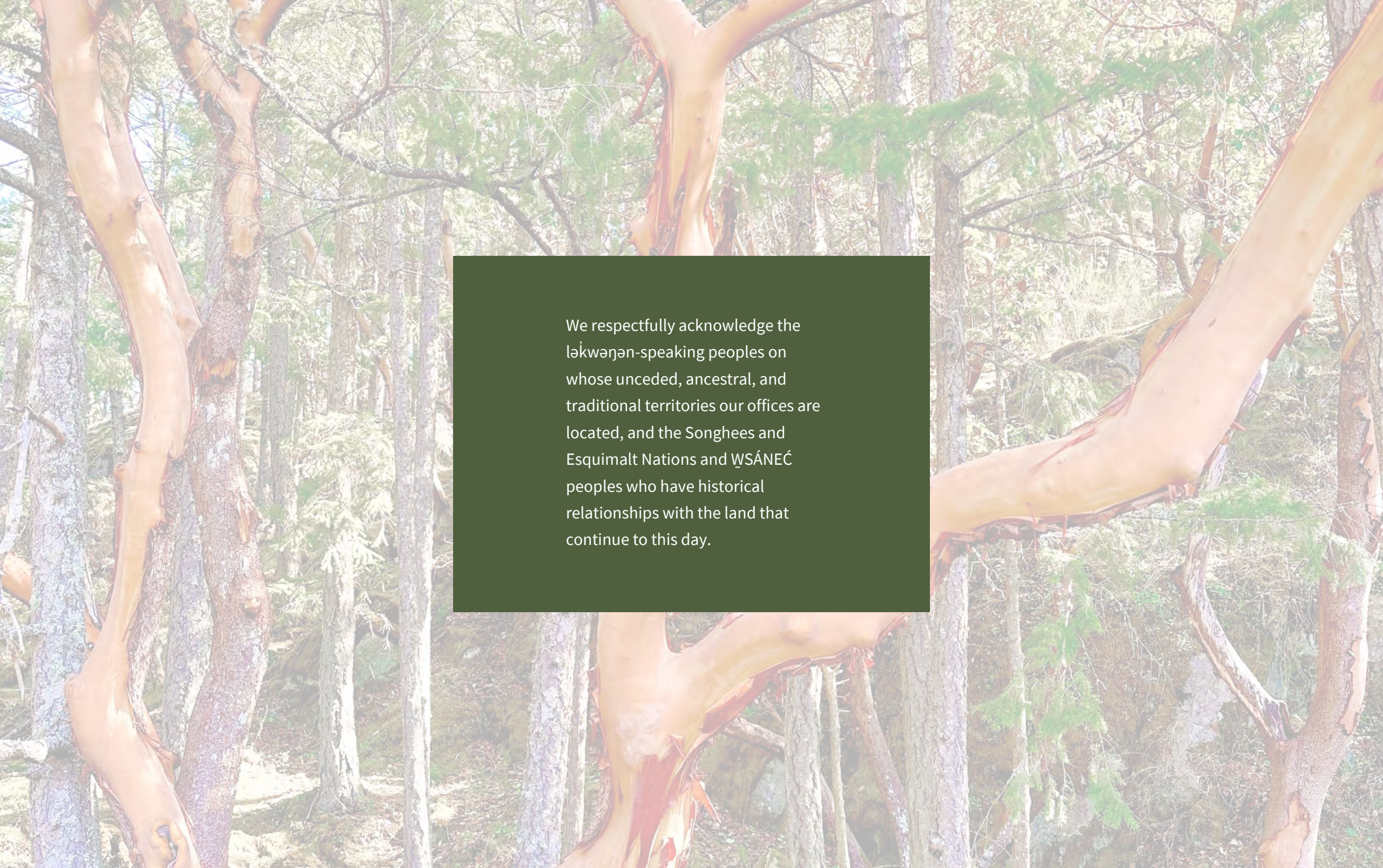




Impact Report



We respectfully acknowledge the
łəkʷəŋən-speaking peoples on
whose unceded, ancestral, and
traditional territories our offices are
located, and the Songhees and
Esquimalt Nations and ƵSÁNEĆ
peoples who have historical
relationships with the land that
continue to this day.



