

WHEN A CRISIS STRIKES:

A Guide for Community Foundations

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INTRODUCTION

THIS RESOURCE IS AN OVERVIEW for community foundations and other community-minded organizations who are experiencing a crisis, or want to be proactive and ready when their community faces one. The first part outlines the unique role of a community foundation and the second section is a guide for community foundations in each phase preparing for, and after experiencing a crisis. The third section highlights areas for special consideration by community foundations including the Sustainable Development Goals, infectious disease, climate change, giving to non-qualified donees, and advocacy.

There are many different types of crises that our communities face. Whether they are health-related (like pandemics), weather-related or acts of terror, a crisis can change the social fabric of a community. This can have devastating impacts on mental health and the economy and various factors can influence the severity of these impacts. For example, if a community already experiences high levels of poverty and health problems, they will fare worse in a pandemic. Similarly, a community that has fortified its buildings and is prepared with drills and evacuation plans will fare better than a community without any preparatory measures when an earthquake hits.

Weather-related disasters affect over 170 million people around the world each year, the estimated total cost of losses is around \$195 billion a year in direct costs.¹ In Canada, storms, fires, and floods cost the federal disaster fund on average \$430 million a year. Spring flooding and major rain storms make up 80% of these funds, followed by funding for wildfires.² The costs are even greater when you consider insurance. In 2018, insured losses from

severe weather events cost the industry \$1.9 billion.³ Many Canadians do not have sufficient insurance coverage, nor qualify for disaster relief, leaving many at risk. With Canada warming twice as fast as the global average, the country is at risk for even further extreme weather events.⁴ In fact, climate change is estimated to increase the direct costs for the insurance industry worldwide to \$234 billion by 2040.⁵

At the time this report was updated, COVID-19 was declared a pandemic and countries were on high alert to curb the spread of the disease around the world. Many community foundations responded quickly to support the needs of their communities including establishing COVID-19 funds, working with donors, and in partnership with other organizations. In May 2020, 177 community foundations also participated in a \$350 million Emergency Community Support Fund from the Government of Canada. In partnership with CFC, the United Way Centraide Canada and the Canadian Red Cross, help was given to qualified donees serving vulnerable populations disproportionately impacted by COVID-19. Since 2007, the World

INTRODUCTION

Health Organization has warned that infectious diseases are emerging at a rate that has not been seen before. With more frequent and farther travel than in the past, more densely populated areas, and people having closer contact with wild animals, the potential for infectious diseases to spread quickly and cause global epidemics is of increasing concern.

Government and emergency relief organizations are often first to respond when a crisis hits. In most cases, the communities also rally together to help each other in the aftermath, and with fundraising initiatives. The philanthropic sector has a unique and valuable role in crisis prevention, response and recovery. In a 2019 report, Candid and the Center for Disaster Philanthropy documented almost \$45 billion in disaster-related giving worldwide in 2017. Of this, they specifically identified \$504 million of the funding was provided by foundations and public charities for disasters and humanitarian crises.⁶

The Foundation for Rural and Regional Renewal (FRRR) based in Australia is a leader in exploring philanthropy's role and response to crises. They have found that, "the usual rules, conventions and processes in grant making do not necessarily apply in a disaster. This is true of government grants, business donations and the individual donor who puts a coin into an appeal tin. The way traumatised communities access and utilise grants is also different from the traditional approach to grant applications."⁷ Governments and corporations usually provide support for the short term and organizations such as the Red Cross are there for emergency management only. Community foundations are closely in touch with the needs of their local communities, this helps to respond with the long view in mind, develop deep and trusted partnerships, and have greater flexibility in what is funded, and how long funding lasts. The following section provides an overview of a community foundation's unique role in responding, mitigating, and preparing for crises in their community.

"All funders are disaster philanthropists. Even if your organization does not work in a particular geographic area or fund immediate relief efforts, there are ways to align disaster funding with your existing mission."⁸

SECTION ONE

A Community Foundation's Unique Role

THE LONG VIEW

About 90% of donations made by individual donors, workplaces, and government departments are usually gifted within the first 90 days after a crisis with the intent to have it distributed quickly in the community. Since giving usually completely stops after five to six months, the focus on long-term resilience that is built into the DNA of community foundations offers a unique asset to communities affected by crises. The FRRR's experience taught them that while early engagement is important, starting to grant approximately 12 months after a crisis is philanthropy's sweet spot. This gives enough time for emergency response and governments to raise and grant funds for immediate needs (response

and recovery). In fact, the FRRR still provided grants nine years later to several initiatives that serve communities affected by the devastating 2009 Victorian bushfires in eastern Australia.⁹ More recently, the FRRR has established the Disaster Resilience and Recovery Fund that will support needs that typically emerge 12 to 18 months after a crisis event – such as support for fatigued volunteer leaders, repairing vital community infrastructure, restoring community connections, and ensuring mental health support is available.¹⁰ This long term approach will give communities time to think and plan strategically without political pressures or needing to spend raised money too quickly.

