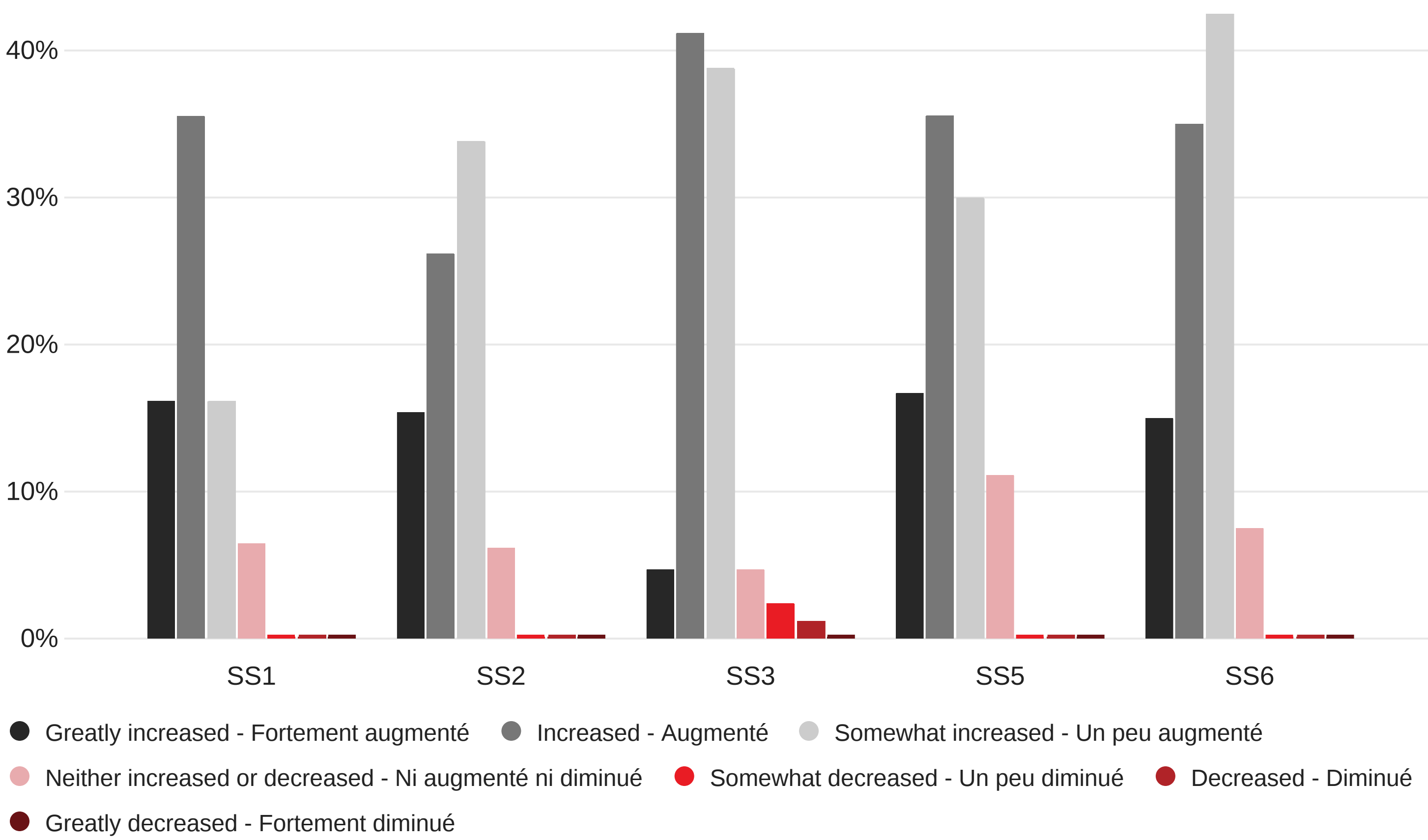
Administrative efficiency | *Efficacité administrative*



