Pandemic Response Survey Results

OCASI Agency Management[1]

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Executive Summary

This technical report documents the responses to a survey of managers from member agencies of the Ontario Council of Agencies Serving Immigrants (OCASI) conducted between November 26 and December 23, 2021. A separate survey of frontline workers has its own report. The survey was undertaken in collaboration with OCASI by the Building Migrant Resilience in Cities / Immigration et résilience en milieu urbain (BMRC-IRMU), a SSHRC-funded partnership. A *Settlement Services Working Group* of community-based and academic members from BMRC-IRMU helped to guide the research. The survey instrument was approved by the Human Participants Review Committee at York University. From the perspective of managers from OCASI member agencies, the survey investigates the impacts of COVID-19 on agency activities and other dimensions of agency operations during the twelve-month period following the pandemic's first wave. Many questions parallel questions from a survey conducted by OCASI that focused on the first wave of the pandemic.

The web-based survey was sent to all OCASI member agencies with a request that one senior member of management complete it. The majority of surveys were completed by the Executive Director or Associate Executive Director. Available in English and French, with Francophone agencies receiving the French version, we only report the English responses that make up the vast majority of completed surveys. The number of completed responses in English varied from question to question with a maximum of 49. The response rate is satisfactory, especially given the challenges of conducting surveys during a pandemic.

The report is descriptive, presenting the frequencies of responses for each question and a brief summary of the main responses for each question. The questions focus on four topics:

1) Demographics / Organization Characteristics (position of the respondent; revenues of agency; regional location of agency).

2) Client services (types of services offered; client groups served; changes in service levels; changes in location and number of clients served).

3) Pandemic impacts on the organization over past 12 months (shifts in planning, priorities programing, revenue and staff; communications and information confidentiality; organizational culture; staff management relations; collaborations).

4) Looking to the future (building organizational capacity; performance metrics; funding changes and post-pandemic government funding expectations; competition for clients).

The survey provides insights into the experience and reflections of managers in Ontario settlement agencies beyond the first wave of the pandemic. Gaining insight into the agencies' experiences is critical to agencies themselves, and policymakers at all levels of government. The assessment of the health and capacities of the sector's agencies is invaluable. Overall, the data reveal highly resilient settlement agencies that have adapted continuously to serve migrants despite the stress of a global pandemic. The data will be analysed in detail in subsequent reports.

Q1 By participating in the following survey, I indicate my consent.

In total, 74 organizations responded to the English version of the survey. OCASI has over 200 member organizations. If we use the base of OCASI organizations as 201, the return rate is about 36.8%. For most questions the completion rate was in the 40s, topping at about 49. French language responses from francophone organizations will be analysed separately.

ANSWER CHOICES	RESPONSES	
Agree	100.00%	74
Disagree	0.00%	0
TOTAL		74

Q3 What is your current position?

Over 58% of surveys completed by those who identified their organizational positions where CEOs or Executive Directors (the most senior positions in the organization). There were 28 respondents out of 74, who did not identify their position.

ANSWER CHOICES	RESPONSES	
CEO / Executive Director	55.1%	27
Associate/Deputy Executive Director	8.2%	4
Director	16.4%	8
Manager	18.4%	9
Program Coordinator	2.0%	1
Total Respondents		49

Q4 What OCASI region does your organization operate in?

The largest number of responding organizations come from the City of Toronto (44.9%), followed by Central West (14.29%) and Central East (12.24%). Many of these areas are part of the 905 regions bordering Toronto. The East, that includes Ottawa, stands at 10.2% of reponses; the West that includes Windsor and London rests at 8.16%; the South including Hamilton, Kitchener and Waterloo sits at 8.16%; and the North constituted only 2.04% of responses reflecting the much lower density of immigrants and organizations in this region.

