Collaborating with the Business Sector to End Homelessness in Toronto

By: Garry Loewen

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TAMARACK

An Institute for Community Engagement

TORONTO

Canada

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A Note from the Author

My first career was in business. After obtaining a business degree from the University of Manitoba, I worked in the airline industry for fifteen years. For a brief two-year interlude I also worked in the retail fashion industry.

I enjoyed my business career immensely. In fifteen years with Air Canada I had a chance to serve in a variety of capacities with ever increasing responsibilities. My last position with Air Canada was as the General Manager of its operation at Toronto International Airport. Before that I served as the Executive Assistant to the President of the company.

As rewarding as the work at Air Canada turned out to be, I didn't believe that it provided me enough opportunity to make the world a better place. So I left the business world, and eventually found myself working in the inner city of Winnipeg, helping strengthen communities that were struggling with the social consequences of poverty, racism, and exclusion. Over a twelve-year period I started and led four organizations, whose mandates varied from micro-enterprise development, to employment training and placement services, to social enterprise development, to multisectoral renewal of an entire inner city neighbourhood.

Although the change in vocation turned out to be a good thing for me, I think I underestimated the potential of the business sector to help address social issues and assist in renewing marginalized communities. As this resource points out, there is huge scope for business to play incredibly powerful roles. Indeed business' support for many initiatives is crucial for comprehensive change to occur.

Some of my colleagues in the community sector are reluctant to engage with business. They are afraid that they will have to compromise their values to do so. It is true that business people and community activists experience life from very different contexts and sometimes with very different assumptions. But we all share common space, and a common humanity. Many business people care deeply about the social wellbeing of the community around them, and have much to contribute to making it stronger. I hope that this resource will help show the way for more of that to happen.

Finally, a big thank you to Laurie McLeod for researching the inspiring stories that form an integral part of this document.

Garry Loewen

Executive Summary

This resource has been written primarily for non-profit organizations and multisectoral collaborations who are working to improve their communities' capacity to bring about social change, and specifically to end homelessness. Its purpose is to identify how collaborating with business can enhance social change outcomes, provide some tips on meeting the challenges that such collaboration creates, offer inspiring stories about contributions businesses have made (and are still making) toward the achievement of social change initiatives, and supply some practical tools for planning the engagement with the business sector.

There are many interconnected reasons why people experience homelessness and poverty. There is no single variable that can be altered to help people move away from poverty. When we accept that interlocking problems require interlocking solutions, we soon recognize that these solutions require multisectoral collaboration including speaking with those who have experienced homelessness themselves. Answers will require many stakeholders to collaborate to bring about the social transformation that is desired.[1]

The business sector has much to contribute to a social change initiative. Businesses can provide financial support; expertise (in areas such as legal, financial or human relations); meeting room, training or storage space; assistance in advocating positions to various stakeholders; employment opportunities; and access to networks of other business people. Businesses can also be involved in customizing products or services to meet the needs of low-income people, or to purchasing goods and services from social enterprises that employ low-income people.

Non-profits who want to solicit business support should note that businesses have much to gain by becoming involved. This resource provides examples of how involvement in a social change initiative may provide new market opportunities for business, or an opportunity to reduce its costs. The resource also provides evidence that collaboration can improve a business' ability to recruit or retain employees, and to strengthen its supplier base. Often a business will engage in your initiative because of the benefits to its corporate image, because of pressure from shareholders, or because it is a way to reduce the risk of regulation. Business may engage to help stabilize the community in which it operates, or simply because it is "the right thing to do."

Surveys show that businesses value relationships with non-profit organizations. Non-profits can provide specialized information and connections to communities. They have the trust of communities. They can serve as conduits for public or foundation funding, provide new channels for marketing, and help aggregate demand for specialized products.

Relationships between businesses and non-profits vary in intensity. Early-stage relationships are simply *philanthropic*, in which a business may make a one time donation to support a social change initiative, but otherwise does not become very involved. A more advanced stage might be more *transactional*. At this stage the level of interaction intensifies, the sense of partnership broadens, and operating staff of the business become involved for a period of time. But no long term commitments are made. At a very advanced stage, relationships become *integrative*. Integrative relationships are characterized by joint activities or ventures that are perceived as having major strategic value by both the business and the non-profit organizations. These relationships usually reflect a strong understanding of each other's values, engage top leadership and numerous staff, and involve exploration and creation of new and expanded benefits for all parties.

The premise of this resource is that large scale social change is most likely to occur when it is addressed through comprehensive, multisectoral efforts. In such efforts, relationships at the transactional or integrative end of the continuum are usually perceived by both the business and non-profit relations as having greater strategic value than philanthropic ones. But sometimes it is not possible to start at the high end of the continuum. Some relationships begin at the lower end of the continuum and progress from there, some never move beyond the philanthropic, and many are hybrids that include philanthropic components along with other projects. While there may be a preference to move toward the transactional or integrative types of relationships, businesses can add value to social change initiatives at every stage of the continuum.

This resource has been organized into a six step process for planning your engagement with business. We all know, of course, that life is more chaotic than that, and very few things ever proceed in a neat, orderly, step-by-step fashion. The steps are provided as a way to help you organize your thoughts. We hope you find them helpful. The material that is in the appendices has been placed there to enhance the flow in the main body of the resource. Some of the richest material of this resource is contained in the appendices, so we hope you won't think of them as "optional."

The Ford Foundation's Corporate Involvement Initiative found that there are at least five keys to success in involving the corporate sector in social change initiatives. You will need to identify and motivate decision makers, develop organizational competencies to bridge business and community, mobilize business networks and build effective relationships, engage stakeholders to influence public policy, and build scalable solutions. We trust that as you deepen your engagement with the business sector, you will mutually create your own successes, and enhance your goal of social transformation.

About this Resource

This resource has been written primarily for non-profit organizations and multisectoral collaborations who are working to improve their communities' capacity to bring about social change, and specifically to end homelessness. Its purpose is to:

- Identify the range of possibilities for enlarging social change outcomes by collaborating with the business sector

- Provide analytical frameworks for how to think about the role of business in multisectoral collaborations

- Provide stories about contributions that businesses have made (and are still making) toward the achievement of social change initiatives

- Provide practical tools for planning to engage the business sector in social change initiatives

- Identify the challenges in collaborating with business, and provide some tips on how to overcome those challenges

A key proposition of this resource, found in the next section, is that large scale social change is most likely to occur when it is addressed through comprehensive, multisectoral efforts. The sponsors of the resource, however, are aware that organizations work at social change (such as ending homelessness) in a variety of other types of relationships. *The material that has been provided here will also benefit organizations who prefer to work in business/non-profit partnerships or networks, rather than full scale collaborations.*

While this resource is primarily addressed to non-profit organizations and multisectoral collaborations, it may also be useful to business and government organizations who are interested in strengthening multisectoral initiatives for social change. The case for collaboration, the identification of potential roles for businesses to play, the analytical frameworks, and the stories are very applicable to businesses and governments. The planning tools and the tips for overcoming collaborative challenges may be less relevant to them.

Throughout this resource we refer to "social change initiatives." While the intended audience for this resource is essentially those who are working at ending homelessness, and all of the stories are specifically related to that agenda, most of the material in this resource is directly applicable to other social change initiatives for which poverty is a root cause.

The Case for Multisectoral Collaboration

There are many interconnected reasons why people experience homelessness and poverty. Each problem magnifies the impact of the others. All of the problems are so intertwined that one negative change can produce a chain reaction, the results impacting on all aspects of life.

A run-down apartment can exacerbate a child's asthma, which leads to a call for an ambulance, which generates a medical bill which can not be paid, which ruins a credit record, which hikes the interest on an auto loan, which forces the purchase of an unreliable used car, which jeopardizes a mother's punctuality at work, which limits her promotions and earning capacity, which confines her to poor housing.