“At FRRR, we know long term community recovery takes time - time to conduct adequate research and planning to ensure that social and physical infrastructure is appropriate, sustainable and meets the future needs of the community. For this reason, FRRR's natural disaster recovery programs typically begin 12 months after an initial disaster and, depending on available funding, last for several years afterwards.”¹¹

RESILIENCE AND PREPAREDNESS

With this long view in mind, community foundations do not need to wait for a crisis to strike. Supporting preparedness strategies is also a key role for all community-minded organizations. Often the approach for a community is to seek out donor support only once a crisis is declared. However, this is changing as many community foundations are creating designated funds that could go to the community in a time of crises, and also support preparedness strategies for the charities who will be working on the frontlines. As mentioned above, the FRRR's Disaster Resilience and Recovery Fund also supports crisis response preparations such as community emergency plans, community leadership programs, and practical training programs. This includes efforts such as mental health first aid and governance for not-for-profit organizations which help communities be better prepared to take control in the event of a crisis. Vulnerabilities in our communities (poverty, health, infrastructure, etc.) can also compound the effects of a crisis. Preparation and prevention can reduce the likelihood of a crisis occurring in the first place, while investing in social capital can be an impressive crisis risk strategy and reduce the impact inequalities from a crisis.

Even if a specific fund is not possible at this time, it is advisable that your foundation:

- Have a fundraising mechanism ready and then discuss this with community partners so that when a crisis does strike, your foundation is ready to collect donations immediately (since most funds come in the first few weeks after a crisis, it is critical that a fund can be used immediately)
- Develop an MOU with your local government and other community partners to define roles and responsibilities should a crisis occur
- Partner with, and fund organizations that are looking to predict and address vulnerabilities (e.g. income inequality) and hazards (e.g. climate change) in your community so that preventative measures can be put in place

“Every dollar you spend upfront in some type of resilience initiative can be helpful to prevent the same recurring events that happen if all you do is respond after disasters.”

JOE RUIZ, Director of UPS Humanitarian Relief Program

COMMUNITY LED

A community foundation's role after a crisis is not just about securing funding, it is important to work with other funders and organizations to be responsive and flexible to the community's needs. A crisis can change a community and the way a community foundation may typically operate. Flexibility and relevance are key to a community foundation's response during and after recovery. This means allowing the time and space for the community to learn and express where they feel the greatest needs are through an equitable process, while recognizing that needs can evolve over time. Through the Emergency Community Support Fund during the COVID-19 pandemic, CFC aspired to reduce the power imbalances inherent to funder and grantee relationships, while encouraging community foundations to do the same. A first way CFC did this was by taking a gender-based analysis lens through its funding stream. CFC committed to:

- Using participatory decision-making processes to shift power so that vulnerable populations most affected by COVID-19 are informed and included in the funding decision making process
- Taking the lead, and learning from those on the frontlines of challenging inequalities and building more equitable, sustainable and just communities
- Challenging the broad social and economic power imbalances that give some people privileges, while disadvantaging and oppressing others, including a gender-based approach in decision-making
- Pursuing the work with truth, reconciliation, and decolonizing practices in our hearts and minds, as well as in our collective outreach, grantmaking and communications efforts
- Funding organizations led by people they represent and acting on the concept of "nothing about us, without us"
- Placing trust and confidence in applicants including funding projects at their full request—applicants know best what support they need.¹² In several cases, funders have created a clearing house mechanism where community organizations would only need to submit one application form instead of filling out multiple applications for the various funding organizations. The workload on community-serving organizations increases significantly during a crisis, so these types of collaborations between funders are key to helping organizations focus on what really matters. Not only that, supporting leadership in the community will help to avoid burnout, duplication, and improve response skills. There are a few areas where a community foundation can support community leaders: hosting community conversations, training organizations in healing circles, supporting 'who do we work with' networks, supporting Indigenous leadership, exploring deeply the impacts to mental health and wellbeing, developing Vital Signs or data supported research of the community to better understand gaps, and much more.

The Foundation for Rural and Regional Renewal note several mechanisms important to the success of overall recovery efforts that can be replicated:

- Regional Donation Accounts allowing communities to collect and administer funds for their own programs
- A clearing-house service allowing grant seekers to submit only one grant application to one organization and feel confident that it would reach the most appropriate donor
- Leverage mechanism attracting additional funding by applying a co-funding principle, ensuring that the impact of donations were maximised¹³

COLLABORATION AND PARTNERSHIPS

One of the community foundation's greatest strengths, even before a crisis, is their ability to collaborate and build deep networks outside of philanthropy. Given that crises often leave widespread and long-term social impacts, collaboration is essential in designing and implementing preparedness, response, and recovery strategies. Working with government, crisis relief organizations, community groups, Indigenous communities, and the private sector are important to rebuilding a community. The Emergency Community Support Fund during the COVID-19 pandemic response was a great example of this

type of collaboration. When communication is open and trust is built, a response can be timely, opportunities expanded, and mechanisms can be put in place to avoid duplication or missed information. Community foundations should look to expand their networks before and in response to a crisis in order to help mobilize their community for a successful response and recovery. Since community foundations are there for the long term, these relationships before and after crises will build a strong interdependence for future work together.

“Being involved in the response was galvanizing for the foundation and gave our staff and board a sense of pride and community solidarity that taught us some new skills and strengthened our relationship with the city, community and diverse partners.”