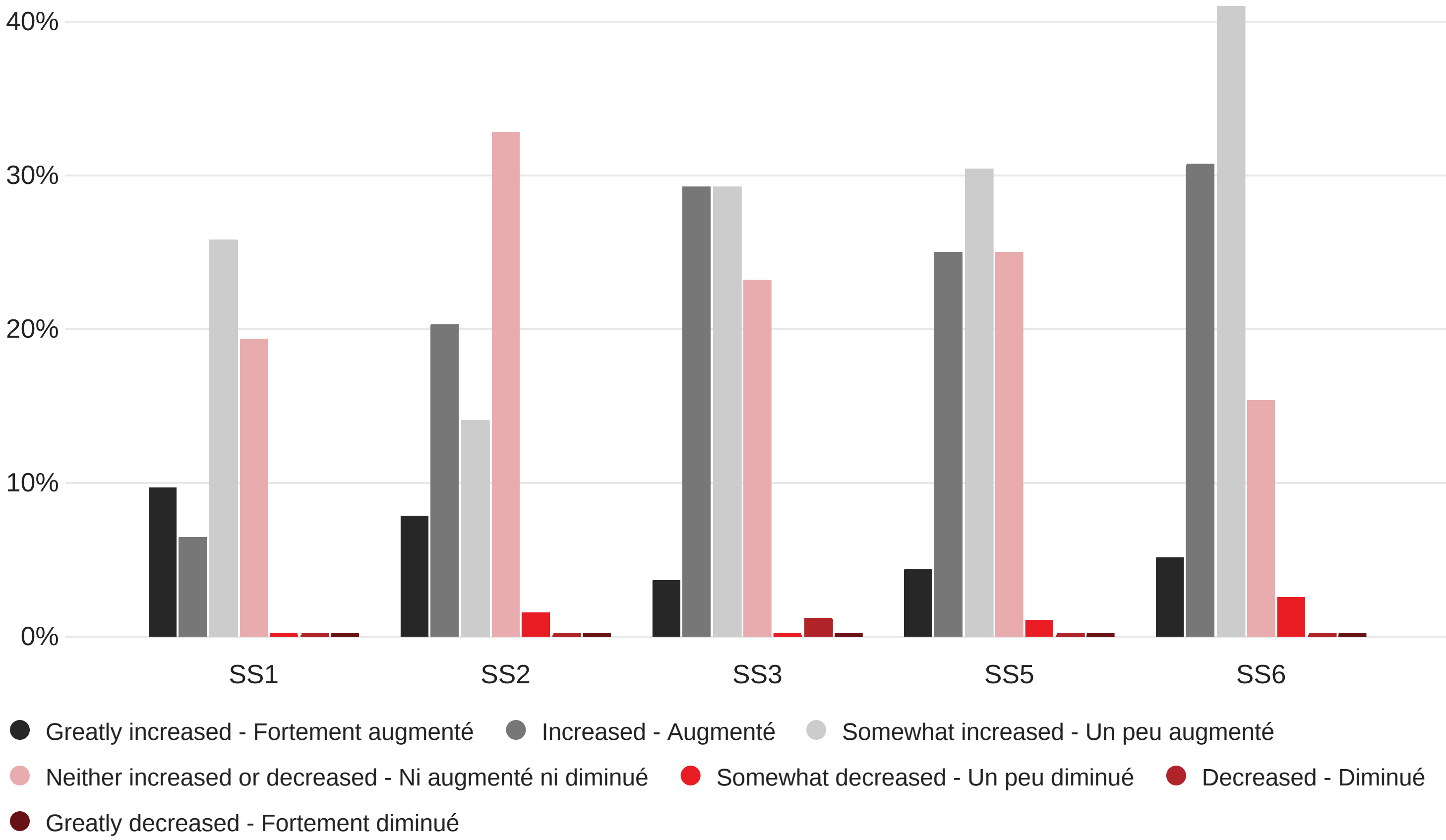
Program delivery and impact | *Mise en œuvre et impact du programme*