ANSWER CHOICES	RESPONSES	
Central East: Barrie, Bradford, Durham Region (Ajax, Oshawa, Pickering, Whitby) Peterborough, York Region (Aurora, Markham, Newmarket, Richmond Hill, Vaughan)	12.24%	6
Central West: Peel Region, including Brampton, Halton, Malton, Mississauga and Oakville	14.29%	7
East: Belleville, Kingston, Ottawa	10.20%	5
North: Kenora, North Bay, Sault Ste. Marie, Sudbury, Thunder Bay	2.04%	1
South: Brantford, Cambridge, Fort Erie, Guelph, Hamilton, Kitchener, Niagara, St. Catharines, Waterloo, Welland	8.16%	4
Toronto: City of Toronto	44.90%	22
West: Chatham, Leamington, London, Sarnia, Windsor-Essex	8.16%	4
TOTAL		49

Q5 What are the primary/main services provided by your agency? (Please select up to 5)

A very broad range of services is provided by responding organizations, with many offering multiple services. The six leading services identified are: Settlement Services (87.76% of agencies); Social Support Services (59.18%); Language Training (53.06%); Employment Services (51.02%); Youth Services (42.86%); and Seniors Services (34.69%).

ANSWER CHOICES	RESPONSES	
Education/Literacy Programs	22.45%	11
Employment Services	51.02%	25
Francophone Services	6.12%	3
Gender Based Violence	24.49%	12
Health / Mental Health	26.53%	13
Housing / Shelters	16.33%	8
Language Training	53.06%	26
Legal Services	0.00%	0
LGBTQIA+ Specific Programming	6.12%	3
Poverty Reduction	16.33%	8
Recreational Activities	10.20%	5
Refugee Resettlement Research	10.20%	5
Seniors Services	34.69%	17
Services for People with Invisible Disabilities	8.16%	4
Settlement Services	87.76%	43
Skills Training	16.33%	8
Social Support Services	59.18%	29
Translation / Interpretation Services	26.53%	13
Women’s Services	28.57%	14
Youth Services	42.86%	21
Total Respondents		49

Q6 What are the groups mainly served by your agency? Please select all that apply.

A very broad range of groups is served by the surveyed OCASI agencies. The six leading categories identified are: Newcomers (91.84%); All Immigrant Communities, and Refugees (tied at 81.63% each); Low Income Individuals and Families (77.5%); Seniors (69.39%); and Women (67.35%). Some other findings of interest are that 53.06% of agency responses indicated that they provide services for Individuals with Precarious Immigration Status, and 14.29% of these mainly English-language agencies service Francophone populations.

ANSWER CHOICES	RESPONSES	
All immigrant communities	81.63%	40
Children	48.98%	24
Ethno-Specific groups	48.98%	24
Francophones	14.29%	7
LGBTQ2S+	26.53%	13
Low-income individuals and families	77.55%	38
Individuals with precarious immigration status	53.06%	26
Newcomers	91.84%	45
People with In/visible disabilities	42.86%	21
Refugees	81.63%	40
Refugee claimants	65.31%	32
Seniors	69.39%	34
Survivors of violence	38.78%	19
Underhoused individuals	36.73%	18
Unemployed	61.22%	30
Youth & Children	63.27%	31
Women	67.35%	33
Total Respondents:		49

Q7 Number of employees

The great majority of organizations employ both full-time and part-time employees.

ANSWER CHOICES	RESPONSES	
Full-time employees	97.87%	46
Part-time employees	95.74%	45

Q8 Organization's revenue in fiscal year 2020/2021?

Annual revenue ranges from \$80,000 to \$50,000,000.

The responses represent the range of OCASI member organizations in terms of revenues.

Q9 How has your agency been impacted during the past 12 months of the pandemic? Please select all that apply.

The respondents identified the following leading impacts on agencies during the pandemic: Moved programs and service delivery online (97.92%); Developed new partnerships to continue to deliver programs and services (62.5%); Experienced lost revenue from user fees and fundraising (47.92%); Had staff that contracted COVID-19 (43.75%); Hired additional staff (39.58%); Had clients that contracted COVID-19 (39.58%); Lost most volunteers (39.58%).