Figure 1. Fractured Resources and Silo Efforts

Funders: $ Foundation Funding $ Federal & Provincial Funding $ Municipal Funding

Providers: 1 2 3 4 5

Clients: Homeless Individuals and Community

Social problem solving has evolved into a collection of piecemeal, often uncoordinated services, as shown in this figure. Here each "silo" has a separate part of the solutions to reduce homelessness.

Silo 1: Non-profit providing supportive housing for battered women
Silo 2: Non-profit providing job training to at-risk youth
Silo 3: Clinics providing addiction treatment programs
Silo 4: Agency tracking use of homelessness services
Silo 5: City-funded shelters providing emergency beds

The poor have less control than the affluent over their private decisions, less insulation from the cold machinery of government, less agility to navigate the pitfalls of a frenetic world driven by technology and competition. Their personal mistakes have larger consequences, and their personal achievements yield smaller returns.

If problems are interlocking, then solutions must be as well. There is no single variable that can be altered to help people move away from poverty. Poverty can only be reduced by attacking a full array of factors.[2]

When we accept that interlocking problems require interlocking solutions, we soon recognize that these solutions require multisectoral collaboration. They will require many stakeholders to collaborate to bring about the social transformation that is desired.

What do we mean by collaboration?

Collaboration is more than partnering. It is more than networking. It is even more than people cooperating with one another to coordinate their efforts. Collaboration is a very intentional effort. It involves formal commitments, and formal accountabilities.

Cooperation	Coordination	Collaboration	?
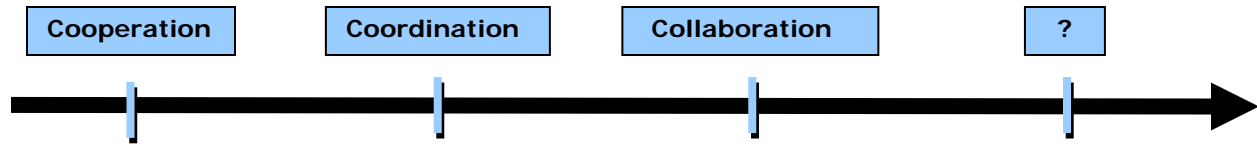
The Amherst Wilder Foundation[3] defines collaboration this way:

> *"A mutually beneficial and well defined relationship entered into by people and organizations to achieve common goals.   The relationship includes a commitment to:*
> - *a definition of mutual relationships and goals;*
> - *a jointly developed structure for shared responsibility;*
> - *mutual authority and accountability for success; and*
> - *sharing of resources and rewards."*

What do we mean by engagement?

The goal of engagement is to involve the right people, working and learning together. The desire is to build a continuous cycle of people talking to each other, agreeing to work together, designing projects together and then relentlessly working together to ensure these projects achieve their intended result. The key principles are to:

- Engage the right people (multisectoral)
- Facilitate people talking to each other (learning and planning)
- Facilitate the agreement to work together (partnerships)
- Build projects together
- Watch the group's sense of purpose build as they work together to make those projects perform

As people are engaged in a vision that resonates with their values, they move from being *participants* in the vision to becoming *owners* of the vision. When vision and values merge, there is a burst of energy. They start to ask, "What can I do to help?" This is the change we want to see – more and more purposeful people on a journey (learning and working together), building the kind of communities they want.

The Engagement Process

- People engage in the "dream"
- Values and visions merge
- Energy increases
- Often one "explosion of energy" causes a chain reaction and suddenly all kinds of people are doing interrelated "great things"
- This feels chaotic – there is a growing energy, rapid learning, innovation, and experimentation
- Now we have momentum toward a movement for change

The Collaboration Continuum[4]

The **Collaboration Continuum** is a framework for thinking strategically about relationships between nonprofit organizations and businesses. Developed by James Austin and adapted by the Drucker Foundation from his book *The Collaboration Challenge,* it consists of three stages:

Philanthropic	⟷	Transactional	⟷	Integrative

Philanthropic relationships exist between non-profit organizations and their donors, who provide tangible resources (such as money or goods) in exchange for intangible benefits from the non-profit (such as enhanced reputation or fulfillment of the desire to help others). Generally, these interactions and activities are handled by the non-profit's development volunteers and staff and the business' corporate contributions staff. Strategic value is usually determined by considering the resources non-profits gain that they can use to achieve desired results, and the opportunities businesses gain to support their communities and meet their philanthropic objectives.

> **Philanthropic Relationship**
>
> Weall & Cullen Gardens provided expertise and financial support to design the gardens for the Christie Ossington Neighbourhood Centre transitional housing development in Toronto. The development consists of 20 bachelor units designed to help formerly homeless men make the transition from shelter life to more stable accommodations.

Transactional relationships consist of exchanges of resources through specific activities, such as event sponsorship, licensing, service contracts, volunteer programs, and cause-related marketing. In comparison with the philanthropic stage, the level of interaction usually intensifies, relationship management becomes more complex, and a broader sense of partnership may develop. This stage tends to involve the business' operating staff (for example, product development and marketing, human resources, finance) and more non-profit staff from a range of areas.

> **Transactional Relationship**
>
> Through the Canadian Pacific (CP) Hotels Adopt-a-Shelter Program, many CP Hotels provided items such as sheets, towels, lamps, beds, dressers, dishes or curtains to local women's shelters. Once employees partnered with a shelter, they also became personally involved. Cooks loaned their expertise to teach women how to create nutritious meals on a low budget. Maintenance staff volunteered to help the shelters and women in second-stage housing programs by providing plumbing, heating, and general carpentry services. Special events departments in many of the hotels included women and children staying at the partner shelters in their holiday celebrations. Sales and marketing departments staged fundraisers. The program was so successful that they developed resources for others looking to enter into similar types of programs.

Integrative relationships are characterized by joint activities or ventures that are perceived as having major strategic value by both the business and the non-profit organizations. These relationships usually reflect strong understanding of each other's values, engage top leadership and numerous staff, and involve exploration and creation of new and expanded benefits for all parties. In this stage, formal processes and procedures are developed to handle complex management requirements, and each organization's values and practices are often affected by the others.

Integrative Relationship

A coalition of American insurers, including State Farm, St. Paul, Travelers Property Casualty and Nationwide, worked with Neighborhood Reinvestment Corporation and the NeighborWorks® network (a national nonprofit organization focused on revitalizing communities) to develop the National Home Safety Partnership, a successful program for increasing home safety and reducing insurance losses.

The program provided education to low-income homeowners on safety hazards in the home, a free home safety assessment, and low-interest, long-term loans to enable homeowners to remediate hazardous conditions. This program was piloted in six cities and served approximately 3,000 individuals. It is being expanded to 24 cities.

This program helps to protect the financial assets and physical safety of low-income homeowners. It also enables insurance companies to increase the profitable sale of homeowner's insurance in these neighborhoods, and mitigates the risk for insurers by improving the safety and security of these homes.

The premise of this resource is that large scale social change is most likely to occur when it is addressed through comprehensive, multisectoral efforts. In such efforts, relationships at the transactional or integrative end of the continuum are usually perceived by both the business and non-profit relations as having greater strategic value than philanthropic ones. But sometimes it is not possible to start at the high end of the continuum. Some relationships begin at the lower end of the continuum and progress from there, some never move beyond the philanthropic, and many are hybrids that include philanthropic components along with other projects. While there may be a preference to move toward the transactional or integrative types of relationships, businesses can add value to social change initiatives at every stage of the continuum.