JULIA HOWELL, Vice President, Community Engagement, Toronto Foundation

“The FRRR program helped to build a greater level of collaboration between Government and the philanthropic sector. As a partner with the Victorian Government through the Victorian Bushfire Reconstruction and Recovery Authority (VBRRA), FRRR was able to widen the Government's recovery funding scope, and demonstrate the benefits of partnering with philanthropy.”¹⁴

CASE STUDIES

CASE STUDY:

TORONTO FOUNDATION

In late April 2018 in Toronto, a driver in a rented van drove along Yonge Street deliberately targeting pedestrians. In total, ten people were killed and sixteen were injured, the city was left in a state of shock and fear, there was an immediate huge outpouring of support, several independent GoFundMe pages were established. With so much fundraising taking place, the Toronto Foundation recognized that there was an important coordinating role no one else was taking on. The philanthropic community and donors were looking for a simple, transparent and accountable mechanism to support the crisis and the City of Toronto was looking for a reputable community partner to work with.

While it might have seemed unusual for a community foundation that typically supports registered charities to get involved in a tragedy that focused on individuals, the Toronto Foundation stepped in because the events had a sweeping effect on the feelings of safety and security in the city. Two days after the attack, the foundation launched the #TorontoStrong Fund to support the individuals and their families as well as Victim Services and other local groups that needed support to serve the community as a whole. The foundation worked with their legal team to identify the City of Toronto as the qualified donee and determined that the impact was indeed charitable because of the funds' broad community benefit. An arms-length committee was established to distribute the \$3.5 million that was raised with a respected community member appointed as the fund administrator.

Only a few months later on July 22 tragedy struck again, this time on Danforth Avenue where two people were killed by gunfire and thirteen others were injured. The City of Toronto and the Toronto Foundation, working with the #TorontoStrong steering committee, were able to quickly establish a second fund that raised \$560,000 to provide direct support to the victims of the Danforth shooting. Following the disbursement of all the donations to the victims, the Toronto Foundation announced the creation of The Barbara Hall Community Resilience Fund. Working in partnership with the Wellesley Institute, this new initiative supported a network of crisis responders to ensure strong coordination and collaboration between organizations.

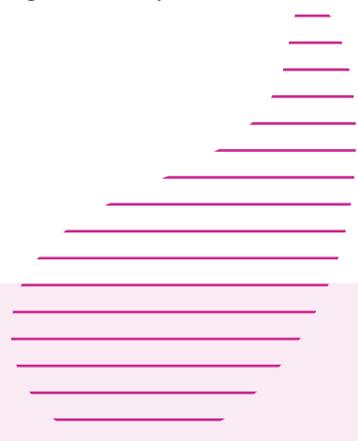
Since this time, another tragedy took place and a Toronto business leader launched a national campaign to raise money for the families of the 57 Canadians who were killed when their plane was shot down in Iranian airspace on January 8 2020. The Toronto Foundation supported the backend of the #CanadaStrong Fund and provided advice to the community leader who led the fundraising campaign and the matching dollars with the federal government.

CASE STUDY:

PARTNERSHIPS MOBILIZE WOOD BUFFALO RESPONSE

The wildfires in Fort McMurray and communities in the surrounding Wood Buffalo area in May of 2016 captured the country's attention. Approximately 88,000 people were evacuated, making it one of the largest and most successful evacuations in Albertan history. By the time the fire was under control, an estimated 2,400 structures had been destroyed.¹⁵ As first responders and frontline organizations addressed the immediate crisis in Fort McMurray, community foundations from across Alberta pooled their resources to create a Rebuilding Fort McMurray Fund. With over \$1.4M raised, the Edmonton Community Foundation joined 15 other organizations

who created the Wood Buffalo Fire Recovery Funders Circle. The group formed partnerships with groups such as Suncor Energy Foundation, the municipality, the Red Cross, and many more. The Funders Circle met to share information and applications from projects coming forward from the community. During this time the Wood Buffalo Community Foundation formed, and became a key partner in the ongoing efforts to rebuild and reimagine a thriving community.



CASE STUDY:

FLOODS UNITE SOUTHERN ALBERTANS

In June 2013, Southern Alberta was hit with disastrous flooding that lasted over a week. The flood decimated communities from the Rocky Mountains to Medicine Hat and displaced over 100,000 citizens. First responders and frontline organizations assisted in immediate crisis support. The philanthropic solution from community foundations was the formation of response funds. The Calgary Foundation established the "Flood Rebuilding Fund" to assist long-term community recovery efforts in some of the most affected areas. Over \$9.1 million was used to support 131 grants for flood-related charitable

initiatives. In addition to the Calgary Foundation's efforts, the Banff-Canmore Community Foundation established the "After the Flood Stewardship Fund." This fund was created to support groups helping restore habitat in Bow Valley's public lands damaged by the flood, and reconstruction activities. The community funds were able to support a broad range of services, including housing, access to food, counselling, and rebuilding community gathering places such as parks, halls, and play areas.

CASE STUDY:

PETERBOROUGH & QUEBEC CITY COMMUNITIES COMES TOGETHER IN RESPONSE TO HATE

In November 2015 the only mosque in Peterborough, Masjid al-Salaam, was the target of a hate crime: arsonists smashed a window and used Molotov cocktails that caused over \$80,000 worth of damage to the building. Although no one was physically harmed, the event triggered fear throughout the local Muslim community. The entire community united to support the members of Kawartha Muslim Religious Association (KMRA) in many ways, including a crowdfunding campaign that raised more than \$110,000 in 30 hours. Motivated in part by The Community Foundation of Greater Peterborough's 2015 Vital Signs report, the KMRA teamed up with the foundation to establish a fund which would meet the needs of vulnerable women and children. Most of the funds were granted and the remaining amount was invested with the community foundation as the core of a permanently endowed fund (which continues to be built) that supports the YWCA Crossroads Shelter and Five Counties Children Centre with ongoing annual grants.