Message from the Directors

2022 was a breath of fresh air—COVID-19 restrictions were lifted, many people opted to work in-person again at theDock – Centre for Social Impact, Thriving Non-Profits and the British Columbia Social Procurement Initiative expanded to new communities, and Thrive Impact Fund made investments into impactful social enterprises. It was a year of developing new projects and programs, and the evolution of others.

As always, we feel incredibly thankful to work alongside so many thoughtful and innovative leaders of organizations that are providing key services to communities, solving social and environmental challenges and finding impactful new ways of doing business. The fabric of community often depends on the often unseen work and connections of volunteers, staff, Boards and organizational leaders.

We are thankful to Scale Collaborative's team, and are grateful to have the opportunity to work alongside such talented, passionate and visionary people.

A huge thank you to the partners who have contributed to Scale Collaborative's impact this year—we appreciate your support of both the non-profit sector and local communities and as deeply values-aligned partners on programs such as Thriving Non-Profits, Connect Money Impact, Business Legacies Initiative, and the Thrive Impact Fund. Partnerships like these continually open doors to new possibilities.

Kristi B., Kristi F. M. & Lee H.

Scale Works at the Intersection of Culture, Capacity, and Capital

CULTURE

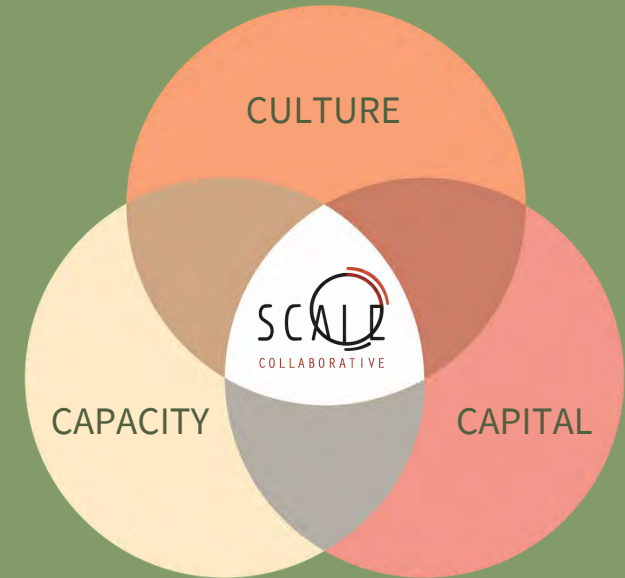
Supporting organizational cultures that embrace curiosity, enterprising approaches, and a shift from scarcity to abundance.

CAPACITY

Building capacity in organizations and systems to innovate, strengthen, and expand their impact.

CAPITAL







Removing barriers to capital and mobilizing resources that place the community at the centre of the economy.



THE SCALE COLLABORATIVE FAMILY



Impact Highlights

 2	
 7	
 12	Our team 26
 17	Partnerships 26
 20	
 23	



Scale Collaborative

| VISION

Scale Collaborative envisions a thriving, connected and abundant social change sector.



Scale Collaborative

MISSION

Scale Collaborative helps organizations transform through coaching, consulting, programs, and capacity building, and creates system-level change by increasing access to resources and capital.

SCALE IN COMMUNITY

Scale Collaborative's work is deeply grounded in local communities. We value building strong relationships and partnerships, and contributing to important conversations through events and gatherings. We believe in the importance of showcasing and supporting the the work of social change organizations, and contribute through committees and Board leadership. Here is how we contributed in 2022:



Scale hosted Connect Money Impact in partnership with Coastal Communities Credit Union, MakeWay Foundation, the University of Victoria Impact Investment Hub, and Vancity Credit Union. The event brought 120 social purpose organizations and investors together for a day of learning and connection.



Thrive Impact Fund and partners (Community Futures Central Island, the Nanaimo Foundation, the Nanaimo Chamber of Commerce, and theDock - Centre for Social Impact) hosted Social Enterprise Conversations in Nanaimo and Victoria to share lessons learned from social enterprise leaders. Pictured: Corrie Corfield of Island Crisis Care Society (left), Kix Citton of the Nanaimo Brain Injury Society (middle) and Kristi Fairholm Mader of Thrive Impact Fund at the Nanaimo conversation.