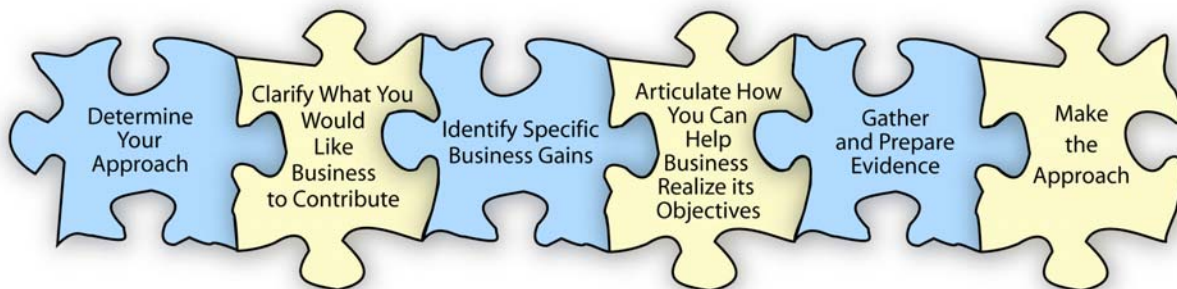## A Six-Step Process for Obtaining Business Involvement

The following material has been organized as a six-step process for planning and animating business involvement in a social change initiative.

We all know that in a world of complexity, action rarely proceeds in neat, orderly six step processes. The work isn't usually linear.

Typically, some steps will be engaged simultaneously, some will be skipped entirely, and some will be repeated a number of times before a solution emerges. The organization of the material in a six-step process provides a conceptual framework for the process of engaging business, gives the material an action orientation, and may be helpful to the reader in planning your approach. At the end of each "step" we have provided a checklist for you to use in building your plan. A consolidated checklist is provided at the end of the six steps. It will form much of your case for support when you approach business representatives.

In many cases we have provided references throughout this section to illustrate certain business relationships that correspond to the point being made.

Further information about the relationships can be found in Appendix A.

Determine Your Approach • Clarify What You Would Like Business to Contribute • Identify Specific Business Gains • Articulate How You Can Help Business Realize its Objectives • Gather and Prepare Evidence • Make the Approach

Step 1: Determine Your Approach

Whether you are a non-profit organization, a group of organizations working together, or a comprehensive multisectoral collaboration, there are at least three general approaches your group might choose to use:

One Project – Your group has one particular project in which it would like to have business involvement. *The Christie Ossington Neighbourhood Centre, for example, needed somebody to help landscape their property, and they found a garden centre to donate that expertise.*

Menu of Options – Your group may have identified several different projects or generic strategies for which it will like to involve business. *Woodgreen advertises a variety of opportunities for potential corporate involvement on its website.*

Exploration – Your group and/or prospective business partners prefer to develop an involvement from scratch either because the current set of strategies available are not appealing, or because your organization feels this approach is a more effective way to engage businesses in social transformation work. *NeighborWorks America invited State Farm and other insurance companies to work with certain communities to co-design some initiatives to improve access to affordable housing.*

It has been Tamarack's experience that business leaders may not have the patience to endure the months of meetings that are required to establish a comprehensive collaboration. It is usually advantageous to make the approach to business after the collaboration has been established, and is in a position to begin to discuss strategies, action plans and specific projects. Communication with business leaders may be more effective when focused on action rather than process.

The three general approaches above loosely correspond to the stages of the Collaboration Continuum. Individual organizations seeking financial or other contributions for a single project are likely to make an approach for a philanthropic relationship. A multisectoral collaboration might prefer a transactional or integrative approach, inviting business leaders into an exploratory relationship to mutually plan the overall project.

Step 1: What overall approach is likely to work best for your collaboration?	✓	Summarize your reasons for this choice.
• One project	☐	
• Menu of options	☐	
• Exploration of role	☐	

Step 2: Clarify What You Would Like Business to Contribute

Regardless of the nature of the relationship you would like to have with the business sector, it is helpful to be clear about the specific contributions you hope to gain. The most common assets that businesses have to bring to a collaboration for social transformation are as follows:

Finances – This is typically the first thing non-profits think of when they imagine collaborating with businesses. Most businesses have either a formal or informal corporate donations program. Smaller businesses tend to provide goods and services to support local small scale events. Larger businesses often provide significant amounts of money and even become the official sponsors of community improvement programs. Businesses rarely contribute to the core funding of community based organizations, but the money they provide can be extremely helpful in enhancing programming.

Expertise – Businesses have lots of expertise that can benefit the community sector. Non-profits have benefited greatly from the legal, financial, and human relations expertise of the corporate world. Their staff have also benefited from mentoring relationships that have provided skills and perspectives not readily available within their own organizations.

Facilities – Businesses are sometimes able to provide office space, meeting room space, training space, or storage space for non-profit organizations. Sometimes this is temporary space used to accommodate a specific program or event. Sometimes it is long term space that allows the non-profit to use its cash resources for other things.

Advocacy – Businesses have credibility and influence in circles that non-profits may not. It can be extremely helpful to have business people advocate on your behalf to politicians, funders or other business people. *The Chicago Metropolis 2020 organization is a highly developed illustration of how extensive such advocacy can be.*

Access to networks – Business people know lots of other business people. They can be extremely helpful in providing access to networks of other businesses that are able to offer any of the above contributions. When a business contact provides access to larger business networks, the impact of nurturing a relationship with one business can be substantially enlarged.

Employment – Employment strategies remain amongst the most critical interventions to improve the quality of life of low-income households. The business sector is a huge employer. As the shortage of skilled workers continues to grow, employers will be increasingly attracted to working with non-profit organizations to assist job seekers with employment barriers to be ready for work.

Businesses can offer jobs. *All of the business members of the Industry Council who are supporting Woodgreen's Homeward Bound program provide job opportunities to participants.*

Businesses can also assist in identifying the qualifications required for people to be job ready. They may be able to assist in training or provide work experience opportunities. Some businesses have voluntarily implemented living wage policies to ensure that none of their employees are living in poverty.

Purchasing – The social enterprise movement is growing. Many community based organizations have started social enterprises to provide employment to community members. Businesses purchase a lot of goods and services. In some cases they may be prepared to purchase services such as a cleaning service directly from a social enterprise. *TD Bank often purchases print services from Eva's Phoenix Print Shop.* In other cases companies may be prepared to retail products such as crafts that have been produced through a community based worker cooperative.

Market or product development – Low-income individuals and communities are often poorly served by the mainstream marketplace. Businesses may be in a position to respond to that.

Low-income people, for example, disproportionately use fringe financial services such as payday loans, cheque cashing, rent to own, and pawn shops. These are extremely high cost, often exploitative services. A financial institution might be able to develop a product or service that fulfills low-income people's need for more appropriate financial services.

The large retail chains have tended to move away from low-income communities to more affluent suburban areas. This often forces low-income people who have limited access to transportation to shop at local establishments that provide lower assortment and higher prices. Reversing this trend by successfully encouraging a business such as a grocery store to locate in or near a low-income community can provide an important benefit to that community.

Affordable housing is a major challenge for many low-income people. With appropriate supports and inducements, private landlords may be prepared to build or modify properties to make them suitable and affordable for particular groups of tenants. *The members of the Greater Toronto Apartment Association were prepared to accept lower rents in exchange for improving their vacancy rates.*

One significant advantage of having the private sector satisfy community or individual needs through market or product development is the potential to provide a solution that is sustainable over a long period of time without needing to constantly secure additional grant funding to support it.