On January 29th 2017, the Islamic Cultural Centre of Quebec City experienced a tragic mass shooting that killed 6 people, seriously injured several others, and spread fear throughout the local Muslim community. Local leaders and community members showed great strength in rallying together to support one another. The Fondation Québec Philanthrope created a fund to support the local Muslim community and encouraged everyone to collaborate during this difficult time. The funds of the "Philanthropic Fund for a Society Toward Social Tolerance" first went to organizations that could help support the community, and in the long term will be used to support initiatives that promote a socially tolerant society.

CASE STUDY:

CHRISTCHURCH MOSQUE ATTACKS

On March 15, 2019, a lone gunman committed consecutive terrorist shooting attacks at two mosques in Christchurch, New Zealand, during Friday Prayer. These horrific attacks killed 51 people, injured 49 and left hundreds in the community traumatized. Within hours, Victim Support was on the ground responding to the emergency needs of the community. The Christchurch Foundation, just 2 years old at the time, was asked by the Mayor and the Prime Minister to act on their behalf to collect funds for the victims. They moved quickly and launched the "Our People, Our City Fund" to receive donations. In setting up the fund, the Christchurch Foundation made the following commitments to their donors and the victims: to honour the wishes of our donors; focus on providing medium to long-term support to the victims; seek guidance from the victims about how the funds could be used to deliver the greatest benefit.

Of the \$11 million raised, \$2 million went to immediate needs. Approximately \$3 million was allocated by donors to an ongoing Education Fund, an Abrahamic Fund, and a Medical Support Fund for the severely injured. For the remaining \$6 million, former Christchurch City Councillor Raf Manji acted as the foundation's independent advisor to collect community feedback and to provide recommendations about how the funds were to be distributed. More than 160 conversations were held during a 'Listening Project' process, recommendations were also informed by international research and lessons learned. The Listening Project also became an opportunity for all manner of issues to be raised, often not to do with the distribution of funds but general challenges within the community. It created a safe place for people to raise concerns and it was clear that there was still much more to do to support the community even 12-15 months after the shootings.

CONSIDERATIONS FOR PANDEMICS AND INFECTIOUS DISEASE

On March 11, 2020, the World Health Organization (WHO) declared coronavirus, or COVID-19, as a global pandemic. New approaches to working and giving that affected everyone came with this announcement, including for community foundations. This crisis has shown the power of an engaged community. The diverse emergency responses from community foundations proved the importance of grassroots initiatives in local regions and municipalities. At the time this report was written, Canada and the world were preparing for a future post-COVID and many foundations were responding to this crisis in their community. The key tactics for many community foundations during this time were to:

- Be as flexible, pragmatic and proactive in grant-making as possible (flexibility on deadlines to apply, trust-based or short approval process, shortened reporting process)
- Collaborate on, or contribute to emergency funds at the community and national levels as they emerged as quickly as possible
- Stretch and deploy their expertise and funds that protected the capacity and resilience of nonprofit and charitable organizations
- Support the work of advocacy including the delivery of sustainable, equitable, just responses and programs
- Take the long view approach, including ongoing engagement
- Support and provide flexibility to their staff to work remotely, and mental health promotion

For the **Oakville Community Foundation (OCF)**, collaboration, transparency, and digital know-how was their primary focus when crafting an ongoing response to the COVID-19 pandemic. At the start of the COVID-19 crisis, local stakeholders quickly came together to learn, plan, and act. Halton Region convened an Emergency Response Action Table consisting of local municipalities, public health, the local United Way, and the local community foundations. Meeting weekly, the Action Table focused on food and hygiene needs, and collaborated with Food for Life to begin to meet those needs.

At the same time, OCF reconvened a Grantors Roundtable that they initially created in 2016. The roundtable was able to act quickly, as members had already established trust and created terms of reference. The Roundtable reached out to local charities to see what the local needs were, and made a list of local “community heroes” to connect to the Region’s Emergency Response Action Table.

This resulted in a list of 20 priority organizations to fund for a COVID-19 response, and shortly after, these organizations became the focus of OCF’s Resiliency Fund. OCF strived to be very transparent including featuring the names of these organizations in their press release, alongside the dollar amounts they would receive, as well as details about their plan for multiple phases of donations. The foundation also made it clear this is not a conventional granting process, and that the 20 priority organizations would instead receive funding based on their specific and ongoing needs. In addition, recognizing there were multiple COVID-19 fundraising campaigns already in Oakville, OCF decided this was not a fundraising campaign. Instead, the focus would be to meet gaps that would not necessarily be met elsewhere, and to complement existing funding goals.

OCF recognized the value of digital tools from the beginning. A project to transfer money electronically was done in a matter of weeks when it became clear an office closure was necessary. Several years ago, the foundation also invested in updating its granting and donations systems using Foundant Technologies, and this has made working from home all the easier since it had everything connected through Google, and linked to remote data. The foundation also recognized its strength to support local, smaller community foundations with their digital capacity, supporting the Community Foundation of Halton North with social media however possible. OCF recommends that all larger foundations seek out ways to help smaller neighbouring foundations with available resources.