ANSWER CHOICES	RESPONSES	
All non-essential appointments, services, and programs were suspended until further notice	14.58%	7
Moved programs and service delivery online	97.92%	47
Remained open - Our services were deemed essential	35.42%	17
Had to increase staff work hours due to increased demand for programs and services	20.83%	10
Had to reduce staff work hours	2.08%	1
Had to lay off staff due to financial constraints (temporary or permanent)	8.33%	4
Hired additional staff	39.58%	19
Had to re-deploy staff to essential services and/or had rotational staffing options	31.25%	15
Implemented a hiring freeze (except for critical roles)	2.08%	1
Had to adjust staffing due to closing and re-opening of your organization	25.00%	12
Lost funding from funders, program partners or donors	12.50%	6
Experienced lost revenue from user fees and fundraising	47.92%	23
Had staff that contracted COVID-19	43.75%	21
Had clients that contracted COVID-19	39.58%	19
Developed new partnerships to continue to deliver programs and services	62.50%	30
Had to apply to the Canada Emergency Wage Subsidy (CEWS) to maintain staffing levels	22.92%	11
Ineligible for federal or provincial supports (e.g. Canada Emergency Wage Subsidy, Canada Emergency Business Account)	14.58%	7
Lost most volunteers	39.58%	19
Total Respondents		48

Q10 Which of the following workforce priorities has your organization reviewed during the past 12 months of the pandemic? Please select all that apply.

The six leading workforce priorities reviewed by the organization were: tied for first, 'Flexible working hours', and 'Mental health and well-being of individuals working remotely' (identified by 85.11% of responding agencies); Privacy/confidentiality obligations during the pandemic (78.72%); Team-building activities (70.21%); Re-skilling or upskilling employees on new ways of working (57.45%); and Restoring employee engagement (55.32%).

ANSWER CHOICES	RESPONSES	
Cross-functional training and knowledge transfer	51.06%	24
Flexible working hours	85.11%	40
Privacy/confidentiality obligations during the pandemic	78.72%	37
Hiring to accommodate increased service demand	38.30%	18
Offering qualifying staff severance packages	4.26%	2
Mental health and well-being of individuals working remotely	85.11%	40
Re-skilling or upskilling employees on new ways of working	57.45%	27
Restoring employee engagement	55.32%	26
Hiring a consultant to advise on hybrid models of work	21.28%	10
Restructuring or reorganization	31.91%	15
Succession planning	44.68%	21
Allocation of budget to crisis management	31.91%	15
Team-building activities	70.21%	33
Total Respondents		47

Q11 How much has the range of services offered by your organization changed during the past 12 months of the pandemic?

Experiences are bifurcated. A plurality of respondents said that the range of services during the past 12 months for their organization had changed ‘a moderate amount’ (35.56%) with the next largest response being ‘a greal deal’ (26.67%).

ANSWER CHOICES	RESPONSES	
A great deal	26.67%	12
A lot	11.11%	5
A moderate amount	35.56%	16
A little	20.00%	9
No change	6.67%	3
TOTAL		45

Q12 What services provided by your agency were dropped or affected during the past 12 months of the pandemic?

When asked which services were dropped by their agency or affected in the past 12 months the largest number of identified services were Settlement Servics (42.86%); Social Suport Services (40.0%), and Recreational Activities and Language training were tied at 37.14%). It should be noted that the number of total respondents on this question was only 35. This may indicate that many organizations did not drop services or alter them. Service changes many have occurred in the first wave, rather than later in the pandemic.

ANSWER CHOICES	RESPONSES	
Education/Literacy Programs	22.86%	8
Employment Services	34.29%	12
Francophone Services	5.71%	2
Gender Based Violence	11.43%	4
Health / Mental Health	14.29%	5
Housing / Shelters	5.71%	2
LGBTQIA+ Specific Programming	0.00%	0
Legal Services	0.00%	0
Language Training	37.14%	13
Poverty Reduction	8.57%	3
Recreational Activities	37.14%	13
Refugee Resettlement Research	0.00%	0
Seniors Services	31.43%	11
Services for People with In/visible Disabilities	5.71%	2
Skills Training	11.43%	4
Social Support Services	40.00%	14
Settlement Services	42.86%	15
Translation / Interpretation Services	17.14%	6
Women's Services	17.14%	6
Youth Services	25.71%	9
None	20.00%	7
Not specified	2.86%	1
Total Respondents		35

Q13 During the past 12 months of the pandemic, how did the number of your clients who live outside your local area change:

68.09% of reporting agencies indicated that in the past 12 months the number of clients served outside their local area had increased.

