

Investing in Change

Development Opportunities Within the Non-Profit Sector

Presentation to
“Reversing the Tide” Conference
Prince George, BC
October 7, 2008

Vancity Community Foundation
Together, more is possible

Vancity Credit Union Investing In Community

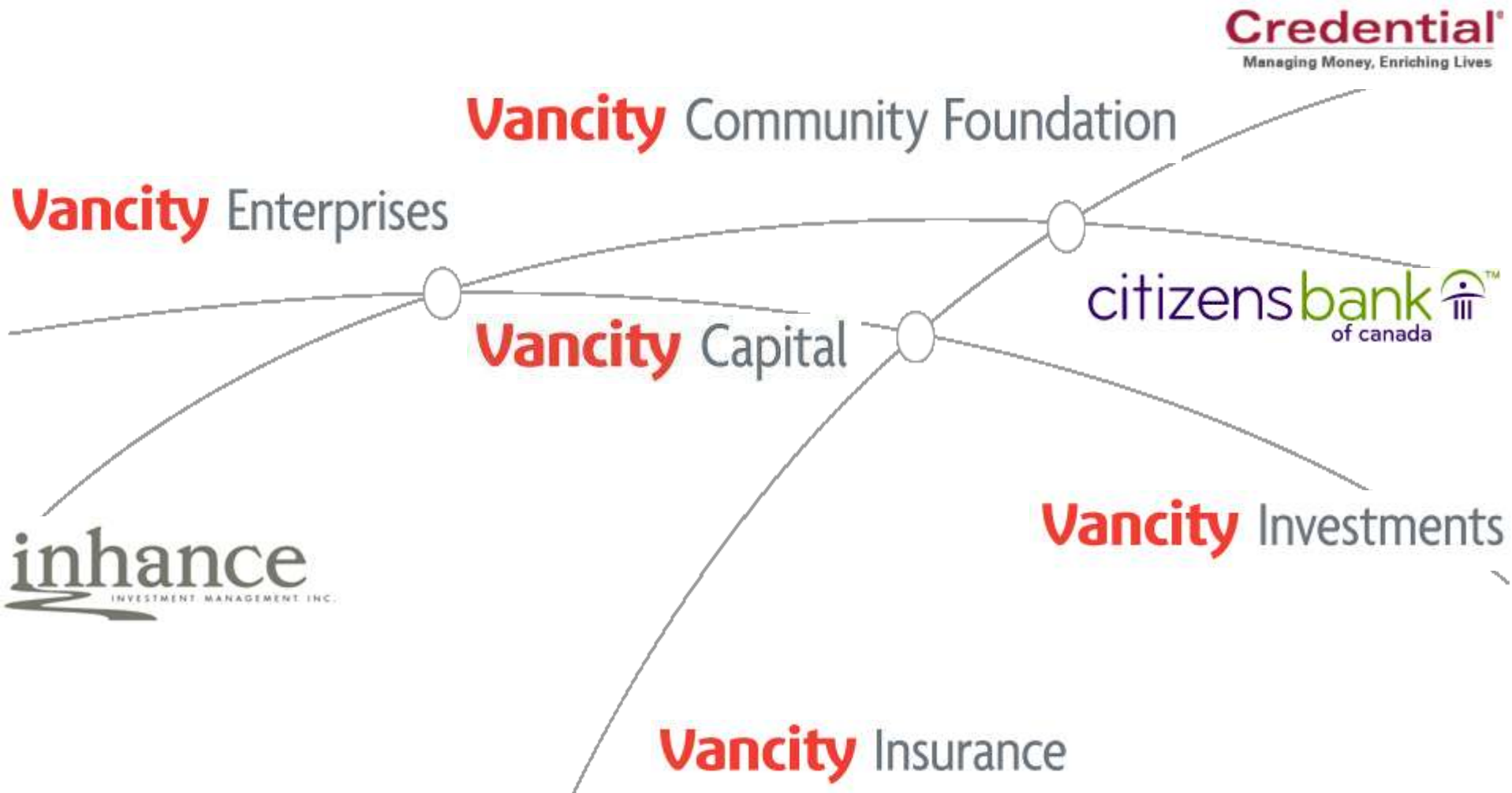


The Vancity Story

- ▶▶ Created in 1946
- ▶▶ Largest credit union in Canada
- ▶▶ Currently, over \$14 Billion in assets
- ▶▶ More than 380,000 members
- ▶▶ 60 branches