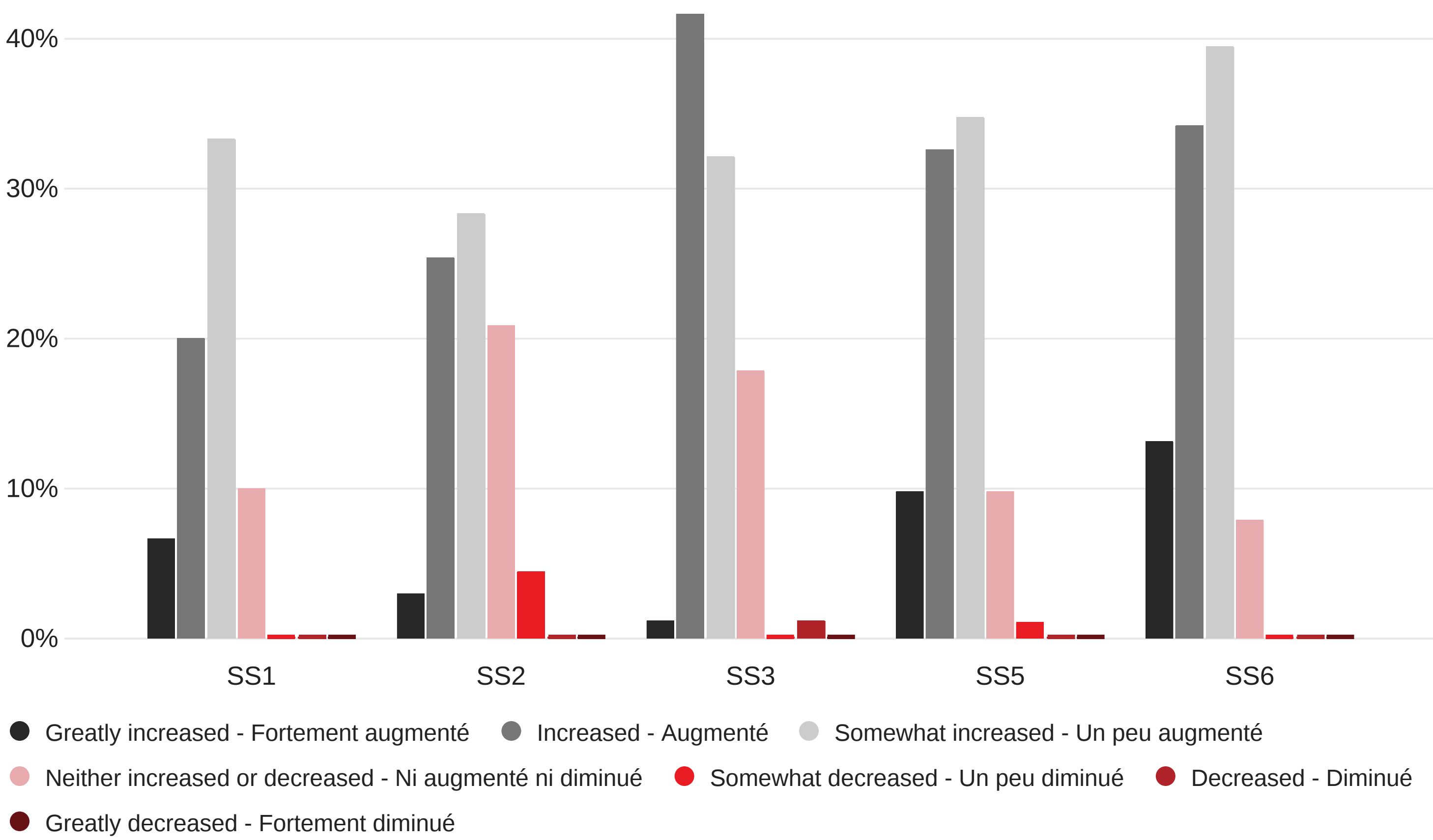
Communication and collaboration | *Communication et collaboration*