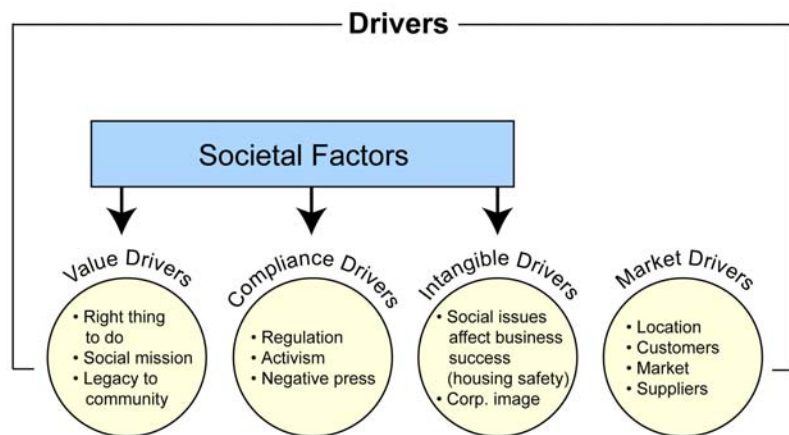| Step 2: Which of the following contributions from business would be helpful to your initiative?	✔	Summarize your reasons for these choices.
• Finances	☐	
• Expertise	☐	
• Facilities	☐	
• Advocacy	☐	
• Access to networks	☐	
• Employment	☐	
• Purchasing	☐	
• Market/product development	☐	
• Other	☐	

Step 3: Identify Specific Business Gains

The Ford Foundation[5] has identified four sets of "drivers" that motivate businesses to become involved in social change initiatives. The four categories are shown schematically in the diagram on the right. The drivers can be used as a check list for identifying what business stands to gain by being involved. The results will be used in Step 6 for planning the approach to business.

Market Drivers

The most powerful drivers are the market drivers. They represent opportunities where the goals of the business and the goals of the community are almost perfectly aligned. Locating in a low income community, for example, may provide businesses with access to affordable real estate, lower property taxes, government improvement grants, or a significant pool of workers. Supporting organic producers or engaging in fair trade practices may open up whole new market possibilities for growth and profitability. Developing a supply chain that includes goods and services provided by certain minority groups may provide opportunities for innovation or cost savings. *An important motivator behind State Farm insurance's decision to work with NeighborWorks America was the possibility of expanding its product offering to a new market.*

The first step in exploring the potential to collaborate with business on a social change initiative should be to identify the ways in which business might be able to support that social change through its core operations. Appendix B provides a process for identifying the possibilities and evaluating the potential to leverage outcomes from each of those possibilities.

Drivers

Societal Factors

Value Drivers
• Right thing to do
• Social mission
• Legacy to community

Compliance Drivers
• Regulation
• Activism
• Negative press

Intangible Drivers
• Social issues affect business success (housing safety)
• Corp. image

Market Drivers
• Location
• Customers
• Market
• Suppliers

Value Drivers

While market drivers tend to present the best opportunities for non-profits to collaborate with businesses, they are not the only ones. It is helpful to be able to demonstrate how businesses will gain from the collaboration, but the opportunity for gain is only one basis on which businesses are interested in collaborating. An appeal to a business or a group of businesses on the basis that collaborating with your social change initiative is the "right thing to do" is also worthwhile. As indicated elsewhere in this resource, almost half of all businesses include corporate social responsibility as part of their mission. Many businesses have articulated social missions that their leaders care passionately about. They may be interested in leaving a legacy to their community

on purely altruistic grounds. A Conference Board study found that only 19% of business leaders felt that bottom-line considerations alone should drive business involvement, while 63% felt business and community benefits should drive involvement, and a surprising 28% felt that the community benefits alone warranted their involvement.[6] *Chartwell collaborates with the Homes First Foundation because it wants to be involved in creating a better society.*

Intangible Drivers

The intangible drivers have motivations in common with both market drivers and value drivers. They focus on what the corporation has to gain from the social change initiative, but the gain is rarely immediate or quantifiable. The business success of most companies is impacted by the health of the community around them. When a community has high levels of unemployment, or lacks affordable housing, or is characterized by violence, or poor air or water quality, companies located within that community suffer from low purchasing power for their products, additional costs to deal with the social ills, difficulty attracting talent to their community etc. *The businesses that make up the Chicago Metropolis 2020 organization understand that their own competitiveness will be enhanced by improving the social conditions of their community.* A company that is seen as not doing its part to keep the community strong may similarly lose workforce or market opportunities because of its poor corporate image.

Compliance Drivers

Normally, a non-profit seeking to collaborate with the business sector is best to look for "win-win" possibilities. Each of the drivers described in the previous three categories provide many possibilities for win-win solutions. Sometimes win-win is not possible. Even where businesses would like to collaborate on a social change initiative, there may be competitive circumstances that make it difficult to do so. In those situations a non-profit could pursue one or more compliance drivers to encourage businesses to work with them. Shareholder activists, for example, have been quite effective in getting companies to change their trade or environmental practices. Regulatory practices have often been used to "even the playing field" so that no one company suffers a competitive disadvantage from meeting demands from the community. Even the desire to avoid new regulations, or to prevent negative press coverage, can be motivations for businesses to collaborate on social change initiatives. *One of the factors that contributed to the formation of the National Home Safety Partnership was the national legislation that requires financial service companies to demonstrate the contribution they are making to low-income communities.*

A 2007 study by Imagine Canada[7] found four main reasons why businesses make donations to charitable causes. While this survey was about corporate "donations," which is only one aspect of strategic collaboration, the findings are nevertheless helpful in terms of designing your pitch to business. The four main reasons businesses donated to charities were:

1. Because it helped market the company's brand
2. Because the success of the company depended upon having strong communities
3. Because of the need for a social license to operate
4. Because it improved the ability to recruit and retain employees

Your collaboration may find it challenging to identify which of the drivers or motivations are most likely to resonate with business leaders. To overcome this challenge you could set up an advisory committee, organize some focus groups, or interview a number of business leaders as part of your preparation for the activities in Step 3. In a later section we will discuss ways to develop capacity to bridge between the non-profit and corporate cultures. It may be that you already have deep business understanding within your collaboration. If not, you may wish to invite some folks who do to join the collaboration.

Step 3: Which of the following benefits is business likely to experience by supporting your initiative?	✔	Summarize why you think these benefits will be experienced.
• New market opportunities	☐	
• Reduced costs	☐	
• Improved ability to recruit or retain employees	☐	
• Enhanced corporate image	☐	
• Reduced possibility of regulation	☐	
• Strengthen supplier base	☐	
• Stabilizes the community	☐	
• Meet shareholder demands	☐	
• The 'right thing to do'	☐	
• Other	☐	

Step 4: Articulate How You Can Help Business Realize its Objectives

In Step 3, you identified why businesses might be interested in collaborating with you, and how their participation might align with their corporate goals. It can also be helpful to articulate how you can enhance the probability that those goals will be advanced.

Businesses have identified the following as the things they value about the non-profit sector:

Specialized information about and connections to communities – Once a business has decided to become engaged in a collaboration for social transformation, it will be eager to ensure that its efforts are organized in a way to produce maximum impact. To do that, it has to make sure that it has a strong understanding of the situation of the people the business hopes to help. The non-profit sector has that knowledge. Your non-profit may focus its efforts on particular inner city neighbourhoods. Or it may be directed at certain demographic groups such as recent immigrants, aboriginal people, victims of domestic violence, or consumers of mental health services. Whatever that focus is, you have an understanding of the sector that will be invaluable to the business sector in planning its own involvement.

Community trust – A company wishing to locate in a particular community can face resistance for a variety of reasons. Collaborating with one or more non-profit or community groups on aspects of their initiative can increase the community's trust in the company, and reduce the possibility of opposition to the company's plans.

Conduit for public or foundation funding – When a business becomes engaged in an initiative for social transformation, it may face costs beyond what it can afford to pay. If, for example, it agrees to hire a certain number of people who are below the skill level the business typically requires, the cost to the business of training the individuals may be prohibitive. Businesses typically don't have access to foundation or government funding to pay for such costs. A business would value a relationship whereby the non-profit would raise some of the funds required to make the job seekers ready for employment, and the business would make the commitment to hire the individuals once they have completed their training.

Providing access to clients and markets – By working with the non-profit sector, tapping into their resources and networks of client groups, business is given the chance to connect with people whom they might not usually access. Not only does business benefit, but non-profit clients gain access to better products and services, tailored to meet their specific needs.