ANSWER CHOICES	RESPONSES	
Increase	68.09%	32
Stay the same	23.40%	11
Decrease	8.51%	4
TOTAL		47

Q14 During the past 12 months of the pandemic, did the number of clients served by your organization:

Just as many agencies reported increases as decreases in number of clients served in the past 12 months (44.68% each). Compared to the previous question, there were more responses, 47.

ANSWER CHOICES	RESPONSES	
Increase	44.68%	21
Decrease	44.68%	21
Stay the same	10.64%	5
TOTAL		47

Q15 Has your organization experienced a drop in revenue during the past 12 months of the pandemic compared to the pandemic's 1st wave (March 2020 - May 2020)?

A large majority of those surveyed (69.57%) reported no drop in agency revenue in the past 12 months compared to the first wave of the pandemic.

ANSWER CHOICES	RESPONSES	
Up to 5%	6.52%	3
Up to 10%	6.52%	3
Up to 15%	4.35%	2
Up to 20%	8.70%	4
Up to 25%	2.17%	1
More than 25%	2.17%	1
No drop in revenue	69.57%	32
TOTAL		46

Q16 Have you laid off employees during the past 12 months of the pandemic, if so, how many?

It appears that only 28 agencies laid off employees between September 2020 and September 2021. Of these 28 agencies, many (85.71%) laid off part-time employees and all (100.0%) laid off full-time employees. Note the majority of agencies (46) did not respond indicating that they did not layoff any employees.

ANSWER CHOICES	RESPONSES	
Full-time employees	100.0%	28
Part-time employees	85.71%	24
Total Respondents		28

Q17 After the past 12 months of the pandemic, what was the long-term impact on your organization's planning? How much have your plans changed:

Almost all respondents indicated that the pandemic had had a long-term impact on their organizations' planning. The response that gathered the most responses was 'a moderate amount' of impact (39.13%), followed by 'a lot' of impact (23.91%).

ANSWER CHOICES	RESPONSES	
A great deal	13.04%	6
A lot	23.91%	11
A moderate amount	39.13%	18
A little	21.74%	10
None at all	2.17%	1
TOTAL		46

Q18 What is the long-term impact on the size of your workforce after the past 12 months of the pandemic? Will it:

In terms of the long-term impact on the organization’s workforce, 51.06% of respondents said it would stay the same, while 38.3% believed the pandemic would increase the size of their workforce. By the time people completed the survey, the immigration targets for 2021 and 2022 and Afghan refugee targets were known. Managers are necessarily concerned about targets and their implications for funding from the federal government.

ANSWER CHOICES	RESPONSES	
Increase	38.30%	18
Stays the same	51.06%	24
Decrease	10.64%	5
TOTAL		47

Q19 Which of the following actions has your organization prioritized during the past 12 months of the pandemic? Please select all that apply.

The top three actions items prioritized by organizations were: ‘Continuing to protect the health and safety of staff members and clients by providing adequate information, training, sanitation, and personal protective equipment’ (97.87% of respodents); ‘Re-evaluating how to adapt the closing and reopening of your organization based on provincial government orders’ (91.49%), and in third spot, ‘proactively communicating your COVID-19 recovery measures to staff and clients’ (87.23% each).

ANSWER CHOICES	**RESPONSES**	
Proactively communicating your COVID-19 recovery measures to staff and clients	87.23%	41
Continuing to protect the health and safety of staff members and clients by providing adequate information, training, sanitation, and personal protective equipment	97.87%	46
Re-evaluating how to adapt the closing and reopening of your organization based on provincial government orders	91.49%	43
Equipping your staff team with communication tools	82.98%	39
Facilitating communications across teams and departments	85.11%	40
Considering a phased-in approach when recalling staff members	72.34%	34
Sharing tools and strategies with other organizations	65.96%	31
Creating/providing additional resources for at-risk populations	59.57%	28
Identifying tasks and positions essential to the organization	48.94%	23
Rebuilding low financial reserves	17.02%	8
Evaluating the impacts of online services on workforce needs	59.57%	28
Total Respondents:		47

Q20 What is required to make your workplace safe? Select all that apply.

