



2021

IMPACT REPORT



A YEAR IN REVIEW

While 2021 was a year marked by ongoing uncertainties, it was also distinguished by a show of resilience throughout the social impact sector. In communities all over, non-profit organizations have stepped up to increase services, provide connections, and innovate solutions to a quickly changing landscape. Scale Collaborative is privileged to work with and witness extraordinary leaders doing truly inspiring work.

Scale helps organizations, social enterprises, local businesses, and other members of the social impact ecosystem align revenue generation, spending, and investing to create greater community impact.

There is significant power in a resilient and enterprising impact ecosystem that places people and the planet at the centre of community and economic well-being. Scale helps organizations become more enterprising for a thriving social change sector through coaching, consulting, programming, and sector initiatives.

Many of the stories shared in this report have years of relationship-building behind them and will generate impact for years to come.

SCALE WORKS AT THE INTERSECTION OF CULTURE, CAPACITY & CAPITAL

CAPACITY:

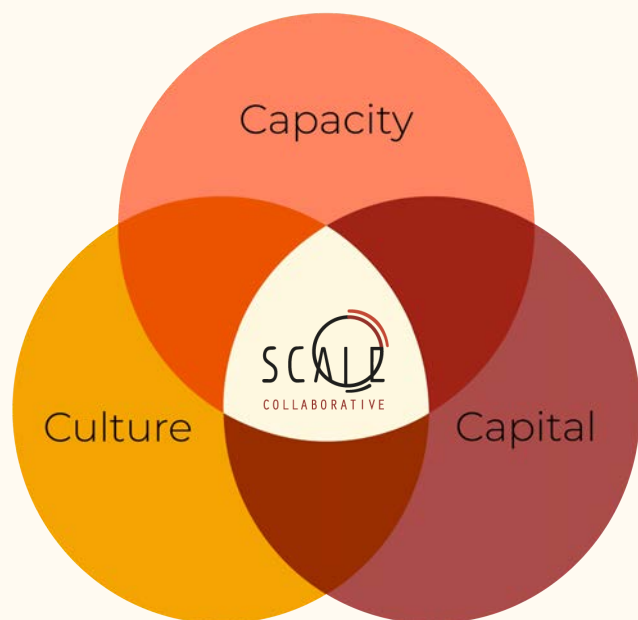
Building capacity in organizations and systems to innovate, strengthen, and expand their impact.

CULTURE:

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

CAPITAL:

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



THE SCALE FAMILY



IMPACT HIGHLIGHTS

PAGE



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SCALE COLLABORATIVE

In 2021, Scale served 84 organizations in total and 38 through coaching and consulting services. Some of the projects supported included: real estate and business acquisition, business planning and strategic growth, exploring a merger opportunity, executive succession planning, and scaling strategies. Additionally, Scale delivered regularly scheduled webinars and training throughout the year.