Helping aggregate demand – When a business decides to develop a product or service to meet a community need, non-profit organizations are often able to animate or organize the community to take advantage of it. A financial institution in Winnipeg, for example, that developed an account specifically to address the needs of people using fringe financial services, was able to attract hundreds of new account holders by referral from a few select non-profit organizations who were already working with the client group. Elsewhere in this resource we have described

the National Home Insurance Partnership, in which four insurance companies have been able to sell thousands of new home insurance policies through referrals from a non-profit participant.

Providing new channels for marketing – Non-profits are in touch with large networks of people. They can provide outlets and other facilities which become new channels for marketing. Some non-profits have large mailing lists of people who are more likely to support a product or service that is endorsed by the non-profit (e.g. an environmental organization).

Step 4: What supports can your organization or collaboration provide to help business experience the gains it is hoping for?	✔	Document why you are confident that you can provide these supports.
• Specialized information	☐	
• Community trust	☐	
• Other funding	☐	
• Voice for low-income people	☐	
• Aggregate demand	☐	
• New marketing channels	☐	

Step 5: Gather and Prepare Evidence

Many business leaders will be pleased that your group has carefully thought through the benefits they will likely enjoy if they participate in a social change initiative. Your case will be much stronger if you can provide concrete evidence that similar initiatives have worked somewhere else.

There are several types of evidence you can use to back up your benefit statements. These include case studies and research reports. You might refer, for instance, to one of the stories in this resource, and the benefits the participant companies received. Or you might share the results of studies such as the 2007 Imagine Canada study which indicated that corporate involvement in social transformation initiatives improves the ability to recruit and retain employees.[8] You might also choose to utilize experiences from your own agency, or from your colleagues in the non-profit world.

Step 5: What kind of evidence can you provide to convince the business sector that they will experience the benefits you are proposing?	✔	List some of the stories and/or research reports that you will refer to.
• Stories	☐	
• Research reports	☐	
• Agency experience	☐	
• Other	☐	

Step 6: Make the Approach

There are many alternatives for how to proceed with your business recruitment activity. If your relationships with business are already strong, it may not be necessary to go through a formal process of recruitment. A few conversations with trusted colleagues may suffice. But if more is required to recruit the right people, or if your collaboration wants to maximize the value added that business can bring, you may find the following steps helpful.

Develop a List of Prospects

The best way to begin is to develop a list of businesses, business associations, or business people who are already associated with your organization or collaboration. These may be people who are known to your staff, who sit on your board(s), who provide professional services (auditors, lawyers, insurance brokers etc.) or who are simply friends or relatives of your associates.

If the list of current contacts needs supplementing, it may be helpful to approach other organizations that have strong contacts or information. Business associations, for example, may be prepared to offer names of companies that seem to be a good fit for you. Foundations and United Way organizations often have a good sense of which companies would be good to approach. You may even wish to hire a consultant to do some prospect identification for you.

"A stranger asking a stranger for a contribution most often leads to small contributions and most often one time.

A new acquaintance asking for a gift leads to a few more gifts of slightly larger size but likely one time and strains the relationship.

A good friend asks for help and almost always receives it – both parties feel very positive."

~ Wayne Hussey

Evaluate the Prospects on the List

You will want to ensure that you are using your recruiting time and resources wisely. To do that, you will want to carefully evaluate each prospect to ensure they are a good fit for you. Some of the criteria that you may want to consider are listed below. A company does not need to meet every criterion to be on the list, but it should meet most of them.

- **Will the company help you reach your social transformation objectives?** In Step 2, you developed a clear understanding of how the business sector can add value to your initiative. That should be of help to you here.

- **Are the company's products and/or services geared toward the same audiences your coalition wants to reach?** Businesses may be more interested in working with your coalition if they know that the families you want to reach are also their customers or employees.

- **Does the company have a history of community involvement, especially in the areas that your initiative intends to address?** Companies that are active in the community are usually receptive to new ideas and opportunities for involvement.

- **Does the company have a good reputation?** Generally you will want to avoid associating your initiative with a company that is generating negative press or one that has an unfavourable reputation in the community. You will also want to avoid associating with a company whose involvement is insincere, and is using your initiative to divert attention from other activities that you disagree with.

- **Is this the right time to be approaching this company?** A downturn in a particular market, company downsizing, plant closings, recent merger activity and business restructuring may all affect certain companies on your prospect list.

Prepare your Script

In the process of completing the checklists in the first five steps of this resource, you have already created a compelling case for corporate involvement. Now you will want to use that checklist to create the "pitch" points that you will use to encourage business participation. A few things to remember about this step are:

- Be sure your script includes:
  - Some opening conversation
  - Your vision for transformation
  - The role you would like the business to play
  - The opportunity that is being presented to the business: what might it gain?
  - How your collaboration can help the business to realize the gains
  - The evidence you have that such gains are possible
  - An invitation for the business to ask questions

Tips for Business Recruitment

✓ **Business recruitment takes time.** It is not unusual for months of calls and information exchange to take place before a business responds with a definitive answer. Speed can kill this process. "A slow yes is far better than a fast no." Your patience and persistence will pay off.

✓ **You are presenting an opportunity.** Your initiative is not part of their business plan – it will be up to you to sell the opportunity to the business.

✓ **Passion and commitment sell.** Be enthusiastic about your program and the opportunity to work with the business community. Your passion and commitment will help recruit companies.

✓ **Relationships count – a lot.** The most successful and long-term alliances are the ones that are built over time and involve a real relationship between the respective organizations.

✓ **Companies want to make a difference – to have an impact.** Use your evidence to demonstrate that your initiative will help them do that.

✓ **Companies want to be a part of a commitment to excellence.** They will not knowingly become involved in confusion, mediocrity or inefficiency. It will be important to demonstrate professionalism and effectiveness.

✓ **Companies respond more powerfully to visions of the future than to "repairing" the past.** Emphasize the "transformation" that will occur through your initiative, with a brief reference to how you will achieve it.

- **Customize your script towards the particularities of each business you visit.** Look for special connection points between your case for support and the business' unique needs.

- **Practice your pitch points out loud.** Some people rehearse before they meet face to face with a potential business. Some people "role play" in advance of meeting with a potential partner – one side playing the "skeptical" business team, the other, the well-prepared non-profit organization – exploring the business team's possible objections and concerns.

Contact your Prospects

You may decide that your first contact will be by phone, email, or letter. Appendix C provides some hints related to each of those methods. While there is no data on the effectiveness of each approach for recruiting a business to take an active role in a collaboration, data from the fundraising sector does provide a clue about the efficacy of different approaches. In the fundraising world it is generally understood that:

- A letter solicitation has a
  0.5 – 6% success rate

- A phone solicitation has a
  10 – 25% success rate

- A face to face meeting has a
  33 – 94% success rate

Tips for Making Phone Contacts

- ✓ Schedule time for making your calls
- ✓ Be prepared with your core points in front of you
- ✓ Practice the message you will leave on voice mail
- ✓ Be mindful of your listener
- ✓ Use a conversational tone
- ✓ Show your enthusiasm

Tips for Writing Letters

- ✓ Personalize your letters
- ✓ Keep your initial letter short and concise
- ✓ Have a colleague proofread your letter before it is sent
- ✓ Close the letter by indicating when you will follow up

Tips for Meeting in Person

- ✓ Confirm your meetings
- ✓ Confirm equipment needs
- ✓ Avoid Power Point for a small meeting
- ✓ Only show videos that are less than 5 minutes long
- ✓ Begin by confirming how much time you have
- ✓ Be clear about what you want
- ✓ End by summarizing the key points and next steps
- ✓ Expect the unexpected
- ✓ Leave information behind

See Appendix C for more details.