The Vancity Group of Companies



The Non-Profit Sector in Canada

This is not a trivial sector

In 2006

- 161,000 organizations
- 86,000 charities, (up from 50,000 in 1989, 40,000 in 1980)
- \$80 Billion in revenue (7.8% of GDP)
- 2 million full time workers

Canada has the 2nd largest nonprofit sector in the world

The Quebec Experience

7151 enterprises
3210 coops, 3941 associations

124,302 jobs
*2 of the 4 biggest private employers:
credit unions and daycare centres*

17.2 billion annual sales
8% of the GNP of Québec

**65 % survival after 5 years compared to
35% for private businesses**



CHANTIER
DE L'ÉCONOMIE SOCIALE



ALLIANCES DE RECHERCHE UNIVERSITÉS - COMMUNAUTÉS

Vancity and Social Enterprise



Images from British Columbia's
Great Bear Rainforest
All photos copyright Ian McAllister



Western Log Sort Cooperative



**enterprising
non-profits**



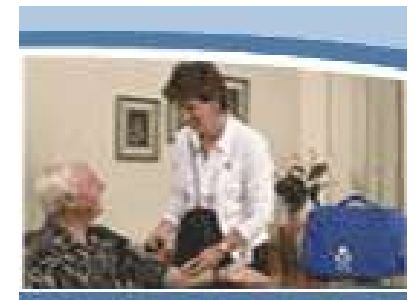
Starworks Packaging and Assembly



Coast Landscapes

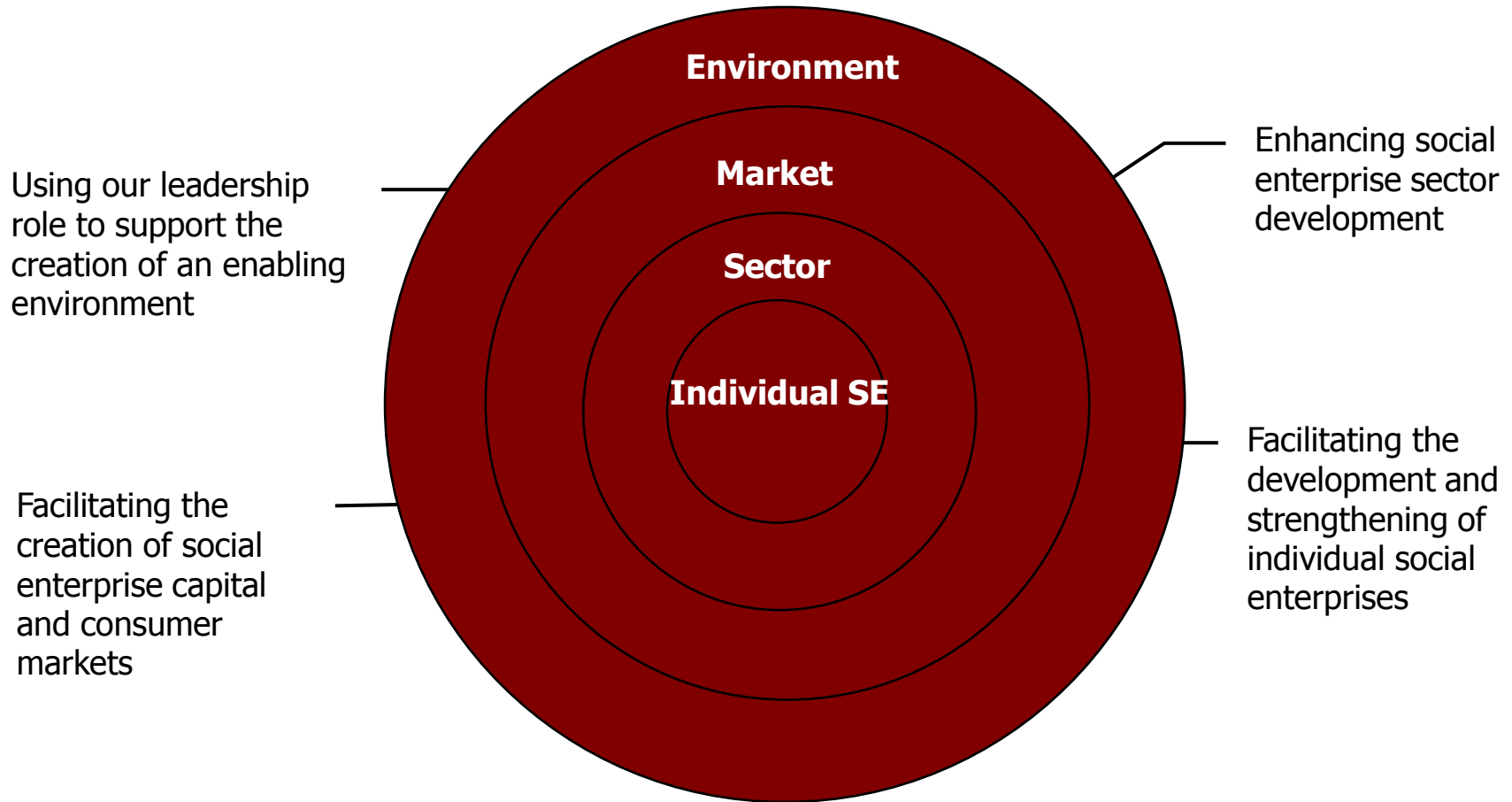


ReStore – Habitat for Humanity



VON Health Promotion
Services

Levels of Support



Expanding the Investment Plane

source – <http://www.blendedvalue.org>



Pure Social Outcomes