SECTION TWO

Crises Readiness and Response

WHAT YOUR FOUNDATION CAN DO

Community foundations have different roles to play before, during, and after a crisis. Below, we outline four phases: Risk Reduction, Response, Recovery, and Rebuild, and provide suggestions for the role of a community foundation in each phase.

“After a disaster, it is possible for communities to reinvent themselves so that they not only survive, but thrive. They must look at themselves with new eyes, recognize the potential which lies within themselves, and build a resilient base which is sustainable in the long term.”¹⁶

“One of the concerns that we have is that [B.C.’s Indigenous communities] knowledge is not being used to guide management of wildfire or land use practices.”¹⁷

Description

- This phase is focused on preparedness and resilience in advance of a crisis
- Research shows that being prepared is crucial to the success of a community's response. This includes provisioning significant funds for crises preparedness and developing strategies to build community resilience that lessen the overall impact on individuals, businesses, governments and communities.¹⁸
- "Estimates from organized philanthropy in the US determined that for every \$1 spent on disaster preparedness, at least \$7 is saved in casualties, property damage, and the like."¹⁹

Role of community foundation and Board

- Community foundations don't need to wait for a crisis to begin the conversation around community crisis preparedness strategies. Begin partnering with those who affect change, such as your regional government on their crisis relief preparations. Seek to build collaboration amongst other funders, community organizations and individuals, together, you can create crisis response protocols so everyone is clear about 'who does what when.'²⁰
- Given the long-standing use and knowledge of ecosystems of Indigenous peoples, engage Indigenous communities in crisis preparation and response plans.
- Develop a business continuity plan that helps your staff, board, volunteers and policies to operate during a crisis. To prepare for an office shut down (such as the case of a flood, fire or pandemic) you'll want to ensure employees are comfortable using remote work tools.
- Create an external plan or MOU with community partners that will guide how you will assist in the time of crisis.²¹

Grants focus

- Provide grants for community conversations, like a Vital Conversation that educates and creates crisis readiness strategies.
- Support organizations working on crisis readiness and resilience strategies.
- Fund projects or research that address the root causes of crises (environmental, security, poverty, etc.)
- Develop and communicate your preparedness plan for your organization with grantees and partners.
- Work with key grantees to develop MOUs so you can work together when a crisis strikes.²²
- Support and engage Indigenous communities in crisis resilience planning.²³
- Contribute to local adaptation projects that reduce your community's vulnerability to climate impacts, and contribute to projects that reduce greenhouse gas emissions. Some projects (e.g. protecting wetlands, protecting forests) achieve both goals.

Partnership and community knowledge focus

- Build relationships with other funders, not-for-profits, emergency management agencies, businesses, Indigenous communities, and governments to develop a philosophy of shared responsibility connected to community. This can be done through:
- Regular task force meetings, hosting community conversations, setting up an application clearing house that is ready to be implemented when a crisis strikes.
- Practice co-funding community initiatives so that trust and funding mechanisms can be tested prior to a crisis.
- Consider partnering with other local or provincial community foundations to increase support and networks.
- Connect with your local municipality to learn whether a climate change vulnerability assessment has been completed, and whether you have climate targets for your community.

Fundraising focus

- Consider starting a crisis relief fund at your foundation so that when a crisis strikes, you are able to respond quickly and strategically.
- Setting up a crisis relief fund.²⁴
- Create an MOU with community partners to have an understanding of roles and responsibilities.
- Work with donors and board members to raise their awareness about the effects of crises on communities and the benefits of being prepared and connected.
- Determine whether your portfolios include industries that greatly contribute to climate change.

Resources for community foundations:

- The Prince's Trust Australia and the Foundation for Rural & Regional Renewal (FRRR) believe that risk reduction is a critical issue that needs national leadership and a coordinated, collaborative approach. Together in 2017, they have created "Disaster Resilient: Future Ready" to work with communities, researchers, and experts to co-design methods and tools for helping communities be ready for a crisis, and adapt to new or changed social, economic and environmental conditions.²⁵
- The Centre for Disaster Philanthropy's approach to preparedness.²⁶
- The Aboriginal Disaster Resilience Planning Guide.²⁷

RESPONSE

Timeline: Time of crisis to one month after (timelines are approximate)

Description

- This phase occurs when your community is in a state of emergency. Urgent needs must be met in a timely manner to preserve life and ensure major, and essential services such as food, shelter, communication, and roads, are available for the community.

Role of community foundation and Board

- Seek to mobilize and coordinate communication amongst community organizations and funders. Work in collaboration with emergency response teams to ensure the provisions of basic services for displaced populations, and help to mobilize volunteers through your networks.
- Support the work of assessing damages and critical needs.
- Assist with connecting case managers and pro-bono legal services to the community.²⁸
- Reach out to Community Foundations of Canada for their support and help in mobilizing your efforts.
- Support or lead community conversations on topics such as crisis relief processes, legal rights of crisis victims, navigating applications and basic services, and consideration for Indigenous communities.²⁹

Grants focus

- Be flexible, pragmatic and proactive in grant-making.
- Work with the community to see if there are gaps in funding, or in the abilities of the emergency response organizations, to determine how your foundation can respond accordingly.
- Support the capacity and resilience of nonprofit and charitable organizations.
- Consider funding town halls, community conversations or talking circles that bring people together to create coordinated approaches for response.
- Create clear communication and information sharing with your grantees.