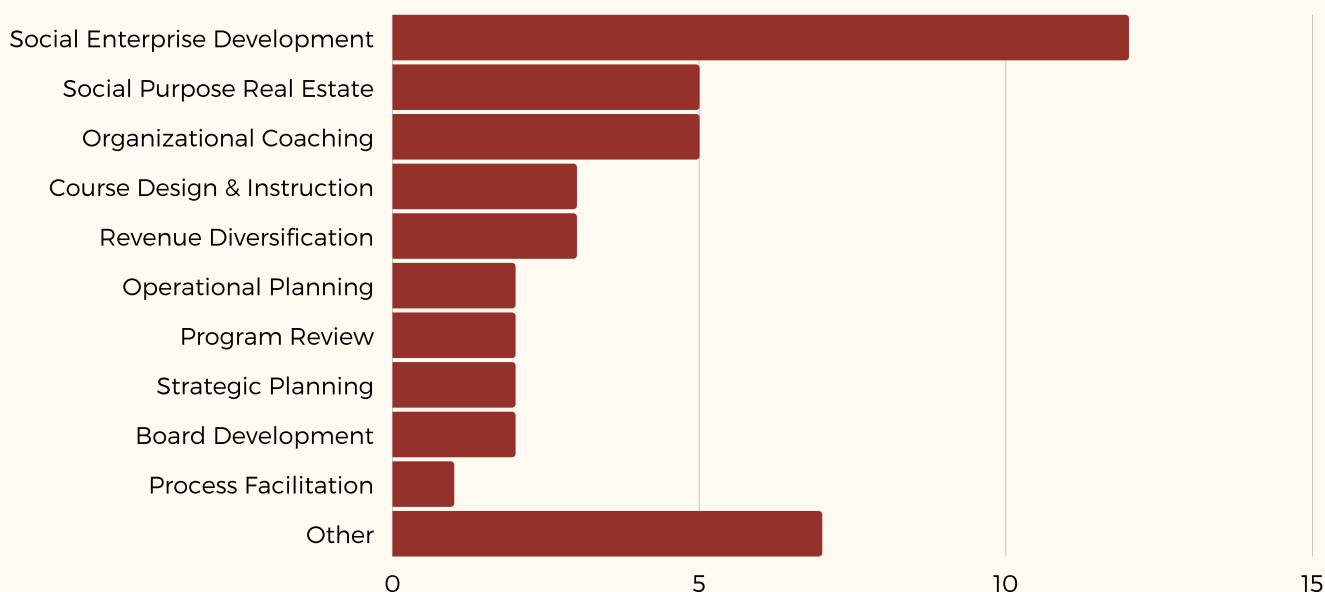
84 | TOTAL
ORGANIZATIONS
SERVED

37 | WEBINARS

38 | ORGANIZATIONS SERVED
THROUGH COACHING &
CONSULTING

864 | ATTENDEES

COACHING & CONSULTING SERVICES ACCESSED



*Note, some organizations have accessed multiple services



COWICHAN GREEN COMMUNITY: REDESIGN OF SPACE HELPS SERVE MORE PEOPLE

Cowichan Green Community (CGC) provides dignified food security for their community by developing strong relationships with local food producers, increasing capacity for local, urban and rural food production, and empowering people with the knowledge, skills, and resources needed to feed their community.

Scale's consulting team worked with Cowichan Green on two projects:

1. Developing a marketing plan and re-branding the Garden Education Centre (GEC) into the 'Cowichan Farm and Food Hub.'

As a result, Cowichan Farm and Food Hub was able to assess and plan ahead to meet their growing needs through aligned and simplified pricing, increased sales and hours, and launched a seed catalogue. Over the next year, the Cowichan Farm and Food Hub has plans to complete construction, purchase, and install kitchen equipment, set up an online value rental system, hire additional staff, and implement the marketing plan Scale helped develop.



2. reFRESHing Cowichan Marketplace

reFRESH Cowichan Marketplace provides access to fresh produce and healthy groceries to low-income community members. Scale supported the undertaking of a store redesign that led to increasing local food products for sale, and shifting the marketing and storytelling approach. As a result, the marketplace saw an increase in customers and a 63% increase in revenue from 2020 to 2021.

Thank you to Innoweave for supporting this work.

"The most profound learnings that have helped CGC include creating a marketing plan that is reflective of the planting/production schedule that can then include workshops to promote the GEC as well as increase sales on site. Initially, the staff was overwhelmed about this, but Leela made a very simple way to implement this plan so that everyone understood how to do it, and it is being utilized in an effective way now."

— Leela Hamilton, General Manager at Cowichan Green Community

THRIVING NON PROFITS

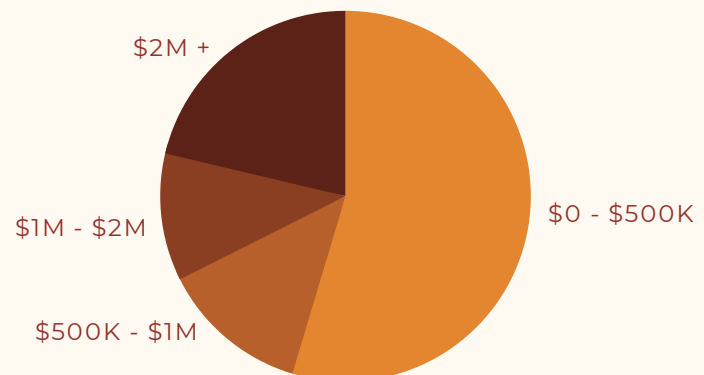
Throughout 2021, the Thriving Non Profits program tested four online pilots within the following regions: Victoria and South Vancouver Island, North and Central Vancouver Island, West Vancouver and North Shore, and Calgary. Nearly 40 organizations participated and developed revenue diversification strategies to build financial resilience and achieve greater impact.