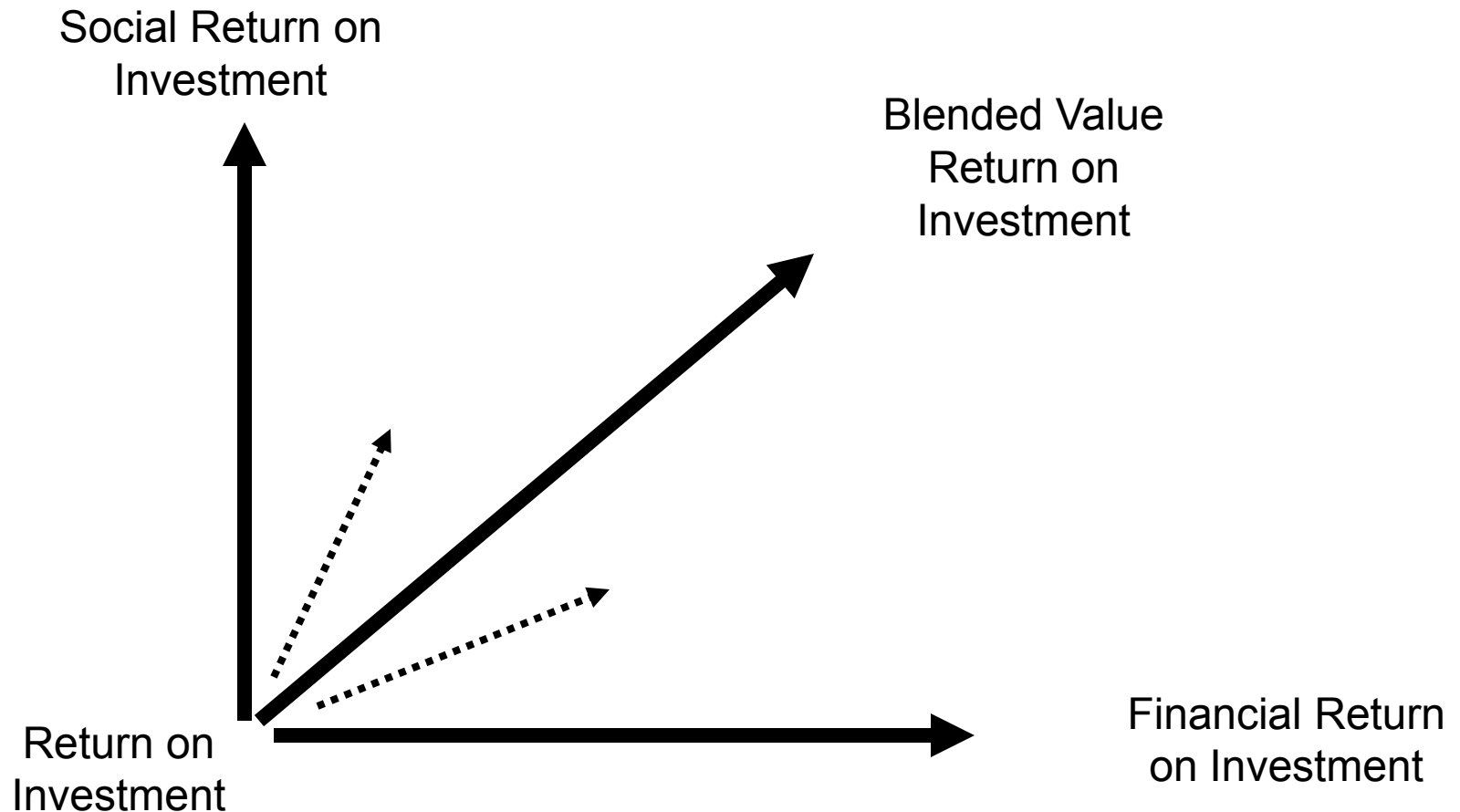


Pure Financial Outcomes

- People (Social ROI)
- Planet (Environmental ROI)
- Profits (Financial ROI)

Return on Investment

Blended Return on Investment



Social Capital Performance

Tracking the Returns of a Blended Value Proposition

+1

Economic
Value

Transactive Social Capital

Sources of Monetary Exchange

- A. For-Profit Capital
- B. Non-Profit Capital
- C. Ecological Context

Interactive Social Capital

Sources of Social Exchange

- I – Families
- II – Communities
- III – Families
- IV – Civil Society
- V – Public Sector
- VI – Ethnicity
- VII – Gender