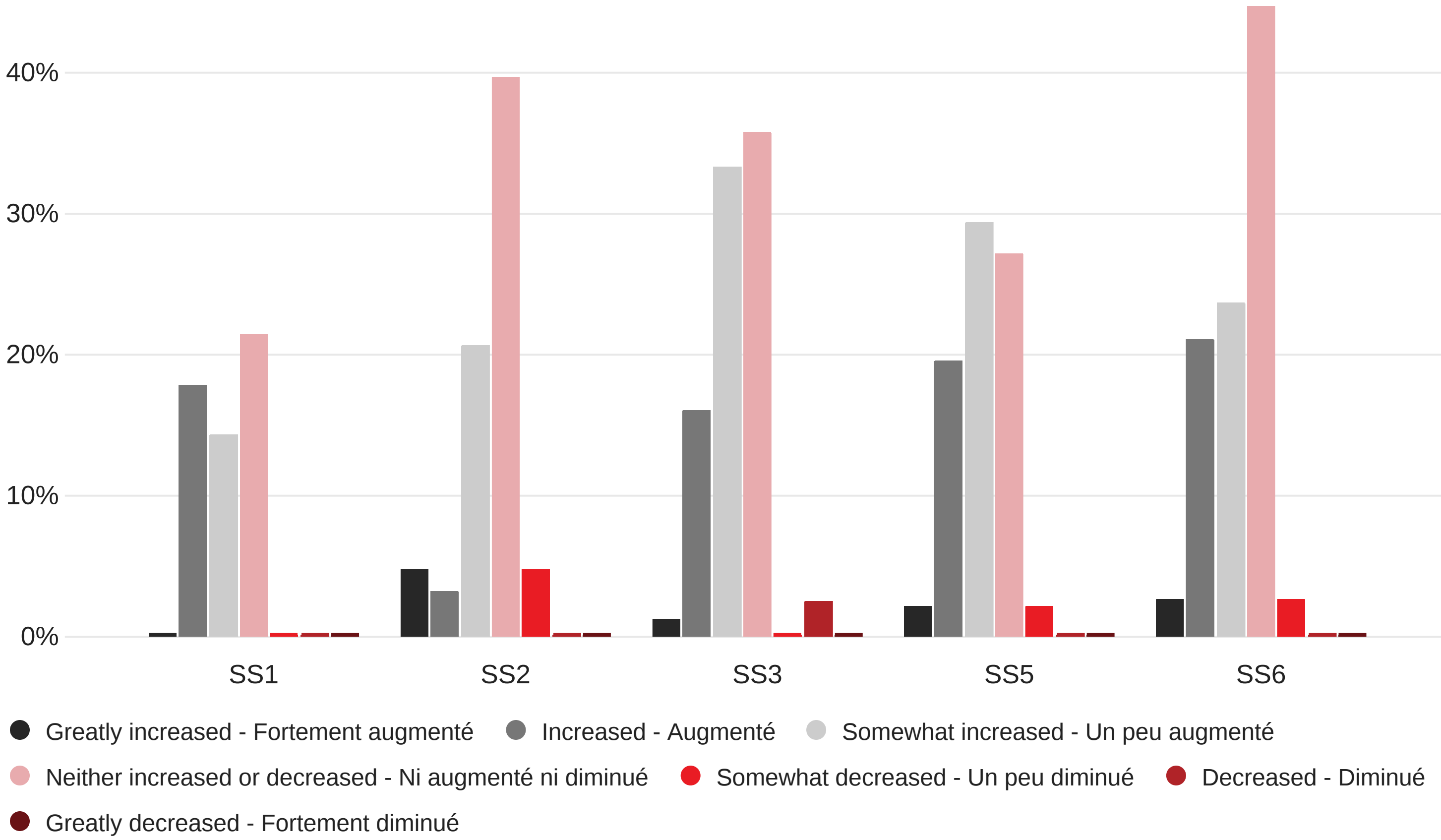
Data management and analysis | *Gestion et analyse des données*