Follow-up Afterwards

A few days after the meeting it is helpful to send a thank-you letter or email to the people with whom you met. The follow-up letter might include a little more material about your initiative, should invite the recipient to be in touch if they have any further questions, and should offer to prepare a proposal if the recipient is ready for that.

Step 6: Have you planned for each of the following steps?	✔	Make notes about any special considerations for this step.
• Develop prospect list	☐	
• Evaluate prospects	☐	
• Prepare script	☐	
• Contact prospects	☐	
• Follow up	☐	

Putting it All Together: A Final Checklist

Steps	✔	Notes
Step 1: Plan the overall approach		
• One project	☐	
• Menu of options	☐	
• Exploration of role	☐	
Step 2: Contributions business can make		
• Finances	☐	
• Expertise	☐	
• Facilities	☐	
• Advocacy	☐	
• Access to networks	☐	
• Employment	☐	
• Purchasing	☐	
• Market/product development	☐	
• Other	☐	
Step 3: Gains business will experience		
• New market opportunities	☐	
• Reduced costs	☐	
• Improved ability to recruit or retain employees	☐	
• Enhanced corporate image	☐	
• Reduced possibility of regulation	☐	
• Strengthen supplier base	☐	
• Stabilizes the community	☐	
• Meet shareholder demands	☐	
• The "right thing to do"	☐	
• Other	☐	
Step 4: Supports you will provide		
• Specialized information	☐	
• Community trust	☐	
• Other funding	☐	
• Voice for low-income people	☐	
• Aggregate demand	☐	
• New marketing channels	☐	
Step 5: Evidence you will gather		
• Stories	☐	
• Research reports	☐	
• Other	☐	
Step 6: Planning to contact business		
• Develop prospect list	☐	
• Evaluate prospects	☐	
• Prepare script	☐	
• Contact prospects	☐	
• Follow up	☐	

Challenges to Collaborating with Business

Following are some of the key challenges to collaborating with business, and some tips on how to meet them.

Key Challenge	Tips for Meeting The Challenge
Culture clash: Businesses and non-profits have very different operating styles. Non-profits, for example, are very attentive to process, while businesses tend to be more attentive to outcomes. The non-profit sector tends to place large emphasis on inclusion, and is eager to ensure that all voices have been heard. This can result in lots of meeting time before moving to the action phase of an initiative. Businesses generally have less tolerance for lots of meetings and discussion time, and are eager to move more quickly to direct action. Businesses function in a highly competitive environment, and have generally embraced the values of that environment. Non-profits, on the other hand, tend to strive for a cooperative environment, which strongly influences the culture of their organization and networks.	• Develop organizational competencies to bridge the cultures (see "Keys to Success") • Wait until plans are relatively concrete before inviting business to participate • Use "business case" language for proposals • Take time to understand each other's environment • Working together requires compromise on both sides
Internal resistance: Either party may have stakeholders who are openly hostile towards collaboration of any sort. The political agendas of the two sectors tend to be quite different, with non-profits frequently identifying the business sector as the enemy of the social transformation they are trying to bring about. Some business leaders feel that collaboration on social transformation initiatives is a diversion from their core mission, and are opposed to it on those grounds. Achieving a high level of trust between the two sectors can be difficult.	• Be clear about what each side has to gain • Share success stories regularly • Accept some differences – focus on the goals that are common
Power imbalance: Non-profits have much to offer in a collaboration with business, but they usually approach such a collaboration feeling like supplicants. The initiative for collaboration usually originates with the non-profit, which is asking business to collaborate on issues that the non-profit cares about passionately, and that is in line with the non-profit's core mission. The non-profit typically needs the relationship more than the business does, as it is asking the business to engage in an initiative that is not part of the business' core mission.	• The business representatives need to be sensitive to the inequities in money, resources and connections • Be clear about what you are bringing to the collaboration • Insist on a relationship of mutual respect. Walk away from the relationship in the early stages if that respect isn't demonstrated

Key Challenge	Tips for Meeting The Challenge
Ongoing confrontation: If non-profits carry on campaigns against the company outside of the collaboration, or against positions the company is in solidarity with, this will create a lot of stress on the relationship.	• Strive for win-win strategies, not confrontational ones • Move to confrontation only if win-win strategies don't seem possible
Separate goals: The best arrangements occur when you can actually demonstrate that there is a business case for engaging in a social transformation initiative. Often this is possible, but not always. It will be particularly difficult to find a mutual goal if the values or interests of the two organizations are too far apart.	• Care should be taken to identify the mutual interests at the outset • Be prepared to walk away from the table if the goals aren't compatible
Relationship maintenance: The time and resource requirements of the relationship may be too much for any party, and if these resources are not committed, the relationship will ultimately fail.	• Be clear about the resource commitment at the beginning, and don't understate the commitment you are looking for • Keep in regular contact with one another • Provide regular recognition to your business collaborators • Communicate to your contact's boss how much you enjoy working with him/her
Language: Non-profits and business speak with their own respective jargons and coming to a common language can be crucial to moving a collaboration forward. Businesses face a range of economic and competitive imperatives that feel non-negotiable to them, i.e., the need to earn a profit.	• Understand the assumptions that business brings to the table, and reflect that in your language can strengthen the collaboration • See "culture clash" tips above
Loss of a champion: Relationships are crucial to the initiation of a relationship between business and the non-profit sector. It is not uncommon for relationships to get established because of a particular relationship between one or two key people on either side. If a key personnel change occurs, and the vocal champion of the relationship is no longer present, the management of the relationship may not receive the same attention.	• Build a deep bench • If you are collaborating with one company, build support at a number of levels of the company • If you are collaborating with a business network or association, build relationships with a number of partners

Collaborating with the business sector is hard work. It requires a non-profit organization to make the time to collaborate, to learn new skill sets, and to understand a different language and culture. Sometimes it requires non-profit leaders to confront their own prejudices and assumptions about the business community and to take the risk of modifying them. It is important to be clear about the potential rewards of collaborating with business before going down this path.

Keys to Success[9]

The Ford Foundation's Corporate Involvement Initiative found that there are at least five keys to success in involving the business sector in social change initiatives.

Identify and motivate decision makers – Most social change initiatives can be traced to one or more champions whose contributions were key to getting it started. This is also true in terms of involving the business sector. Partnerships and collaborations are about relationships. It will be important to identify one or more business champions and provide them with the information and tools to bridge the public and private sectors. Typically it is preferable to develop those champions at more than one level of the organization. The collaboration will be strengthened if there are multiple motivations for engaging in it. An opportunity that both provides a business case and appeals to business leaders' sense of civic duty is stronger than one that only provides one of the motivations.

Develop organizational competencies to bridge business and community – Even among business and non-profit leaders who share common objectives, both sectors can find it difficult to communicate and negotiate effectively to achieve their common goals. There is often a resistance on the part of non-profit leaders to become too familiar with the culture, language and assumptions of the business sector. Some of this resistance comes from a lack of time or inclination. Sometimes it also comes from a fear of becoming co-opted into a value system that the non-profit sector rejects. But relationships are built on mutual respect and understanding. It is critical that non-profits who wish to collaborate with businesses develop the ability to speak business language. They can do this by hiring staff who have that background, by using board or advisory committee members with competence in business, or by aligning themselves with more experienced non-profit organizations who have already developed this skill set. Using business case language for proposals and striving for win-win solutions are both helpful in designing business/non-profit collaborations.

Mobilize business networks and build effective relationships – Businesses are not just economic constructs. They are networks of relationships between individuals. Being able to develop a strong relationship with a key opinion leader, and then using that as a springboard to influence a larger network of businesses and organizations, is key to expanding the impact of the social change initiative.