Blended
SROI/ROI

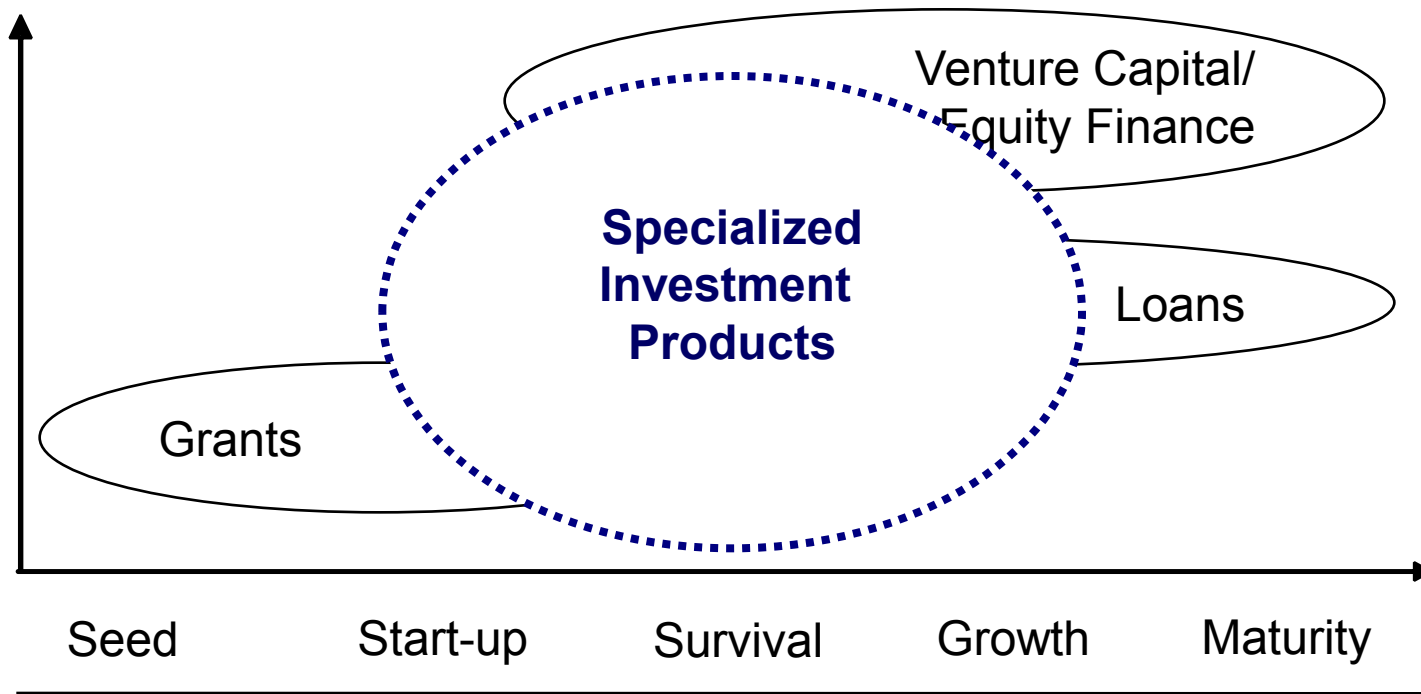
Time

Social Value +1

Social Enterprise Development Path

SEED/ PLANNING	START-UP Launch	START-UP Survival	GROWTH Profitability	MATURITY
Idea/Readiness Feasibility assessment Business Planning	Raising Capital Launch Prep Enterprise begins operations	Revise strategy / business plan Build enterprise & mgmt capacity Move to profitability	Stability/success in initial market Expand to new market/products Equipment, facilities, HR	Sustainability Geographic or product growth Spin-off or new enterprises

Social Enterprise Financing Path



Enterprising Non Profits Program



planning | focus | strategy

A Partnership of Nine Funders

Vancity

vancouver
foundation



United Way
of the Lower Mainland



Vancity Community Foundation



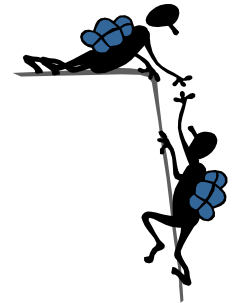
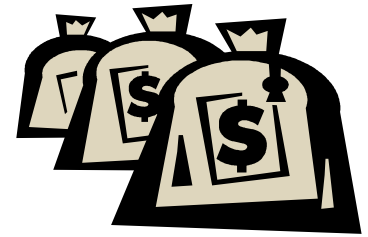
Western Economic
Diversification Canada

Diversification de l'économie
de l'Ouest Canada

Investment Mechanisms & Tools

▶▶ Financial Tools

- ▶ Grants - enp, start-up/capacity grants, SEF
- ▶ Credit enhancements: loan guarantees, rate buy downs, loan loss reserve, payment reserves, etc.
- ▶ Targeted Loans: Program-Related Investments, Micro Loan Program, Shared Growth Term Deposits & Loans
- ▶ Conventional Business Loans
- ▶ Risk Capital / Equity Investments



▶▶ Non-financial Tools

- ▶ Technical assistance/coaching
- ▶ Provision/access to training/networking
- ▶ Tool/resource development - case studies/guides
- ▶ Research, evaluation & reporting
- ▶ Marketing & purchasing
- ▶ Movement building & advocacy

Harnessing Purchasing Power



Make more **sustainable** purchasing decisions

If you are interested in making purchasing choices for your organization that consider how goods and services promote a healthier community and environment through all stages of their life cycle - from extraction and harvesting to manufacturing to disposal - then you should know about the