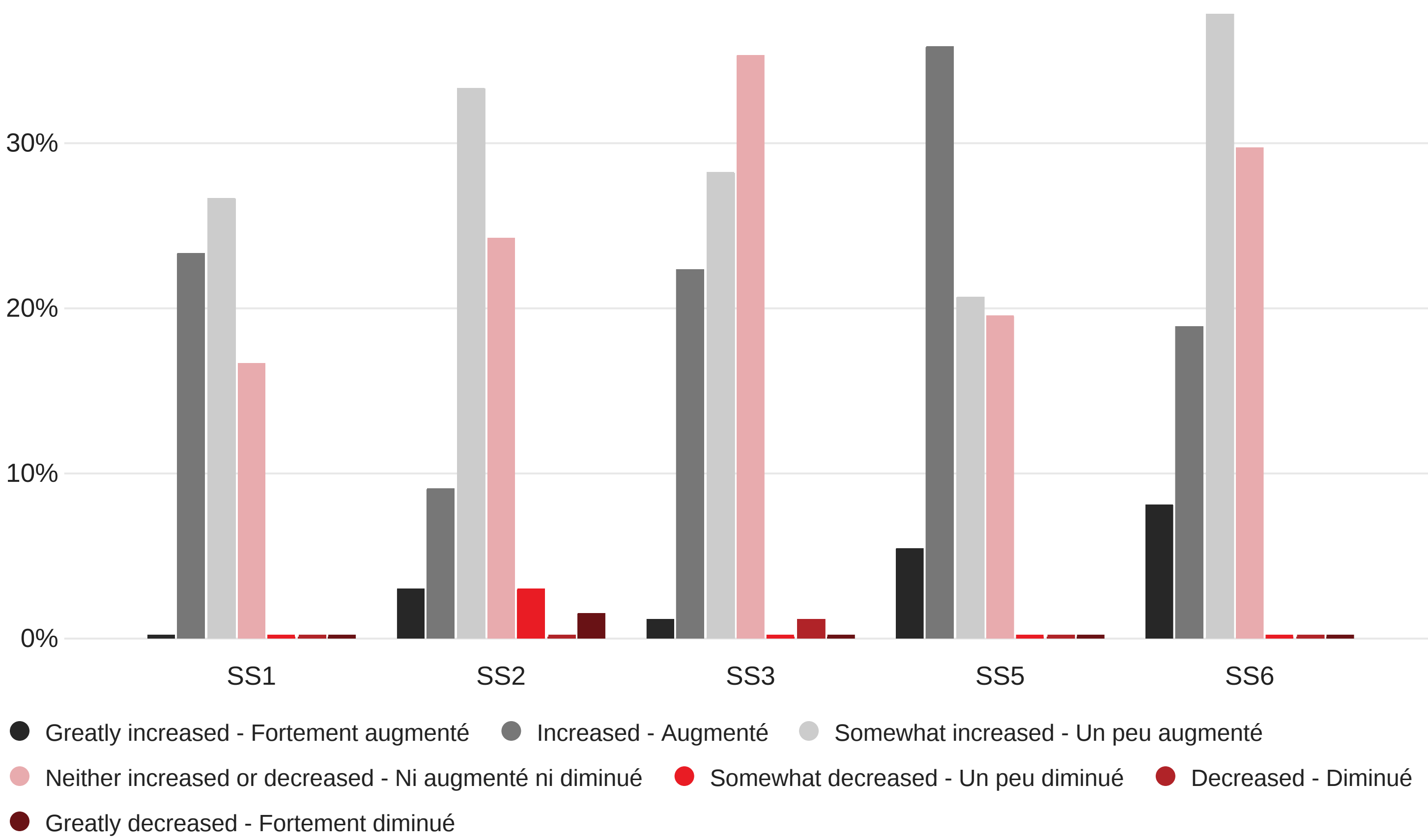
Operational effectiveness | *Efficacité opérationnelle*