Thrive Impact Fund hosted five Social Finance Chats: an opportunity for social impact organizations to learn more about the opportunities and key considerations of various innovative approaches to financing.



Emeline Le Guen presented at Good Food Network's Resources for Resiliency Workshop about the types of financing available for impact organizations through Thrive Impact Fund.



Scale did additional presentations in partnership with Charity Village, Community Foundations of Canada, Imagine Canada, Integrated Capital Investing, Project Zero, Social Venture Network, and Volunteer BC.

COMMITTEES AND BOARD LEADERSHIP



- Kristi Fairholm Mader is Board Director with the Vancouver Island Economic Alliance (VIEA).
- Kristi Rivait is Co-chair of the Funding and Partnerships Solidary Working Group which supports the work of the Social Economy through Social Inclusion (SETSI) coalition. Pictured: Jillisa Brown (left) and Victor Beausoleil (right) of SETSI, and Kristi Rivait of Scale Collaborative.
- Thrive Impact Fund is a member of Table of Impact Investment Practitioners (TiIP).

IN 2022, WE WERE THANKFUL TO HAVE SCALE'S WORK RECOGNIZED



Scale's Director of Partnerships and Programs, Kristi Rivait, was named Non-profit Leader—Runner-up in the BCBusiness 2022 Women of the Year Awards.



Thrive Impact Fund was recognized as a Transformative 25 Fund by Integrated Capital Investing. Pictured (left to right): Roxanne van Velzen and Kat Kavanagh of Water Rangers (a Thrive Impact Fund investee), and Kristi Fairholm Mader, Emeline Le Guen, and Lee Herrin of the Thrive Impact Fund.

Coaching and Consulting

Scale Collaborative provides coaching and consulting that promotes organizational change, facilitates enterprise development, and in turn, helps organizations become more enterprising, resilient and impactful. In addition to coaching and consulting services provided by Scale Collaborative in 2022, the 49 organizations participating in the Thriving Non-Profits program also receive access to coaching.