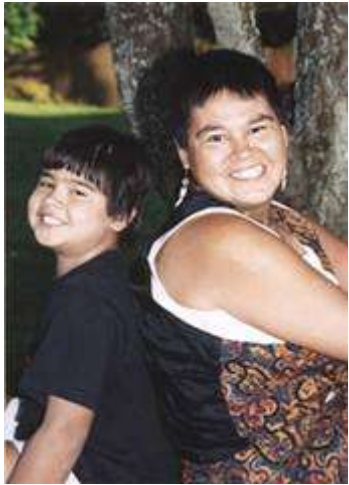
[Sustainable Purchasing Network](#).

[Learn more.](#)

Atira Women's Resource Society



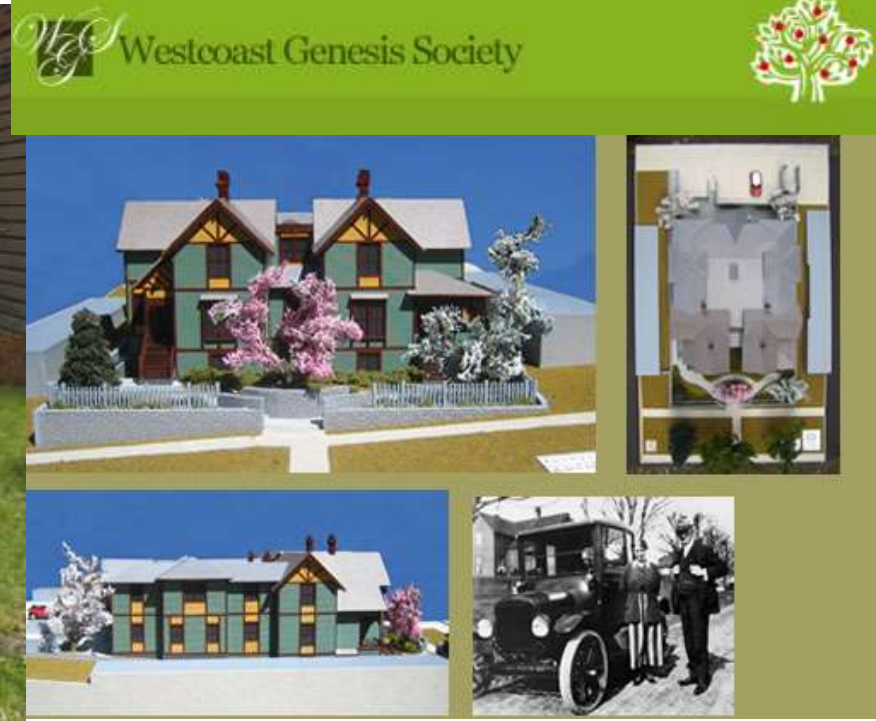
ATIRA PROPERTY
MANAGEMENT



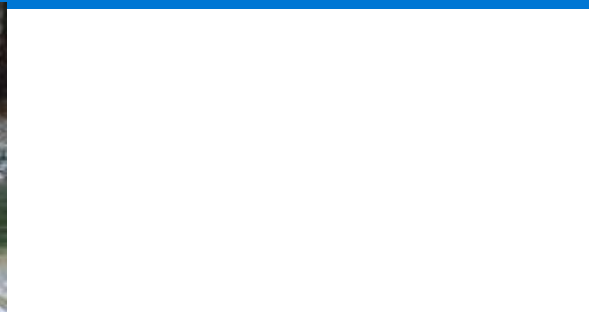
United We Can



Maria Keary Cottage



Upnit Power, Hupacasath First Nation Port Alberni, BC



Some Lessons Learned - and areas to further explore

1. Upfront investment in business development / investment readiness
2. High engagement and capacity building
3. Integrated, flexible and long term approach
4. Building and legitimizing a business case (Blended return or multiple bottom Lines)
5. Partnerships & leverage
6. The role of intermediation