ORGANIZATIONAL SIZE

5 | REGIONS
IN 2021

39 | PARTICIPATING
ORGANIZATIONS



ORGANIZATIONAL MANDATES OF TNP PARTICIPANTS

Accessibility & inclusion
Arts & culture
Brain injury
Childcare
Climate
Counselling
Economic development
Employment services
Environmental
Family support
Food access

Food security
Health & wellness
Healthy schools
Housing
Inclusive communities
Indigenous services
Indigenous child & family services
International services
Literacy
Marine pollution
Mental health

Newcomer services
Restorative justice
Senior services
Settlement services
Social services
Student services
Violence prevention
Volunteer services
Wildlife rehabilitation
Women empowerment
Youth services



SHELBOURNE COMMUNITY KITCHEN: BUILDING ACQUISITION EXPANDS SERVICE

Shelbourne Community Kitchen's mission is to create opportunities for people living on a low income to cook, grow, share, and connect for improved health and wellbeing.

Shelbourne Community Kitchen was a participant in the Thriving Non Profits program's spring 2021 cohort and has since made significant strides toward the meaningful expansion of their organization

through the acquisition of a new Neighbourhood Food Center building.

This new building is 4x the size of their previous location which allows for onsite storage and greatly reduces the travel and processes required for collecting and dispersing food items. Their (170!) volunteers have been able to be more efficient and serve more people, an increase of 225%!



“Having the opportunity for three members of the Shelbourne Community Kitchen leadership team attend TNP together ensured the learnings from the wise Scale presenters and our incredible cohorts about the need to expand our partnerships, identify our champions, acknowledge our strong impact on our community and what we do differently, could be presented to our board with clarity and determination. We survived and thrived through the transition from our 1000 sq. ft. little white house, the renovations of our 4000 sq. ft. new facility during the ever-changing COVID pandemic and its challenges, and significant cash flows crunch.”

- Clarice Dillman, Board Chair at Shelbourne Community Kitchen Society



BUSINESS LEGACIES INITIATIVE

Business Legacies Initiative is the flagship initiative of Scale Institute Society. Building on 2020's research, survey, and case study groundwork, the project team developed a toolkit for the non-profit acquisition of existing businesses, piloted a social enterprise acquisition incubator to assist non-profits in getting acquisition ready, and laid the foundation for a model to acquire enterprises at scale, supporting widespread community ownership.



95

PARTICIPANTS
FOR COMMUNITY
INFORMATION
SESSIONS

14

INCUBATOR
PARTICIPANTS

THE SCALE INSTITUTE BOARD OF DIRECTORS:



**JOANNA
BUCZKOWSKA-
MCCUMBER**
Chair



JOLYNN GREEN
Vice-Chair



SHAWN SMITH
Treasurer and
Secretary



KARIANN AARUP
Board Member

BUSINESS LEGACIES INCUBATOR

Business Legacies Incubator is for non-profits interested in acquiring an existing business and transitioning it to a social enterprise. The social enterprise model can be used as a strategy to diversify revenues and increase impact. However, social enterprises tend to be developed as start-ups. When we scanned the types of social enterprises in operation, many are 'main street' businesses: cafés, property management, cleaning, retail, and so on. Many of these businesses often already exist in communities and are about to experience a transition-on-mass as owners prepare to retire. The question posed to the sector was: why start a social enterprise when you can buy one?

In October 2021, five organizations joined the pilot launch of the Business Legacies Incubator. The incubator is 8 Modules and uses the adapted *Pathway to a Successful Business Purchase* workbook to address the three largest barriers to acquisition: organizational culture, access to financing, and timing. During the first half of the incubator, participants had the opportunity to learn from unique and inspiring speakers:



Pathway to a Successful Business Purchase Toolkit

"We've been investigating social enterprise for four years now. We weren't sure how much value there would be in the program, but as we go through the Incubator, we are more and more convinced that acquisition is a viable path. We are learning a lot of new stuff, and this resource-rich course will help us prepare for opportunities to come."