Regarding what is needed to make the workplace safe, 87.23% of respondents said mandatory vaccinations; 82.98% chose daily health screenings; and 80.85% identified working from home.

ANSWER CHOICES	RESPONSES	
Mandatory vaccinations (2 doses)	87.23%	41
Inspections to ensure adherence to occupational health and safety policies	70.21%	33
Work-from-home/ hybrid model	80.85%	38
Daily health screenings	82.98%	39
Follow-up care for workers who become sick	42.55%	20
Better Communication	2.13%	1
Total Respondents		47

Q21 Which of the following areas of a Pandemic Management Plan have you reviewed since the past 12 months of the pandemic or intend to review in the next three to six months to ensure future preparedness? Please select all that apply.

The four top areas identified for pandemic management review in the next 6 months were: Maintaining levels of service delivery and engagement with clients (89.36%); Updating and implementing comprehensive working from home policies (78.72%); for third spot, Improving the effectiveness of mental health and wellbeing programs (72.34%) and fourth, Implementing a flexible staff rotation model (70.21%).

ANSWER CHOICES	**RESPONSES**	
Ensuring critical roles are covered by a succession plan	57.45%	27
Ensuring staff can be quickly reassigned to essential services	46.81%	22
Improving the effectiveness of mental health and wellbeing programs	72.34%	34
Recruiting and retaining qualified staff	68.09%	32
Maintaining levels of service delivery and engagement with clients	89.36%	42
Updating and implementing comprehensive working from home policies	78.72%	37
Implementing a flexible staff rotation model	70.21%	33
We still do not have a crisis management plan	17.02%	8
Other (please specify)	6.38%	3
Total Respondents:		47

Q22 Did you change the level of services that you offer during the past 12 months of the pandemic? Please select all that apply.

Regarding changes in levels of service offered in the past 12 months: 87.23% shifted services online; 59.57% Increased services; and 29.79% returned services to in-person delivery.

ANSWER CHOICES	RESPONSES	
Increased services	59.57%	28
Decreased services	2.13%	1
Shifted services online	87.23%	41
Returned services to in-person delivery	29.79%	14
No changes	8.51%	4
Total Respondents		47

Q23 As a result of the past 12 months of the pandemic, what are the most pressing actions in supporting the workforce in its current state? (Select up to 7)

The most pressing actions in support of the workforce in the past 12 months were: Introducing a hybrid model with staff members working both in the office and at home (89.36%); Providing employees with adequate support for online working (85.11%); and Train staff members on how to enhance their safety using PPE and pandemic protocols in the office and on their commutes (65.96%).

ANSWER CHOICES	RESPONSES	
Monitoring financial resources	51.06%	24
Monitoring the effectiveness, challenges and benefits of implemented organizational measures	55.32%	26
Providing employees with adequate support for online working	85.11%	40
Providing information to staff on worker's rights	17.02%	8
Assessing and adopting a phased-in approach for recalling staff	51.06%	24
Providing means for staff to identify high-risk situations as they return to the office	31.91%	15
Allowing staff to continue to work from home	48.94%	23
Continuing to provide flexible working schedules	63.83%	30
Introducing a hybrid model with staff members working both in the office and at home	89.36%	42
Offering emergency assistance and additional coverages to staff members	8.51%	4
Making screening checklist for clients available in multiple languages	36.17%	17
Offering staff members living with immunocompromising health conditions or who live with individuals who are immunocompromised to continue to work remotely	29.79%	14
Train staff members on how to enhance their safety using PPE and pandemic protocols in the office and on their commutes	65.96%	31
Paying attention to staff turnover	42.55%	20
Total Respondents		47

Q24 Did your organization introduce any policies or change expectations regarding workload for staff working remotely during the past 12 months of the pandemic?

When asked if their organization had introduced any policies or changed its expectations regarding workload for staff working remotely during the past 12 months of the pandemic: a plurality (48.94%) said that the organization had communicated an understanding of flexibility but had not put in place clearly communicated policies/expectations; and a further 34.04% indicated that, 'workload management expectations have not changed'.