42

Organizations Served

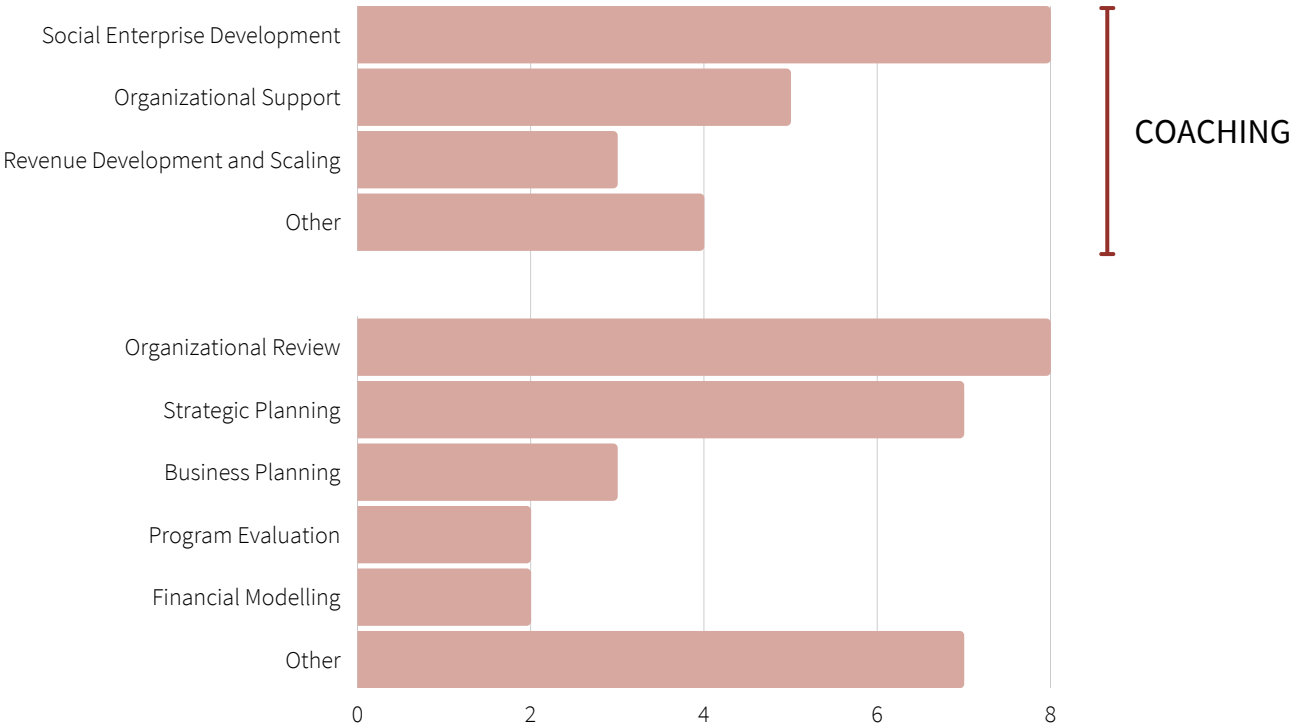
20

Coaching Engagements

29

Consulting Engagements

EXPERTISE SHARED: COACHING & CONSULTING ENGAGEMENTS



Burnside Gorge Community Association: New Community Thrift Store Diversifies Revenue



Burnside Gorge Community Association participated in Scale's Thriving Non-Profits Program in 2015 and identified a number of potential revenue diversification strategies—including developing a neighbourhood thrift store.

In 2020, after first implementing other strategies, Scale and the Association applied for social enterprise coaching funding from the McConnell Foundation's Innoweave program. This funding allowed the leadership team to work with Scale to conduct a feasibility study and develop a business plan in 2021. Executive Director Suzanne Cole said, "I highly doubt I would have been able to pull a business plan together that quickly and comprehensively with everything on my plate... having Scale help with research and coaching was key to getting the business plan done."

In 2022, the Association implemented the business plan and found a prime location on Burnside Road. The Association received coaching support from Scale around the lease negotiations. In Fall 2022, Burnside Boutique opened the doors to an attractive, freshly renovated commercial space that provides quality, well-curated products to re-home.

“Non-profits can go to Scale Collaborative for professional expertise, coaching, and funding solutions to move their work forward. To have access to a group of people with very strong experience with the non-profit sector is invaluable. There's such a strong understanding of what we're feeling, going through, and experiencing. As a non-profit leader, I think working with Scale makes things so much easier.”

—Suzanne Cole, Executive Director,
Burnside Gorge Community Association

Thriving Non-Profits

A non-profit leadership training program that helps organizations shift from scarcity to abundance by advancing revenue diversification strategies that build financial resilience and increase community impact.

Thriving Non-Profits

In 2022, Thriving Non-Profits supported 49 organizations in building financial resiliency to create greater impact.

Two additional facilitators and six coaches joined the team, increasing the representation of cultural diversity and experience across Canada. The program also expanded into new regions, with non-profit organizations participating from British Columbia, Alberta, Saskatchewan, Ontario, and Quebec.