Engage stakeholders and influence public policy – Quite commonly there are public policy proposals that can make it easier for business to engage with social transformation initiatives. Tax breaks for locating in low-income communities, training allowances for job seekers with employment barriers, easing of zoning restrictions in older neighbourhoods, preferred status for procurement opportunities would all be examples. The stakeholders of

> **Partnership Success Factors**[10]
>
> - Clear outcomes
> - Clearly defined roles
> - Appropriate resources
> - Build internal support, including champions
> - Share risk and rewards
> - High levels of communication
> - Respect each other's expertise
> - Evaluate success
> - Recognize contributions and celebrate achievements
>
> *~ From Canadian Businesses for Social Responsibility*

business include community local communities, consumers, shareholders, labour, media, etc. Engaging these stakeholders around an advocacy agenda can be an important tool in influencing public policy. When the advocacy agenda focuses on public policy initiatives which make it easier for business to be engaged, it will be helpful to have business itself be part of the advocacy effort. Sometimes the advocacy is directed more at coercing business to play a more positive role. In those cases it will be important to develop the capacity to propel an issue from the background to the foreground, often by creating news hooks that bring the issues to public attention.

Build scalable solutions – The logic of this success factor is clear. The need for social change is huge. A large and increasing proportion of the population is not able to enjoy the quality of life of mainstream society. Initiatives that have the potential of improving the income, assets, and lifestyle of a large number of low-income individuals are preferred. There are a variety of ways of bringing impacts to scale. Sometimes this can be done within a single initiative. Other times it is achieved by replication or adoption within larger networks of activity. The fair trade movement is an example of a social change initiative that has grown to scale. Initiatives that grow to scale, that are established within the mainstream, and that have strong visibility and public acceptance, tend to be more sustainable. They are harder to dismantle.

Conclusion

We hope that this six-step model and the accompanying stories and examples have given you a clear understanding of the benefits of involving business in your social change initiative. Both you and your potential collaborators from the world of business have much to gain from working together – to say nothing of the people whose lives you stand to impact.

The six-step model was designed to simplify a very complex process, and to help identify the core elements of a successful strategy. It is important to recognize, however, that the actual process is far less linear, and far more organic, than any step-based model can portray. On the ground, some of these steps may take place at the same time; some may take place over and over and over again; and others may never take place at all. And that's okay! It is important to take the time to attend to what each step is intended to accomplish, whether you decide that a given goal is necessary or not, in your particular circumstance. Asking the questions, deliberately and with careful attention, is key.

With this caveat in mind, we hope that you will find this tool to be a practical and encouraging guide along the path to successful, truly multisectoral collaboration.

Appendix A: Stories of Business Engagement

There is evidence of a growing business involvement in social change initiatives. A presentation by Canadian Business for Social Responsibility indicated that close to half of the top 100 companies in Canada produce a Corporate Social Responsibility report along with their annual report. It further indicated that 85% of Canadians have said they would respect a company more if it collaborated with non-profit organizations to achieve social transformation. Slightly over half of all Canadians have at some point or other punished a company that they thought was irresponsible.[11]

Clearly the social impacts of corporations' activities are under scrutiny, and those corporations have much to gain by helping to improve the communities in which they operate. Following are some stories that demonstrate the involvement of the corporate sector, and the types of roles they are playing.

WoodGreen's Homeward Bound
http://www.woodgreen.org
http://www.tridel.com

WoodGreen's Homeward Bound is an innovative program designed to help women and their children transition from shelter life to independent housing and to have employment with family sustaining incomes within 3 years. The program provides supports through employment training, transitional housing, on-site childcare, one-on-one counseling for mothers and their children, and many other vital services.

This innovative program is supported by all three levels of government, in collaboration with The Counseling Foundation of Canada, The Ontario Trillium Foundation, Sun Life Financial, TD Canada Trust, Seneca College, East York Rotary Club and the United Way. A defining feature of the program is the involvement of an industry council, made up of representatives from TD Bank Financial Group, Bank of Montreal, RBC, CIBC, Scotiabank, Microsoft and IBM. The council provides full-time career track positions to graduates of the program. Tridel, a high quality condominium builder in Toronto, also donated $100,000 to the Homeward Bound Program to provide graduates who qualify with most of a down payment for a condominium.

The corporations in this program each offer valuable funds, expertise and, perhaps most importantly, employment. The industry council helps the women who go through this program find hope that they will be able to support their families in the long term. Many women in transition have difficulty securing work due to a lack of work history, which in turn is often due to a change in identity to ensure the safety of their families. Tridel also helps give them hope for additional accommodation, by providing most of the down payment for a condominium. Through the combination of these partnerships, funding is provided to support WoodGreen's program, and hope is given to families in transition.

W. Edmund Clark, the President and Chief Executive Officer of the TD Bank Financial Group, has been a key corporate champion for the Homeward Bound program. He personally donates significant time and money to the program, and has played a leadership role in recruiting other corporations into the collaboration.

Canadian Pacific Hotels Adopt-a-Shelter Program[12]

http://www.muttart.org

In 1997, Canadian Pacific (CP) Hotels joined together to introduce a first-of-its-kind national program – the Adopt-a-Shelter Program where each of the Canadian Pacific Hotels, 26 Canadian properties in total, would partner with one or more shelters.

The program was initiated by Ann Layton, vice-president Public Affair and Communications for Canadian Pacific Hotels. After visiting the warehouse of the Royal York Hotel in Toronto hoping to find a piece of old carpet for her basement, Layton found rooms filled with beds, linens, small appliances, and dishes – literally piles of materials no longer usable in the hotel's guest rooms. Recognizing that there were many needs in the community, and several organizations that could put the storage items to good use, Layton suggested that the company find a way to offer the items to shelters and second-stage housing projects.

Canadian Pacific Hotels developed the Adopt-a-Shelter Program as a result. In this program, each hotel selected a shelter, based on criteria provided by CP Hotels, and for a minimum of three years provided items such as sheets, towels, lamps, beds, dressers, dishes or curtains that were no longer used by the hotel.

Canadian Pacific Hotels across the country embraced the Adopt-a-Shelter with enthusiasm and creativity. Employees got involved at several levels based on the needs of the individual shelter. Some examples of the types of work done by the CP Hotel employees include:

- The Canadian Pacific Charitable Foundation, in support of Canadian Pacific Hotel employee efforts with the Adopt-a-Shelter Program and their concern for the issue of domestic violence, donated $165,000 over three years to the Canadian Women's Foundation. From these funds, the CWF administers the newly established Canadian Pacific Violence Prevention Fund to support violence prevention, counseling and educational programs.

- Employees at the Hotel Beausejour in Moncton collected furniture and linens from the hotel and perishable foods from their own kitchens for the Crossroads for Women shelter. At Christmas, employees collected a sleigh-full of gifts for the women and children of their adopted shelter.

- The Royal York Hotel in Toronto partnered with the Emily Stowe Shelter for Women. In addition to goods, employees donated their time in a variety of ways. The Human Resource Department offered career-counseling seminars, the Accounting Department

helped the women in transition develop budgets and the Maintenance Department helped with ongoing repairs needed at the shelter.

- The Sky Dome Hotel in Toronto entered into partnership with Interval House, Canada's first shelter for abused women and their children. Sky Dome Hotel provided "new start" kits for ex-residents transitioning to new homes. The "new start" kits included furniture, beds, linens, towels, and other items donated from both the hotel and its employees.

- Employees of CP Hotels across Canada sponsored and served holiday dinners for mothers and their children. Several of the resort hotels also invited residents to share in their holiday activities and spa facilities.

- Hotel Vancouver raised $400 to buy women of Powell Place Shelter "fare-saver" transit coupons to use on their daily travels. The hotel also provided gift baskets including bathrobes, cosmetics, soaps, and other items for the shelter's women.

- Hotel Halifax offered cooking classes, employment skills development, pool times, and cleaning services to Byronee House, their adopted shelter.