Partnership and community knowledge focus

- Support the work of the emergency response organizations such as the Red Cross, and Government strategies.
- Create or support a funders table.
- Mobilize volunteers.
- Approach local or provincial organisations that are interested in partnership.
- Help enable communication between response teams and the community.
- Help support improvements in the efficiency of logistics systems.
- Consider working with other community foundations who are also affected by the crisis to share ideas, resources, fundraising efforts, and communications (for example through the CFC listservs)
- Consider funding or co-funding a crisis response coordinator to allow for better communication and coordination.

Fundraising focus

- Mobilize your communication channels quickly to let the community and donors know about your support and response.
- Deliver a strategy that supports the immediate fundraising needs of your community and create mechanisms that invest in the community for the long term. For example, this could be working with donors to create endowments or working to create crisis relief funds
- Seek partnerships to pool philanthropic funds for greater impact.

The FRRR's Natural Disaster Response Framework is an excellent resource for community foundations. Their experience and insight provide a multi-level collaborative philanthropic response that supports the medium to long term recovery of rural and regional communities affected by crises.³⁰

RECOVERY

Timeline: Taking place approximately one to twelve months after a crisis

Description

- The emergency needs of the community have been met and the focus is now on finding ways for the community to recover. In this phase displaced people are returning home or the situation starts to stabilize and people are focused on the steps they need to take to rebuild their lives. This includes assessing and repairing community and individual infrastructure, starting and reevaluating community programming and institutions (like schools, community services, etc.) and healing from physical injuries and emotional or psychological trauma.
- A lot of attention and resources must go towards supporting the mental health of community members as they return and cope with the trauma that they, and their community has experienced.

Role of community foundation and Board

- Community foundations are an active and well-networked partner and are able to mobilize in response to the community needs. During this phase, corporate donors, emergency response organizations and governments may no longer have the means to accept donations or respond to community needs. Continued collaboration with partners to support community led solutions are key in this phase.

Grants focus

- While continuing to focus on the long-term needs of the community (see below), you can start creating simple and accessible grants programs.
- Have grant criteria decided by local organizations and be adaptable to the community's changing needs.
- In this phase, focus on psychological recovery, volunteer fatigue, and support for emerging leaders.³¹
- Work with Indigenous leaders to support the unique needs of their community.
- Consider funding staffing needs of local organizations who feel the extra workload as they support the community.

Partnership and community knowledge focus

- Work to create a clearinghouse service that is used for liaising with other funders in order to refer, and accept applications This will allow grant seekers to apply to many funders by submitting only one application.³²
- Consider funding or co-funding community engagement coordinators to develop a plan for project funding that can assist in different regions for rebuilding.³³
- Collaborate with key funders to avoid duplication in all aspects of granting and funding. Create community knowledge sharing platforms.
- Work with media to share information about the crisis within, and outside of the community.
- Continue meeting with partners and supporting community conversations to assess needs and the direction of the recovery process.

Fundraising focus

- Work with government and other funders that offer matching donations (in recent experiences donor advised funds held at community foundations are not eligible for government matching programs. For example, in Fort McMurray only new donations to the Red Cross were eligible for a government match).
- Look for leverage and take a proactive role to expand the sum of funds (offer to partner with government, businesses, individuals and organizations.³⁴
- Continue to work with donors that have a long-term view in mind (see below). Find ways to connect with groups, such as the Red Cross, to see if they would be willing to partner on long term funding needs.
- Communicate your unique role in supporting the long term needs of the community beyond emergency relief.
- Use your expertise to assist the community in fundraising efforts.

REBUILD

Timeline: 12 months to 10, or more years

Description

- The community is stabilizing and shifts from immediate relief needs to long-term recovery. When a community experiences a crisis, it can take many years for them to rebuild infrastructure, renew their natural environment and have people return and heal from physical and emotional afflictions. While some communities will want to return themselves to their previous state, many take the opportunity to reimagine the community with a focus on resilience and equity.

Role of community foundation and Board

- This is where your community foundation shines! You've kept an eye on the long-term recovery and rebuild of the community and your role now is to continue to move the vision forward. You will want to maintain crucial relationships with a focus on key groups that are continuing to work on rebuilding now that the emergency response is gone.
- Sharing experiences with your community as well as Community Foundations of Canada is important, helping provide an example that foundations across the country can model. Continue to determine the needs of your community knowing that some are hidden and may surface long after the crisis. Staying flexible and responsive are key in this phase.

Grants focus

- Build off the work of the previous phases. You may want to create regular community needs assessments or a Vital Signs that guide your granting so that priority needs are met.
- Continue to fund conversations that help community organizations in their recovery efforts, or that offer services to community members such as the financial resources available for rebuilding. Consider offering small or flexible grants that can be transformative in this phase.
- Look to fund specific areas such as housing, mental health, Indigenous communities, education, arts and culture, communication networks and animal protection.

Partnership and community knowledge focus

- Partnerships should continue in this phase, including regular funders table meetings and community conversations. Hopefully these relationships will translate into long-term ways of working beyond the crisis relief efforts.
- Stay connected to Indigenous leaders who can inform you on how best to support their rebuilding efforts.

Fundraising focus

- Media attention often tapers off during this phase. Be sure to stay connected and find creative ways to continue to tell the ongoing story of your community's recovery with your local media outlets.
- Continue to work with donors and other funders on building out long-term strategies that support the recovery fund for years after the crisis.