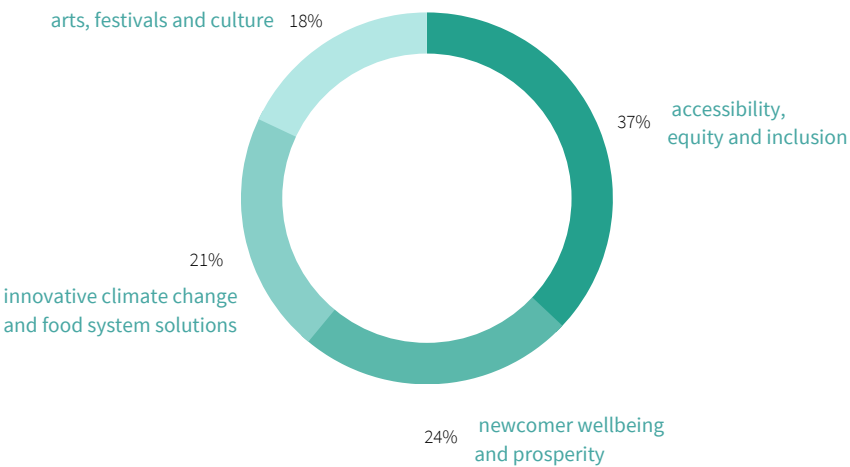
5

Provinces

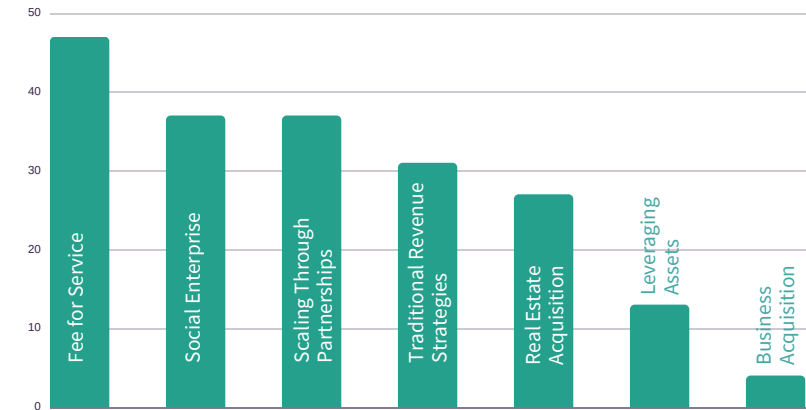
49

Organizations

FOCUS AREAS OF PARTICIPATING ORGANIZATIONS IN 2022



REVENUE DIVERSIFICATION STRATEGIES IMPLEMENTED*



*This graph represents the Thriving Non-Profits alumni up to and including 2022, who have implemented one or more revenue diversification strategies. Throughout the delivery of the program, over 50 organizations have also reported experiencing a significant culture shift.

"Thriving Non-Profits was the best investment we have made perhaps ever. It helped us to see clearly where we were at. It honed ideas and let us develop a way forward in an accessible way. We feel much stronger and better equipped because of this training. Thank you so much!"

—Delanie Dyck, Executive Director,
Yoga Outreach,
Fall 2022 Cohort Participant

WE RECOGNIZE THE INCREDIBLE PARTNERS THAT SUPPORT NON-PROFIT
SECTOR PARTICIPATION IN THRIVING NON-PROFITS. THANK YOU TO:



“I had the privilege of facilitating and coaching the Thriving Non-Profits program to dozens of organizations over the past year. What inspires me are the people. This is a sector of incredibly high-capacity leaders who care deeply and are committed to figuring out which new revenue streams can best support their communities. It’s a joy to be part of their journeys.”

—Kristi Rivait, Director of Partnerships
and Programs, Scale Collaborative

Victoria Disability Resource Centre: Launching a New Workshop with a Fee for Service Model



Photo courtesy of Fort Properties Ltd.

Victoria Disability Resource Centre participated in Thriving Non-Profits in 2020. In 2022, the organization launched Disability Inclusion & Awareness: a new workshop designed and delivered by persons with disabilities. The workshop provides customized training for both employers and employees in the customer service industry. The education and resources provided help participants develop the skills to create welcoming and inclusive environments.

The charity explored different revenue diversification options and considered how to blend accessibility with program sustainability and growth. Ultimately, the charity found great value in thinking through how to develop a fee for service model for the workshop. The expert coaching they received, combined with supportive feedback from the other organizations in their cohort, helped them explore new approaches and make the Disability Inclusion & Awareness program a reality.



Currently, the charity is running the first program iteration following the pilot. The revenues made are, “going to have a huge impact for us and our ability to expand programs [and would] be amazing for our staff, whose hours or wages could be increased.”

—Wendy Cox, Executive Director,
Victoria Disability Resource Centre



“Our biggest takeaway from Thriving Non-Profits is that we have to act and put things in motion to have beneficial results down the road—to venture into other revenue areas that are a good fit for our organization. We realized that to break out of a grant-dependent cycle, we needed to venture into either social enterprise, fee for service, or leveraging our assets in other ways.”