Resource Allocation and utilization | *Allocation et utilisation des ressources*



Innovation and adaptation | *Innovation et adaptation*

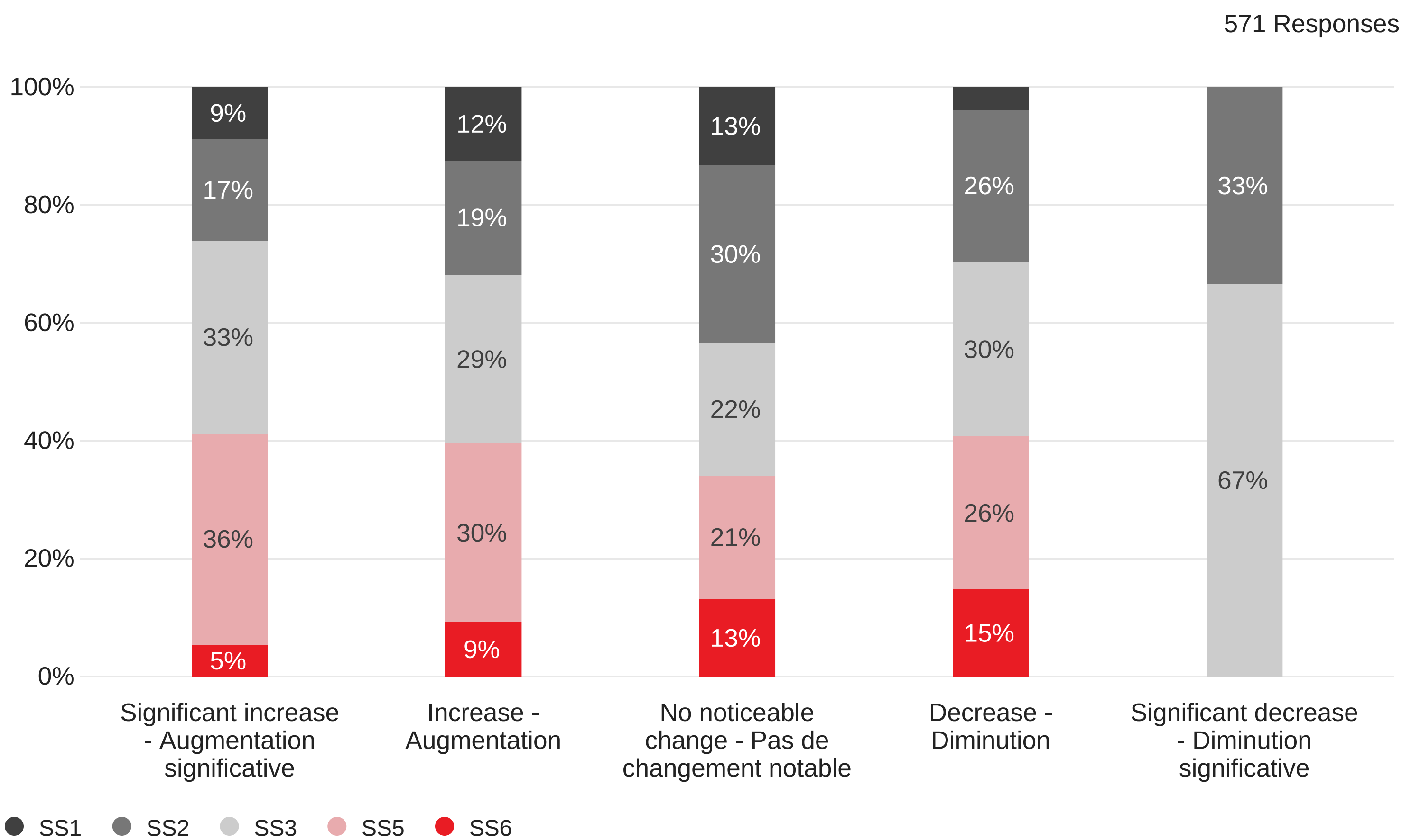


CICP-PCPOB
Year | Année 1 (2022-2023)

Carleton University

Week 30: Service Demand & Delivery | Semaine 30 : Demande et fourniture de service

Q1 - Has your organization experienced a change in demand for service delivery in recent years? |
Votre organisation a-t-elle connu une évolution de la demande de services au cours des dernières années ?