ANSWER CHOICES	RESPONSES	
Yes, our organization has communicated changed expectations of workload management	21.28%	10
No, workload management expectations have not changed	34.04%	16
The organization has communicated an understanding of flexibility but has not put in place clearly communicated policies/expectations	48.94%	23
TOTAL		47

Q25 How much did your organization modify its plan for a return to the workplace during the past 12 months of the pandemic?

With regards to how much the organization had modified plans for the return to work in the past 12 months a plurality (42.55%) indicated a lot, and 38.3% said somewhat. No respondent that had a return to the workplace plan indicated that nothing had been done. Only 6.38% of the agencies responding to the survey, 3 agencies, did not have a return to the workplace plan.

ANSWER CHOICES	RESPONSES	
A lot	42.55%	20
Somewhat	38.30%	18
A little	12.77%	6
Not at all	0.00%	0
Not applicable/Don’t have a return to workplace plan	6.38%	3
TOTAL		47

Q26 What approach did your organization take to pay staff who remain employed but were not able to work or work remotely due to illness or caregiving needs during the past 12 months of the pandemic? (Select all that apply)

Regarding the approach the organization took to paying staff who were unable to work remotely due to illness or care giving needs, 80% of respondents said that existing leave policy/benefits were applied; 27.5% indicated that full salaries were continued; and 25% indicated that staff were laid off so they were able to collect CERB or EI. A total of 40 respondents answered this question.

ANSWER CHOICES	RESPONSES	
Applying existing leave policy/benefit	80.00%	32
Applying new leave policy/benefit	15.00%	6
Providing full salary continuation	27.50%	11
Providing partial salary continuation	5.00%	2
Laid off so they can collect CERB or EI	25.00%	10
Not applicable	15.00%	6
Total Respondents:		40

Q27 How did your organization support (beyond pay initiatives), those in caregiving roles during the past 12 months of the pandemic? Please select all that apply.

Beyond pay, organizations indicated they supported staff in caregiving roles by: Assessing staff requests on a one-to-one basis and providing alternative working accommodations based on individual needs (80.43%), and by, 'allowing those in caregiving roles to continue working remotely' (52.17%).

ANSWER CHOICES	RESPONSES	
Allowing those in caregiving roles to continue working remotely	52.17%	24
Offering rotational staffing shifts	32.61%	15
Access or subsidy for daycare needs	2.17%	1
Assessing staff requests on a one-to-one basis and providing alternative working accommodations based on individual needs	80.43%	37
We are not offering additional support to those in caregiving roles	10.87%	5
Total Respondents:		46

Q28 How have staff-management relations changed during the past 12 months of the pandemic?

With respect to changes in staff-management relations, the majority of respondents indicated that they remained relatively the same (53.19%). Only 12.77% said that staff-management relations had deteriorated and 34.04% indicated improvements.

ANSWER CHOICES	RESPONSES	
Greatly improved	14.89%	7
Moderately improved	19.15%	9
Remained relatively the same	53.19%	25
Slightly deteriorated	10.64%	5
Greatly deteriorated	2.13%	1
TOTAL		47

Q29 How was your organization’s culture maintained during the past 12 months of the pandemic? Please select all that apply.

Regarding how organizational culture was maintained duing the past 12 months of the pandemic, the leading responses were: Continuing regular virtual staff/team meetings (100%); Maintaining the focus on the mission and core values of the organization; and Remaining accountable to board, staff, clients and community stakeholders (tied at 93.62%); and, Continuing to hold Board meetings on a regular basis (91.49%).

ANSWER CHOICES	RESPONSES	
Maintaining the focus on the mission and core values of the organization	93.62%	44
Remaining accountable to board, staff, clients and community stakeholders	93.62%	44
Maintaining strong collaborations with other organizations	78.72%	37
The health and safety of staff members and their families, clients and the community is the first priority of the organization.	89.36%	42
Ensuring communication with community stakeholders is maintained	78.72%	37
Supporting staff morale through team-building activities	76.60%	36
Continuing regular virtual staff/team meetings	100.00%	47
Board meetings continue to be held on a regular basis	91.49%	43
We have struggled to maintain the organizational culture	6.38%	3
Total Respondents:		47

Q30 During the past 12 months of the pandemic, did the organization's support for workers who had transitioned to online service delivery change:

Did the organization's support for workers as they moved online change during the past 12 months: 76.6% said support had increased, and 21.28% said it had stayed the same. No one indicated a decline in support.