—Robert Toth, VP, Communications and Community Engagement,
The Immigrant Education Society

The Immigrant Education Society: Culturally-Aware Childcare

The Immigrant Education Society (TIES) participated in Thriving Non-Profits in 2022. The organization helps newcomers thrive and find success in their new lives in Canada.

TIES is committed to creating a culturally sensitive and aware environment where children and families gain a support network and is in the process of adapting its space to accommodate new flexible, and accessible childcare services. Participation in the Thriving Non-Profits program helped TIES understand how to structure a social enterprise and maximize its organizational assets. Recently, TIES received grant funding to develop this program and its space.

A full daycare service is anticipated to launch in 2023. TIES is exploring blended fee for service options for this program to make childcare services more affordable for newcomers.



Thrive Impact Fund

Thrive Impact Fund is an impact-first fund that provides flexible and patient capital to impact organizations solving today's most challenging problems.

thrive
IMPACT FUND

Thrive Impact Fund

Thrive Impact Fund enjoyed its first full year of operations in 2022. It has been a year of growth, learning, and working with inspiring partners, investors and investees. Highlights from this year include:

- Geographic expansion of the Fund to the Okanagan and Interior BC through a partnership with Purppl*
- Being selected as one of the Transformative 25 Funds, a global award from Integrated Capital Investing that recognizes funds that are “demonstrating the power of integrated capital that is designed to reimagine the finance system to work for people and planet.”
- Hosting learning and networking events, including Social Finance Chats, monthly information sessions, and in-person Social Enterprise Conversations
- Processing 77 applications to the Fund, with seven total investments made to organizations that are providing positive social, environmental, or cultural benefits throughout BC.

**Purppl educates, accelerates, and invests in people who build sustainable, long-term solutions to community, social, and environmental challenges.*

THRIVE IMPACT FUND ENJOYED ITS FIRST FULL YEAR OF OPERATIONS IN 2022:

\$2.5M

Dollars
Raised

\$1.5M

Dollars
Invested

7

Investments

**BRIANNE MILLER, FOUNDER AND CEO
OF NADA (A THRIVE IMPACT FUND
INVESTEE), WHO RECEIVED FOUR
CANADA CLEAN50 AWARDS AND WAS
RECOGNIZED AS A TOP LEADER IN
SUSTAINABILITY IN 2022.**



THRIVE IMPACT FUND INVESTEEES ARE WORKING TO SUPPORT
SEVERAL UN SUSTAINABLE DEVELOPMENT GOALS



“Thrive Impact Fund brings the patient, flexible capital that social entrepreneurs need. It also creates a local option for high impact and steady financial returns that impact investors are seeking.”

—Andrew Greer, Managing Director,
Purpl & Interior Lead, Thrive
Impact Fund

purpl

“Thrive Impact Fund supports impact-focused companies like Nyoka Design Labs to access the type of financing that is often only available to later stage companies. Having a diverse financing strategy is already helping accelerate our impact, boost our revenue, and helps me sleep at night.”

—Paige Whitehead, Founder and CEO,
Nyoka Design Labs

Nyoka Design Labs: Sustainable & Reusable Chemiluminescent Solutions

Nyoka Design Labs has a mission to replace the 1.5 million tons of carcinogenic waste created by toxic glow luminescence with non-toxic chemiluminescence. In 2022, Thrive Impact Fund made an early revenue investment to support staffing, marketing, and inventory growth. In the past year, Nyoka has successfully raised additional financing, grown sales and conducted a marine pilot in New Zealand.

Nyoka celebrated a huge technical breakthrough—their base formula now lasts 16 hours, and the commercial fishing lure lasts for over 48 hours, outpacing their chemiluminescent competitors. This product will help customers spend less time out on the ocean, which translates to lower costs, less carbon emissions, and more efficient operations. Nyoka has also been successful in achieving their subsequent capital raise in order to scale their production capacity.

NYOKA
DESIGN LABS



Water Rangers: Citizen-Led Water Quality Monitoring for BC Waterways



Water Rangers envisions a world where every community has the tools needed to care for their bodies of water. The non-profit social enterprise uses a data-driven approach to assess water health and provides water testing tools and specially designed resources to support communities. Water Rangers promotes a citizen-led approach to water quality, with a crowdsourced data platform that helps increase common knowledge towards sustainable waterways.