Q2.1 - If your organization has experienced a _decrease**_ in demand for services, why do you think that is? (Please select all that apply) |** *Si votre organisation a connu une diminution de la demande de services, pourquoi pensez-vous qu'il en soit ainsi ? (Veuillez sélectionner toutes les réponses qui s'appliquent)*

48 Responses

Responses - Réponses	SS1	SS5	SS6	SS3	SS2
Need for our services have changed - Les besoins de nos services ont changé.	0%	0%	0%	11%	50%
Other organizations are meeting needs effectively - D'autres organisations répondent efficacement aux besoins.	0%	0%	0%	0%	0%
Economic conditions or changes in the job market - La conjoncture économique ou l'évolution du marché de l'emploi.	0%	57%	50%	33%	50%
Changes in government policies or funding priorities have impacted the demand for our services - Les changements dans les politiques gouvernementales ou les priorités de financement.	0%	0%	0%	0%	13%
Changes to available resources - Modification des ressources disponibles.	0%	14%	25%	11%	0%
Demographic shifts or population changes - Changements démographiques ou de population.	0%	43%	50%	0%	25%
Technological advancements or online alternatives - Avancées technologiques ou alternatives en ligne.	0%	14%	0%	11%	13%
Changes in societal attitudes or values - Les changements dans les attitudes ou les valeurs de la société.	0%	0%	25%	0%	50%
The COVID-19 pandemic or other public health crises - La pandémie COVID-19 ou d'autres crises de santé publique.	100%	57%	75%	78%	38%
Community perceptions or awareness of our organization have changed - La perception ou la connaissance de notre organisation par la communauté a changé.	0%	14%	0%	11%	13%
The cost or affordability of our services have changed - Le coût ou l'accessibilité de nos services a changé.	0%	14%	50%	22%	25%
Changes to collaborative efforts with other organizations - Changements dans les efforts de collaboration avec d'autres organisations.	0%	14%	0%	11%	0%

Q2.2 - If your organization has experienced an *increase* in demand for services, why do you think that is? (Please select all that apply) | *Si votre organisation a connu une augmentation de la demande de services, pourquoi pensez-vous qu'il en soit ainsi ? (Veuillez sélectionner toutes les réponses qui s'appliquent)*

375 Responses

Responses - Réponses	SS1	SS2	SS3	SS5	SS6
Need for our services have changed - Les besoins de nos services ont changé.	25%	24%	39%	27%	12%
Other organizations are meeting needs effectively - D'autres organisations répondent efficacement aux besoins.	13%	29%	16%	29%	29%
Economic conditions or changes in the job market - La conjoncture économique ou l'évolution du marché de l'emploi.	54%	32%	48%	44%	18%
Changes in government policies or funding priorities have impacted the demand for our services - Les changements dans les politiques gouvernementales ou les priorités de financement.	33%	15%	28%	13%	6%
Changes to available resources - Modification des ressources disponibles.	17%	29%	25%	17%	18%
Demographic shifts or population changes - Changements démographiques ou de population.	17%	29%	30%	23%	6%
Technological advancements or online alternatives - Avancées technologiques ou alternatives en ligne.	8%	7%	12%	1%	6%
Changes in societal attitudes or values - Les changements dans les attitudes ou les valeurs de la société.	4%	24%	30%	16%	18%
The COVID-19 pandemic or other public health crises - La pandémie COVID-19 ou d'autres crises de santé publique.	42%	37%	48%	57%	35%
Community perceptions or awareness of our organization have changed - La perception ou la connaissance de notre organisation par la communauté a changé.	46%	41%	46%	44%	59%
The cost or affordability of our services have changed - Le coût ou l'accessibilité de nos services a changé.	8%	12%	13%	7%	18%
Changes to collaborative efforts with other organizations - Changements dans les efforts de collaboration avec d'autres organisations.	13%	20%	9%	14%	12%

Q3.1 - If your organization has experienced a *decrease* in demand for services in recent years, how have you responded to this? (Please select all that apply) | *Si votre organisation a connu une diminution de la demande de services au cours des dernières années, comment avez-vous réagi ? (Veuillez sélectionner toutes les réponses qui s'appliquent)*