ANSWER CHOICES	RESPONSES	
Increase	76.60%	36
Remain The Same	21.28%	10
Decrease	0.00%	0
Unable To Assess	2.13%	1
TOTAL		47

Q31 During the past 12 months of the pandemic, did collaboration with other organizations:

A strong majority of respondents (72.34%) indicated that collaborations had increased in the past 12 months.

Only 8.51% said they had decreased.

ANSWER CHOICES	RESPONSES	
Increase	72.34%	34
Stay the same	19.15%	9
Decrease	8.51%	4
TOTAL		47

Q32 During the past 12 months of the pandemic, did competition for clients with other organizations:

70.21% of respondents said that competition for clients with other organizations had stayed the same, and another 23.4% said there was an increase in competition. Only 6.38% said competition for clients had decreased.

ANSWER CHOICES	RESPONSES	
Increase	23.40%	11
Stay the same	70.21%	33
Decrease	6.38%	3
TOTAL		47

Q33 During the past 12 months of the pandemic, did your organization have well-coordinated and standardized communication systems and protocols to ensure clear and transparent communication with all stakeholders while meeting and working online? Please select all that apply.

In response to the question: During the past 12 months of the pandemic, did your organization have well-coordinated and standardized communication systems and protocols to ensure clear and transparent communication with all stakeholders while meeting and working online? A large majority of respondent said yes in the case of board members and other stakeholders (95.74%), internal staff and volunteers (89.36%), and external clients/communities (74.47%).

ANSWER CHOICES	RESPONSES	
Yes, with internal staff and volunteers	89.36%	42
Yes, with external clients/communities	74.47%	35
Yes, with board members and other stakeholders	95.74%	45
Communication with internal staff and volunteers has been fragmented	6.38%	3
Communication with external clients/communities has been fragmented	14.89%	7
Communication with board members and stakeholders has been fragmented	2.13%	1
Communication with internal staff and volunteers has been fragmented	0.00%	0
Communication with funders has been fragmented	4.26%	2
Total Respondents:		47

Q34 How comfortable have you been about the security and confidentiality of your proprietary information being accessed or stored remotely, including through employee personal devices during the past 12 months of the pandemic?

In terms of comfort about the security and confidentiality of information storied and accessed, 53.19% of responding agencies indicated that they were somewhat comfortable, but equal numbers (23.4%) said they were 'a bit uncomfortable' or conversely, 'very comfortable'.

ANSWER CHOICES	RESPONSES	
Very Comfortable	23.40%	11
Somewhat Comfortable	53.19%	25
A bit uncomfortable	23.40%	11
Not at all comfortable. We will be revising our security tools and protocols shortly	0.00%	0
TOTAL		47

Q35 What actions has your organization taken for the collection and storage of information accessed remotely by staff during the past 12 months of the pandemic? Please select all that apply.

With respect to the actions of organizions regarding safe accessing and storage of infoimation, the three leading responses were: Raising awareness on security and confidentiality concerns (82.98%); Updating programs and systems regularly (80.85%); and Prohibiting or limiting work-related data on personal devices (70.21%).

ANSWER CHOICES	RESPONSES	
Requiring sensitive data to be encrypted	38.30%	18
Requiring cybersecurity training for staff	46.81%	23
Updating programs and systems regularly	80.85%	40
Changing and using stronger passwords	61.70%	29
Reinforcing control access	61.70%	29
Raising awareness on security and confidentiality concerns	82.98%	39
Prohibiting or limiting work-related data on personal devices	70.21%	33
Introducing new cybersecurity software as part of operations	38.30%	18
Hiring I.T. consultants to evaluate the security of software used remotely	36.17%	17
No actions taken yet	4.26%	2
Total Respondents		47

Q36 In what areas is your organization currently building capacity as a result of the past 12 months of the pandemic? Please select all that apply.