Thrive Impact Fund made an early revenue investment to support expansion into BC. In the past year, Water Rangers has completed the Thriving Non-Profits program, secured additional financing, and increased demand for water testing kits across Canada. Water Rangers directly trained 777 participants in water quality testing and indirectly supported partners in training more than 1,115 participants, including 95 Indigenous participants. BC participants contributed 3,265 data points from 149 different BC locations with at least 19 BC and Indigenous communities participating in Water Rangers' water testing and management program.

“Coaching and support from the Thrive Impact Fund team and its mentors have been pivotal in helping us identify pain points, prompting us to think bigger and more bravely, and have been the push we need to make a big difference in water monitoring.”

—Kat Kavanagh, Founder and Executive Director, Water Rangers



theDock: Centre for Social Impact

theDock is a social enterprise created for community, by community. theDock provides work and event space, connection, access to learning, and unique events within an inspiring culture.

theDock: Centre for Social Impact

theDock, Scale’s social enterprise, provides flexible, downtown coworking, office and meeting space for Victoria’s social impact community. With a wide range of flexible work and event space options, theDock fosters a vibrant, inspiring community that encourages collaboration. Through offering a variety of professional development opportunities, community-building events, and other impactful programming, theDock is creating a more connected social change sector.



*theDock’s Community Business Partnership program offers Dockmembers discounts on products and services from local businesses. Community Business Partners also support events at theDock.

“People who attend events hosted by the Victoria Downtown Residents Association at theDock find the space welcoming, and theDock’s staff are always super helpful. As one of the few neighbourhood associations in Victoria that does not have a community centre, it has been incredibly helpful to have access to space at theDock for putting on community events.”

—James Davis,
Community Engagement Coordinator,
Victoria Downtown Residents Association



theDOCK'S MEMBER ORGANIZATIONS INCLUDE



SAN'YAS ANTI-RACISM INDIGENOUS CULTURAL SAFETY TRAINING PROGRAM

British Columbia Social Procurement Initiative (BCSPI)

BCSPI makes social procurement implementation manageable and achievable for local governments and other purchasers in British Columbia. The program provides the training, coaching, templates, and examples needed to support the heavy lifting involved in implementing new organizational practices and procedures.



British Columbia Social Procurement Initiative

PURCHASING THAT BENEFITS PEOPLE, PLANET, AND COMMUNITY

Scale Collaborative provides project management support and leadership for the British Columbia Social Procurement Initiative (BCSPI). BCSPI is a shared learning program that provides training, expert support, tools, and resources for governments and institutional purchasers across BC to integrate social procurement into existing purchasing practices.

In 2022, new local governments and institutional purchasers from across the province joined BCSPI. BCSPI also released its first impact report and continued to host its Purchasing Power webinar series, exploring how procurement can help to mitigate some of the most pressing challenges our communities are facing.



WE’D LIKE TO RECOGNIZE THE FOLLOWING ORGANIZATIONS AND PEOPLE FOR THEIR CONTRIBUTION TO THE SUCCESS OF BCSPI IN 2022:



Thank you to David LePage, Tori Williamson, Emma Raenarts from Buy Social Canada, Rory Kulmala from VICA, Larry Berglund from Presentation Plus, and Nazm Grewal

Supported by:



City of Nanaimo: Mobilizing \$50M in Sustainable Procurement



The City of Nanaimo launched its sustainable procurement program in 2020 and implemented a new Sustainable Procurement Policy in 2021. Throughout 2021/2022, the City piloted the new program by including social and sustainable value considerations in 16 projects with a total value of just under \$50 million.

Success stories from the pilot projects include:

- Significant reduction of packaging, increased waste diversion and end-of-life management considerations in a lighting renewal project at a local recreation centre.
- Introduction of negotiated requests for proposals in select construction projects to outline social and sustainable value criteria and demonstrate the City's interest in working with values-aligned contractors.
- Implementation of a new electronic bidding system that significantly reduced the amount of carbon emissions associated with respondents submitting proposals in person.
- Engagement with local vendors about the City's new sustainable procurement program and how to respond by demonstrating their social and environmental commitments.