47 Responses

Responses - Réponses	SS1	SS2	SS3	SS5	SS6
Adjusted the range of services offered - Ajustement de la gamme de services offerts.	0%	43%	33%	43%	25%
Conducted outreach activities to raise awareness about our organization - Mener des activités de sensibilisation pour faire connaître notre organisation.	0%	43%	67%	43%	50%
Provided additional training or professional development opportunities for staff and volunteers - Offrir des possibilités supplémentaires de formation ou de développement professionnel au personnel et aux bénévoles.	0%	0%	0%	14%	0%
Adjusted pricing or introduced sliding-scale fees - Adaptation de la tarification ou introduction de tarifs dégressifs.	0%	29%	22%	14%	25%
Changed collaborations with other organizations or community partners - Modifier les collaborations avec d'autres organisations ou partenaires communautaires.	0%	29%	22%	14%	0%
Redefined organizational goals and priorities - Redéfinir les objectifs et les priorités de l'organisation.	0%	14%	22%	14%	25%
Made changes to staff or volunteers (ex. hiring or letting go) - Changements apportés au personnel ou aux bénévoles (par exemple, embauche ou licenciement).	0%	14%	0%	43%	25%
Explored alternative funding sources or diversified revenue streams - Explorer d'autres sources de financement ou diversifier les sources de revenus.	100%	29%	22%	43%	25%
Implemented flexible or remote service delivery options - Mise en œuvre d'options de prestation de services flexibles ou à distance.	0%	0%	33%	14%	25%
Conducted market research to better understand the changing demands - Conducted market research to better understand the changing demands - Réalisation d'études de marché pour mieux comprendre l'évolution de la demande.	100%	14%	0%	0%	0%
Streamlined administration and operations (ex. investing in new technology or innovation) - Rationalisation de l'administration et des opérations (par exemple, investissement dans les nouvelles technologies ou l'innovation).	0%	0%	44%	29%	50%

Q3.2 - If your organization has experienced an *<u>increase</u>* in demand for services in recent years, how have you responded to this? (Please select all that apply) | *Si votre organisation a connu <u>une augmentation</u> de la demande de services au cours des dernières années, comment y avez-vous répondu ? (Veuillez sélectionner toutes les réponses qui s'appliquent)*

373 Responses

Responses - Réponses	SS1	SS2	SS3	SS5	SS6
Adjusted the range of services offered - Ajustement de la gamme de services offerts.	25%	34%	46%	62%	24%
Conducted outreach activities to raise awareness about our organization - Mener des activités de sensibilisation pour faire connaître notre organisation.	21%	27%	30%	28%	12%
Provided additional training or professional development opportunities for staff and volunteers - Offrir des possibilités supplémentaires de formation ou de développement professionnel au personnel et aux bénévoles.	13%	15%	37%	34%	24%
Adjusted pricing or introduced sliding-scale fees - Adaptation de la tarification ou introduction de tarifs dégressifs.	0%	5%	6%	6%	0%
Changed collaborations with other organizations or community partners - Modifier les collaborations avec d'autres organisations ou partenaires communautaires.	21%	29%	30%	47%	24%
Redefined organizational goals and priorities - Redéfinir les objectifs et les priorités de l'organisation.	33%	27%	33%	29%	29%
Made changes to staff or volunteers (ex. hiring or letting go) - Changements apportés au personnel ou aux bénévoles (par exemple, embauche ou licenciement).	29%	39%	48%	44%	18%
Explored alternative funding sources or diversified revenue streams - Explorer d'autres sources de financement ou diversifier les sources de revenus.	33%	44%	52%	51%	47%
Implemented flexible or remote service delivery options - Mise en œuvre d'options de prestation de services flexibles ou à distance.	8%	22%	33%	13%	24%
Conducted market research to better understand the changing demands - Réalisation d'études de marché pour mieux comprendre l'évolution de la demande.	4%	2%	9%	0%	6%
Streamlined administration and operations (ex. investing in new technology or innovation) - Rationalisation de l'administration et des opérations (par exemple, investissement dans les nouvelles technologies ou l'innovation).	29%	22%	33%	25%	29%