Resources for community foundations:

- The Foundations for Rural and Regional Renewal's bushfire response.³⁵
- The Calgary Foundation's Flood Rebuilding Fund.³⁶
- The Centre for Disaster Philanthropy's Basic Tips for Disaster Giving.³⁷

"For every day of immediate relief, there are at least ten days required for mid-term recovery and at least 100 days for long-term recovery. Based on that estimate, people will be recovering from hurricane Harvey (in September 2017) for at least three years and probably longer."³⁸

VULNERABILITIES AND THE SUSTAINABLE DEVELOPMENT GOALS

At all of the stages described above (risk reduction, response, recovery, and rebuild), it is important to remember that the effects from a crisis on human lives and the environment are the result of multiple factors. From the onset of a crisis you will be required to act quickly, so it is important that these factors are understood upfront. When you see these various pieces in a holistic way, you will be able to predict where the vulnerabilities are and better address the root causes that can lessen the negative impact of a crisis in your community. For instance, if you invest in building community health, you will reduce the risk of people becoming sick. If you invest in climate adaptation, for example, protecting local wetlands to reduce flood risks, or ensuring homes are FireSmart certified, you can reduce the risk of the crisis impacting your town or city.

Another way to understand these vulnerabilities and frame the work that you do before, during and after a crisis is through the 17 Sustainable Development Goals (SDGs). This framework adopted by the United Nations and all member states, including Canada, advances peace and prosperity for people and the planet. The SDGs outline seven targets and four priorities for action to prevent new crisis risks and reduce existing ones.

In addition, because the SDGs are purposefully, interconnected and universal, they provide a useful frame of reference for aligning your work in a crisis. For instance, you can advance

the goals of “Good Health and Wellbeing,” “Climate Action,” and “Life on Land” by protecting a park with local forests and wetlands, that in turn protects a community from the hazard of flooding.

With social inequalities often compounded during times of crisis, progress on the SDG goals can be deeply affected in your community. In many cases, lower-income communities have a more difficult time during crises. For example, for people living in poverty during and after a crisis, preparedness strategies can be costly, evacuation difficult without access to transportation, information less readily available with the lack of access to digital infrastructure, missing work presents more of a challenge and renters may have issues with housing and access to basic services.³⁹ COVID-19 trends have demonstrated the economic, racial, cultural and gendered dimensions of crises, and how intersectional these issues are. For example, low-income women of colour are disproportionately unemployed or unable to return to the labour market as a result of the crisis. Addressing these social vulnerabilities through funding and the SDG framework is a good first step in crisis planning and response.

“While all people face the threat of disaster, one’s real risk is often determined by social factors. More than 350 million people are impacted by disasters and conflicts each year and their impacts- especially on vulnerable groups- can affect the ability of States to achieve the goals enshrined in the 2030 Agenda for Sustainable Development”

CHARLOTTE MCCLAIN-NHLAPO, Global Disability Adviser at the World Bank Group.⁴⁰

SDC 13 on “Climate Action” in particular bears further discussion. Climate change is caused by greenhouse gases released by human activity, and the impacts are already being felt in Canada and around the world. Climate change increases the likelihood of severe and frequent precipitation events (contributing to flood risk), drier conditions (contributing to drought and wildfires), warming tropical waters (contributing to stronger hurricanes), and warming weather (contributing to heatwaves). Preparing for climate change impacts is known as “climate adaptation.” Community foundations and community-minded organizations can use many of the same steps outlined in the table above to prepare for these kinds of crises.

However, climate change threats go beyond the impacts we have already experienced. Canada is warming twice as fast as the rest of the world, and research suggests we are on track for the country to be uninhabitable within 80 years.⁴¹ That means the lives of our children and grandchildren are

immediately threatened if current emission trends continue. Canada has committed to reduce its greenhouse gas emissions by 30% below 2005 levels by 2030, and even with committed measures, we are not on track to meet this target.

The good news? Climate change is a crisis in the making that can be addressed today through climate mitigation - action to reduce our greenhouse gases. We can change this course through concerted action, and many of the solutions we can implement today already exist. See “Project Drawdown” for a list of high-potential solutions vetted by over 100 scientists around the world.⁴²

By understanding these vulnerabilities, framing stages of crisis planning through the SDGs and considering climate change, community foundations and community-minded organizations are well on their way to prepare for, and act on crises.

WORKING WITH NON QUALIFIED DONEES

In times of crisis, you may find you are collaborating with partners, individuals, and organizations that you don’t normally work with or support. If your foundation decides to work with an organization that is not a charity to support your community, you will want to think through how you structure the ‘what, why and how’ of your relationship. For example, a school in your area that is not a registered charity could decide to open up their facility to provide extra meals for those in need. In this case you would enter into an agreement where the expenditures, assets and resources of the activities performed by the third party or intermediary (the school) only go towards your own charitable activities, and that your foundation demonstrates “direction and control.” Your foundation must accomplish this by:

1. Written agreements: make sure all of your arrangements with intermediaries are documented in writing
2. Initial and ongoing instruction: demonstrate your initial instructions in the form of a written project description and budget, provide ongoing instruction and active review of the intermediary

3. Ongoing and active monitoring: maintain good records and receive regular reporting on the project. You must verify expenses and conduct field visits, if possible. Be sure to keep all internal documentation such as minutes, emails, and photos that demonstrate your foundation’s active review of the organization
4. Separation of activities or funds: it is important that you distinguish the activities of your foundation from those of the intermediary and provide separate tracking of funds⁴³

In short, these types of funding partnerships during a crisis are often done very quickly, and your foundation must lean on the knowledge and trust you have with your community organizations. This work is done in good faith and as long as the activities are truly charitable, your files are organized, and the project is well thought through and reviewed, your foundation can consider working with non-qualified donees.