The City saw tremendous leadership and collaboration throughout the process, with endorsement from Council and senior leadership, staff collaboration across departments, and participation in BCSPi training to advance the program and ensure its success.



“The program has already shown us a broad range of opportunities where social and sustainable criteria can be applied. During the pilot phase we were able to mobilize almost \$50 million of our spending to include these criteria.”

—Jane Rushton, Purchasing Manager,
The City of Nanaimo

Scale Institute

Scale Institute provides research, development, and educational programming in the areas of social innovation, social enterprise, social procurement, and social finance.



Scale Institute

Scale Institute is an independent non-profit with the purpose of building a strong social economy on Vancouver Island and beyond. The Institute provides research, development, educational programming, and testing of innovative solutions. In 2022, the Institute focused on three main initiatives:

- Business Legacies project developed resources and tools to support non-profits and charities to acquire existing businesses and convert them into social enterprises.
- Community Wealth Building project researched models to support social acquisitions at scale. Scale Institute partnered with Royal Roads University on literature and policy reviews, presented initial findings at Connect Money Impact in June, and conducted a series of community engagement sessions.
- Place-Based Municipal Investments research project conducted by BCIT students. Through surveys and interviews, the research identified the barriers and opportunities local governments have in investing locally for impact.

2022 SCALE INSTITUTE BOARD OF DIRECTORS:



JOANNA
BUCZKOWSKA-
MCCUMBER
Chair



JOLYNN GREEN
Vice-Chair



SHAWN SMITH
Treasurer and Secretary



KARIANN AARUP
Board Member

We'd like to thank Shawn Smith for his guidance and support as a Board Member over the past 2 years.

"The work that Scale Institute undertakes lies at the forefront of innovation, social change, and economic prosperity for our communities. It is a privilege to be part of the efforts to make our communities places where organizations and people can thrive."

—Joanna Buczkowska-McCumber, Board Chair
Scale Institute



Scale Collaborative Team



KRISTI FAIRHOLM MADER
Director, Innovation & Initiatives



KRISTI RIVAIT
Director, Partnerships & Programs



LEE HERRIN
Director, Coaching & Consulting



ROB FISHER
Program Manager



EMELINE LE GUEN
Impact Investment Manager



COLIN RICHARDS
Community Manager, theDock



SAVANAH BARRATT
Dockhand Coordinator, theDock



JAMIL BHIMJI
Financial Analyst & Impact Coordinator



ISABELLA BRAUN
Impact Consultant



ERIC BUHNE
Social Coordinator, theDock



FERNANDA MARTINEZ
Brand Coordinator



ROBYN WELSH
Marketing & Communications Coordinator



SARAH ADAMS
Impact Engagement Leader



ALEC WHEELER
Business Legacies Initiative Coordinator



MARY WOLSKÉ
Impact Engagement Leader

Thank you to the Thriving Non-Profits contractors for coaching and facilitating the program and participating organizations: Leslie Dunning, Danielle Gibbie, Julia Grady, Janice Iverson, Jessica Ketwaroo-Green, Tanya Koshowski, Yash Mehta, Christy Morgan, Kimberley Nemrava, Anant Kaur Saini and Andy Telfer.

A special thank you to all the students who worked with Scale Collaborative this year including: Nazm Grewal, Impact Measurement Associate, Venture for Canada; Jamil Bhimji, Financial and Research Analyst, Social Innovation Academy (who was hired by Scale after completing his internship); Timmy dela Cruz, Spencer Graham, Alexis Hughes, Tessa Jordan, and Emily Smallwood, British Columbia Institute of Technology (BCIT).

Approach to Partnerships

Scale Collaborative approaches partnership intentionally, to increase impact. Together, we can create, combine, and leverage capacities and resources for long-lasting impactful change. Scale Collaborative deeply values each partnership and would like to recognize our core partners in 2022:





300-722 Cormorant Street. Victoria, BC. V8W 1P8

(778) 265 4745



Scale Collaborative



@scalecollaborative



@scalecollab

admin@scalecollaborative.ca

scalecollaborative.ca