- Michael Robinson, Board President,
Nanaimo Child Development Centre

- Mathew Payne from Theatre SKAM shared about the experience of acquiring an existing business and expanding their offering to the community.
- Lee Herrin, Director, Coaching & Consulting at Scale Collaborative, walked the group through the culture of risk, understanding risk aversion, and making a shift to risk mitigation.
- Lori Camire from Community Futures Alberni Clayoquot talked about their acquisition experience with Coombs Country Candy and the reciprocal benefits this acquisition has brought to both the candy store as well as the non-profit.
- Darrell Goertzen, of Venture Connect, shared his experience in supporting hundreds of business sales and searching and assessing for the right fit, alignment, and health of the business.

The incubator will conclude in 2022, with more stories and impact to come!



THRIVE IMPACT FUND

In June 2021, the Thrive Impact Fund (TIF) was founded with an official launch in September. TIF is an impact fund that invests in and provides wrap-around support to impact organizations and social enterprises generating positive social, environmental, and/or cultural benefits in BC. The fund provides flexible, equity-like debt, and it addresses barriers and gaps to capital that currently exists. TIF sees untapped potential in local communities and the desire for investors still exists to see their money make both financial and impact returns.



\$2M

DOLLARS RAISED

2

INVESTMENTS

"The fund concept was incubated by McConnell Foundation's Solutions Finance Accelerator -- we cannot thank you enough for the access to legal and fund expertise that brought us! It has been a multi-year journey to bring Thrive Impact Fund to life. It started with seeing how many of the amazing organizations and social enterprises that Scale works with struggle to find the right type of funding to grow. We conceptualized a fund that would remove barriers to financing, provide opportunities for local impact investment, and provide hands-on support to investees. Upon launch, the response has been encouraging investors who care about an impact-first approach are connecting with the fund's purpose, and the right kinds of projects- impact-driven, ready to grow- are engaging in the process. We have built a steady ship, and it has been amazing to see it launch!"

- Kristi Fairholm Mader, Managing Director, Thrive Impact Fund



MAJIK MEDIA: FAIR PUBLISHING FOR SALT SPRING ISLAND ARTISTS AND WRITERS

In 2021, Majik Media —a Salt Spring Island-based social enterprise— launched a children's audio story & illustrated book collection under their new brand Majik Kids. Intended primarily for children aged 3-10 and their families, Majik Kids shares stories that activate kids' imagination, courage, and confidence. Majik Kids works with Salt Spring artists and writers to develop story content, music and accompanying art, using its platform to reach a wider audience and share revenues with local artists through a "Fair Trade Publishing" approach; the first of its kind. The goal is greater economic resilience for a core segment of the Salt Spring community.

Thrive Impact Fund made a revenue-based investment into Majik Media —revenue-based financing is a 'pay as you grow' and shared success investment model. Receiving financing and support from the Thrive Impact Fund team has aided Majik Media in:

- Releasing four new Majik Kids stories each month and weekly kids meditations, Music, Activity & Colouring Books
- Contracting and onboarding 20 local writers and illustrators onto a platform that changes how they are compensated
- Establishing a fair trade publishing model that pays contracted writers and illustrators three times more than traditional publishing



"I'm grateful for how supported we feel by the Thrive Impact Fund team and how excited they are about our work. We also appreciate the revenue based model — which was one of our biggest attractors to working with TIF — it is a fair and game-changing way for start-ups like us to get in the game with the money we need to grow. It really feels like we're pulling our dream team together here to make Majik with!"

- Bradley T. Morris, Founder, Creative Director & Executive Producer at Majik Media & Majik Kids



THEDOCK: CENTRE FOR SOCIAL IMPACT

theDock is a social enterprise co-working space owned and operated by Scale Collaborative. It provides a space for social impact organizations to build community and connection while working and accessing safe office and meeting spaces. theDock's overarching vision is a connected and impactful social change sector in Victoria and beyond.