A WORD ON ADVOCACY

WHEN A COMMUNITY EXPERIENCES A CRISIS, they often see major issues surface that may require a long-term response from government. For example, issues of racial inequality surfaced during, and in the response efforts to Hurricane Katrina. Your community foundation may find yourself needing to shift into an advocacy role in order to support policy changes or different response strategies during or after a crisis.

Here are a few ideas for your community foundation to pay attention to The Disaster Playbook:⁴⁴

- Be involved in making sure your community is getting maximum federal, provincial, and regional recovery dollars
- Have a voice in making sure the distribution of funds is a fair, equitable, and transparent process
- Share information with governments, emergency response, Indigenous communities, and community organizations, and be sure that all needs are being discussed and met
- Create a safe space to have difficult conversations over the long term (for example issues of racial inequality can surface during and after crisis response)
- Ask for increased mental health services and other programmes that keep people safe and healthy or fill any gaps for recovery
- Work with Indigenous communities and vulnerable groups to make sure they are supported and their voices are heard during their recovery
- Work with local businesses to make sure they have the support needed to recover with minimal damage, helping keep your local economy thriving
- Use and share relevant data and your experiences in past grantmaking areas to inform policy and funding decisions

Example of advocacy: The San Francisco Foundation advocated for adequate funding for nonprofits before, during, and after Hurricane Katrina hit the Gulf Coast in 2005. They implemented California's Private Non-Profit Disaster Reimbursement Program, got government to recognize the role of nonprofits in disaster relief and the need for inclusion in planning, and increased foundation sector funding to non-profit disaster preparedness.

CONCLUSION

A CRISIS CHANGES A COMMUNITY. While the devastation can have a lasting negative effect, many communities rise from the crisis stronger, more connected, and better prepared should any other crisis hit their region. Every community foundation has to decide how to best engage and what is possible but as many have learnt, sometimes your foundation may need to step in when the need is great and where your responsive leadership is required. There is no one size fits all and every crisis is different, however, we hope this resource has made you aware of the need for preparedness measures and the role your community foundation can play in the response, recovery, and rebuild strategies in your community.

LIST OF RESOURCES:

1. **Natural Disaster Response Framework.** Webpage. The framework is a multi-level collaborative philanthropic response that supports the medium to long term recovery of rural and regional communities affected by declared natural disasters.
2. **Project Activity Tree.** PDF. The activity tree will help determine how to categorise your project's primary focus area in FRRR's online grant applications. This helps us understand the context of your project and the issues in rural communities.
3. **Lessons in Disaster Recovery.** PDF. Learnings from the FRRR's response to the 2009 Victoria bushfires.
4. **Aboriginal Disaster Resilience Planning.** Webpage. This approach has been designed with aboriginal communities in mind. The ADRP process includes a user-friendly guide to help you work through the various steps to increase resiliency in your community.
5. **Aboriginal Disaster Resilience Knowledge Sharing Toolkit.** PDF. Outlines how to use storytelling and talking circles to facilitate the sharing of Traditional Knowledge (TK) about Aboriginal resilience among TK holders, their communities and local emergency management practitioners. It focuses on accessing information about community strengths, past emergencies, existing risks and wise practices to help Aboriginal communities become more resilient to disasters.
6. **Canada's Platform for Disaster Risk Reduction.** Webpage. A multi-stakeholder national mechanism that coordinates and advises on areas of priority requiring concerted action.
7. **Measuring the State of Disaster Philanthropy Mapping Platform.** Dashboard. The platform captures the myriad disaster-related activities that donors have supported from 2011 to the present. Designed for funders, nonprofits, journalists, and anyone interested in understanding disaster-related philanthropy, the mapping platform can be used to scan the funding landscape, determine funding gaps, and identify possible collaborators.
8. **The Disaster Playbook.** Webpage. A collection of strategies, stories, and resources compiled from submissions from grantmakers nationwide. This playbook can help advance learning and understanding of how the philanthropic sector can respond to (and, in some cases lead) the recovery in their communities.
9. **Disaster Relief: A Practical Guide for Foundations and Corporations.** Webpage. Grantmakers have a distinct role to play in disasters because of their ongoing relations with grantees, long-term perspective, flexibility and convening capacity. A number of practical suggestions for good disaster grantmaking are highlighted in this guide.
10. **Readiness, Response and Recovery: a Funder's Guide.** PDF. It recognises the critical role philanthropists and grantmakers play in preparing for and responding to major events, and helping communities recover from them.
11. **How To Help After A Disaster.** Infographic. Provides six reasons why cash donations to local organizations make the most sense in the wake of a hurricane, earthquake, or other disaster.
12. **Disaster Philanthropy Toolkit.** PDF. Specifically supports community foundations in their roles both preceding and following a disaster, and provides guidance to set-up swift, flexible support for communities.
13. **Nonprofit Emergency Plans: What You Need to Know.** Webpage. Offers details into the three kinds of nonprofit emergency plans for volunteer organizations.

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