Regarding areas where organizational capacities are being built, the three most frequent responses were: New model for delivery of service (42.86%); More mentorship and bridging services (40.48%), and More connections with private sector employers (tied at 40.48%). There was a stong emphasis on enhancing employment related services and service delivery for clients.

ANSWER CHOICES	RESPONSES	
More mentorship and bridging services	40.48%	17
More assistance for clients moving from one place to another in Canada	16.67%	7
More connections with private sector employers	40.48%	17
Settlement services for clients living in rural areas	21.43%	9
Enhancing clients' employment prospects by offering new skills programs post-pandemic	38.10%	16
Hybrid model for delivery of service	30.95%	13
Additional types of services	9.52%	4
No comment	2.38%	1
Total Respondents:		42

Q37 Did you adjust performance metrics during the past 12 months of the pandemic in your annual performance plan(s) or plan to do so post-pandemic?

Regarding performance metrics and performance plans, the leading responses were: 'Yes - we have lowered performance target(s) previously set' (23.91%), 'We are still in the process of setting performance metrics', and 'We have decided not to adjust now, but plan to revisit later' (tied at 21.74%).

ANSWER CHOICES	RESPONSES	
We are still in the process of setting performance metrics	21.74%	10
Yes - we have lowered performance target(s) previously set	23.91%	11
Yes - we've added new performance metrics	6.52%	3
We are currently considering, but have not yet decided	17.39%	8
We have decided not to adjust now, but plan to revisit later	21.74%	10
We considered and we will not adjust	15.22%	7
We want to adjust performance metrics to deal with crises but are unsure how	2.17%	1
TOTAL		46

Q38 How did your organization navigate funding changes during the past 12 months of the pandemic? Please select all that apply.

In terms of how organizations navigated funding changes in the past 12 months, leading responses were: Attended information webinars (69.05%); Shared information with other organizations (50%); and, Needed expertise from in-house (board, staff, volunteers) (45.24%).

ANSWER CHOICES	RESPONSES	
Received financial aid from external sources	38.10%	16
Needed expertise from in-house (board, staff, volunteers)	45.24%	19
Attended information webinars	69.05%	29
Self-researched financial advice	23.81%	10
Shared information with other organizations	50.00%	21
None	7.14%	3
Total Respondents:		42

Q39 Based on your organization's experience in the past 12 months of the pandemic, do you expect that post-pandemic government funding will:

Concerning expectations regarding post-pandemic funding: the largest number expect that funding will not increase enough to cover needs (36.17%); will not change (25.53%); and will decline (21.28%). Hence, a clear majority indicated concerns about post-pandemic inadequacies in funding.

ANSWER CHOICES	RESPONSES	
Will increase sufficiently	10.64%	5
Will not increase enough to cover needs	36.17%	17
Will not change	25.53%	12
Will decline	21.28%	10
Don't know	6.38%	3
TOTAL		47

Q40 What initiatives has your organization undertaken in an effort to diversify your current revenue streams based on its experience in the past 12 months of the pandemic? Please select all that apply.

Regarding efforts in the past 12 months to diversify funding streams, 43.24% of respondents indicated their agencies had engaged in sales/and fundraising; 40.54% said there were no initiatives; and 27.03% identified extending social enterprise. There were only 37 responses to this question.

ANSWER CHOICES	RESPONSES	
No initiatives	40.54%	16
Sales/fundraising/lottery	43.24%	18
Applied for new additional funding streams		10
Running special/external events	5.41%	3
Extending social enterprise	27.03%	11
Total Respondents		37

Q41 Given the challenges of returning to the workplace and the possibility of resuming normal operations after the past 12 months of the pandemic, do you expect that your funders will: Please select all that apply.

Concerning their expectations about funders, 59.57% felt that they would ‘Continue to fund current service levels’, and 51.06% believed they would ‘Return to pre-pandemic expectations about service targets’. Only 17.02% felt that funders would ‘Reduce funding while expecting pre-pandemic service targets’.

ANSWER CHOICES	RESPONSES	
Continue to fund current service levels	59.57%	28
Return to pre-pandemic expectations about service targets	51.06%	24
Reduce funding while expecting pre-pandemic service targets	17.02%	8
Total Respondents		47