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INDIVIDUALS JOINED
THEDOCK TEAM AS
VOLUNTEER DOCKHANDS

27

ORGANIZATIONS
WORKING AT THEDOCK

6

RECIPIENTS OF THEDOCK
COMMUNITY BURSARY





THE DOCK COMMUNITY BURSARY: SUPPLY VICTORIA BUILDING COMMUNITY AND FINANCIAL STABILITY

Through the Community Bursary program, non-profit organizations, charities, social enterprises, community-based entrepreneurs, and arts and cultural organizations can receive a bursary to cover 75% of the organizational cost of accessing theDock.



"In the early stages of growth, money is tight and this opportunity has allowed me to figure out how to create more financial stability which is huge. So thank you so much!"

- Ashley Howe, Founder and Lead Instructor,
SUPPLY Victoria

SUPPLY Victoria was a 2021 recipient of theDock Community Bursary. Founder Ashley Howe found that gaining access to a workspace separate from home helped her run the non-profit more intentionally while connecting with other like-minded people who care about social and environmental justice. Ashley Howe has served SUPPLY's mission to supply artists, teachers, and students with materials, teach creative reuse education, divert materials from the landfill, and craft a more sustainable, inclusive, and creative Victoria.

Recipients of theDock Community Bursary include:

- Clélie Chevrier
- Seawolf Productions (Steven Davies)
- ŠW.ŹENENITEL Indigenous Food Systems Initiative
- Victoria Compost Education Centre
- Intrepid Theatre Company
- SUPPLY Victoria



BRITISH COLUMBIA SOCIAL PROCUREMENT INITIATIVE

BRITISH COLUMBIA
Social Procurement
INITIATIVE

Scale provides project management support for the British Columbia Social Procurement Initiative (BCSPI), a government-led, collaborative learning program that provides training, expert support, tools, and resources to public purchasers in order to integrate social procurement into their existing spending. These new best practices for public purchasing create additional social, environmental, and ethical benefits that support the goals of local governments and contribute to the creation of healthy and resilient communities. In 2021, with the support of the Government of British Columbia, BCSPI expanded from a Vancouver Island and Coastal-based pilot project to a province-wide initiative, allowing the opportunity for communities across BC to benefit from shared learning, training, support, and resources that include a region-wide impact measurement framework.

175+

MEMBER STAFF TRAINED

100+

PILOT PROJECTS UNDERTAKEN

\$250M+

SOCIAL PROCUREMENT SPEND

30

PARTICIPATING GOVERNMENTS &
ORGANIZATIONS



ALBERNI-CLAYOQUOT REGIONAL DISTRICT: RECYCLING CONTRACT LEADS TO NON-PROFIT SUPPORTED EMPLOYMENT

In 2021, the Alberni-Clayoquot Regional District (ACRD) piloted social procurement in a request for proposals (RFP) for curbside collection carts as part of their regional recycling program expansion.

This provided an opportunity for the Regional District to explore partnerships with local community groups to assist with the cart distribution portion of the required work. Social value criteria within the RFP included commitments to fair wages, gender equity, diversity in the supply chain, career training, advancement opportunities, and good relations with employment support services.

“We’re funding community groups, whether it’s school groups or teams or various employment agencies. We’re putting funds back into our own community.”

- Jodie Frank, Regional Organics Diversion Coordinator at Alberni-Clayoquot Regional District

Through the procurement process, the Regional District was able to create partnerships with several local groups to distribute the collection carts to residences within the service area. This included INEO, an employment agency in Port Alberni that assists barrierred individuals in obtaining meaningful opportunities in the workforce.

The success of this pilot project has given the Regional District a solid basis for understanding how future opportunities to partner with organizations that serve the community can be realized through social procurement.



THE SCALE TEAM



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A special thank you to all the students who worked with Scale this year including:
Eric Buhne who worked for theDock with support from the Canada Summer Jobs Program,
Gordon Zhang, Trang Truong, Bie Jaja and Ariana Mah: Students with the Venture for
Canada Intrapreneur Program.

APPROACH TO PARTNERSHIPS

Scale is inspired to partner with many values-aligned organizations on areas of shared interest and impact, including funders, investors, collaborators, and allies. Together we bring different capacities, new ideas and innovative ways to scale impactful approaches. Scale deeply values each of its various partnerships and would like to take a moment to recognize its core partners in 2021:





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