This program worked very well. Once employees partnered with a shelter, they wanted to get involved personally. Cooks loaned their expertise to teach women how to create nutritious meals on a low budget. Maintenance staff volunteered to help the shelters and women in second-stage housing programs by providing plumbing, heating, and general carpentry services. Special events departments in many of the hotels included women and children staying at the partner shelters in their holiday celebrations. Sales and marketing departments staged fundraisers. The program was so successful that they developed resources for others looking to enter into similar types of programs.

The National Home Safety Partnership

http://www.statefarm.com/about/part_spos/part_spos.asp
http://www.nw.org/network/home.asp

NeighborWorks America is a national nonprofit organization that provides financial support, technical assistance, and training for community-based revitalization efforts. Its roots go back to a resident-led, 1968 campaign for better housing in Pittsburgh, Pennsylvania's, Central North Side neighbourhood. Dorothy Mae Richardson, a homemaker and community activist, enlisted city bankers and government officials to join with her block club to improve her neighborhood. The NeighborWorks Network is now made up of 240 organizations working in 50 states in the U.S.A.

In the early 1990s, one of the obstacles towards decent affordable housing in many U.S. inner cities was the inability to obtain home insurance on decent terms. The Neighborhood Reinvestment Corporation (NRC) helped form the NeighborWorks Insurance Alliance to resolve this issue. A coalition of insurers, including State Farm, St. Paul, Travelers Property

Casualty and Nationwide, worked with NRC to develop the National Home Safety Partnership. The National Home Safety Partnership became a place for the industry and community based organizations to meet to better understand each other. Community residents were able to explore the difficulties they faced in obtaining affordable property insurance, and the industry was able to refine its marketing approaches. Since insurance losses are typically 65% of an insurer's total costs, a program was put in place to provide education to low-income homeowners on safety hazards in the home, a free home safety assessment, and low-interest, long-term loans to enable homeowners to remediate hazardous conditions.

The program was piloted in six cities and served approximately 3,000 individuals. It is being expanded to 24 cities. The program helps to protect the financial assets and physical safety of low-income homeowners. It also enables insurance companies to increase the profitable sale of homeowner's insurance in these neighbourhoods, and mitigates the risk for insurers by improving the safety and security of these homes.

The National Home Safety Partnership is a true collaboration of the government, business, non-profit, and low-income resident sectors. Government provides funding and regulation. The business sector provides affordable insurance and a range of other supports. NeighborWorks plays a convening role for all of the collaborators, and has developed a series of initiatives that focus on strengthening neighbourhood associations, developing resident leaders, and building capacity in communities.

Chartwell

http://www.homesfirst.on.ca
http://www.chartwell-group.com

The Homes First Foundation and Homes First Society work together to "break the cycle of homelessness" for Toronto's most disadvantaged. The Society provides supportive, affordable housing for the homeless. The Foundation supports the Society by raising funds for housing and tenant support services and by raising awareness of innovative solutions to homelessness.

After a five year presence on the Homes First Society Board, Chartwell President and CEO Jeff Smith initiated an advisory board to promote fundraising and to bring thought, leadership, and innovation to the non-profit organization. He invited a number of Toronto's business leaders to the table to address issues and challenges faced in the homeless crisis in Toronto. The advisory group created a formal foundation and has launched a campaign to develop additional housing facilities and tenant support services.

Today, the Homes First Foundation has 15 corporate executives on its board of directors, along with several residents. Each executive on the board is educated in the causes, issues and solutions for homelessness. Each executive brings their time and talent and their corporate resources to the support of the Homes First Society. The Foundation represents private industry stepping up to the plate and applying business skills to this issue in the community. The members do not believe that government and agencies can solve this complex and growing crisis on their own.

Chartwell, Jeff Smith's own company, has internalized the social change agenda. For them, contributing to the community is more than just being active in the community or lending support for a special event. It is about making a substantial difference in society.

Eva's Initiatives

http://www.evasinitiatives.com

Eva's Initiatives works with homeless and at-risk youth ages 16 to 24 to get them off the streets permanently. They operate three shelters in the Greater Toronto Area that house 112 youth each night.

The shelters provide homeless youth with emergency and transitional housing; harm reduction services to address drug and alcohol use; counselling, employment and training programs; and housing support and services to reconnect youth with their families. Each year they help over 2,300 homeless and at-risk youth to get off the street, find housing and community supports, and begin to rebuild their futures.

One of Eva's Initiatives is the Phoenix Print Shop. It is an environmentally responsible graphics communication training facility and a commercial print shop. It provides homeless and at-risk youth with the opportunity to learn the basic skills needed for long-term self-sufficiency in today's graphic communications industry, which has identified a critical need for hands-on training facilities and trained young people.

Eva's Phoenix Print Shop has entered into arrangements with a number of corporations who are supportive of its objectives. Xerox, for example, has hired graduates of the Print Shop, and TD Bank regularly uses the services of the Print Shop on a commercial basis.

Chicago Metropolis 2020

http://www.chicagometropolis2020.org

Chicago Metropolis 2020 is a business-based advocacy organization that promotes innovative solutions to long-term challenges facing the Chicago region. More than 100 Chicago-area companies have signed up to support an agenda related to affordable housing.

Both business competitiveness and quality of life are threatened by the growing disparity between average wages and the cost of nearby housing. Chicago Metropolis 2020 investigated the extent of the "jobs-housing mismatch" in the region and quantified its impact on businesses, people and communities. Based on this analysis, it developed and advocated a 40-point Workforce Housing Action Agenda aimed at helping the region meet the demand for attainable housing. The Agenda calls for local zoning reforms and increased emphasis on building code enforcement and property maintenance by local governments; increased state government assistance and rewards to communities that create a broad range of housing; expansion and improvement of federal programs to increase affordable housing options; and more corporate action to create workforce housing.

After intensive lobbying by Metropolis 2020, the State of Illinois began an affordable-housing tax credit that matches the employers' contributions to affordable housing dollar for dollar. This benefits low-income individuals by increasing the amount of affordable housing. It also benefits businesses because it creates housing that workers can afford that is much closer to the suburban locations where many businesses operate, making it easier for them to attract and retain a stable workforce.

Habitat for Humanity
http://www.habitat.ca
http://www.habitat.org

Habitat has arrangements with many different businesses in order to meet its mission. Some examples include:

- Square D/Schneider Electric is participating in a grant program to provide 22,500 Habitat homes across North America with circuit breakers and other related electrical equipment. To help kick off the joint venture, more than 200 Square D/Schneider Electric business leaders volunteered their time in Gautier, Mississippi in January 2007, working alongside residents on one of Habitat's largest corporate build sites in the Gulf Coast.

- Whirlpool donates a refrigerator and range to every new Habitat for Humanity home built in North America. Every year, thousands of Whirlpool employees volunteer their own time to Habitat builds around the country.

- Nissan donated 50 full-size Nissan Titan trucks to support the organization's rebuilding efforts in the Gulf Coast region due to the devastation of the 2005 hurricane season. The retail value of the 50 Nissan trucks is more than $1 million.

Greater Toronto Apartment Association
http://www.gtaaonline.com

The Toronto Community Foundation (TCF) is a non-profit organization whose mission is to ensure the vitality of Toronto and make Canada's biggest city a better place to live, work, learn and grow. It worked as a convener to help form the Greater Toronto Apartment Association (GTAA). In only ten months, TCF was able to pull together private sector landlords with social housing representatives and convince the Ontario provincial and Toronto municipal authorities to create, help fund and administer a unique pilot project to provide hundreds of low-income families with access to more affordable housing.

The Greater Toronto Apartment Association (GTAA) represents the interests of greater Toronto's most active and concerned firms participating in the multifamily rental housing industry. In a climate of rapidly changing issues such as realty taxes, municipal fees, property and fire standards, inspections and bylaws, the GTAA was established as a municipal association to advocate for the rental housing industry and to provide a source of vital information, representation and leadership in the rental housing industry.

The GTAA played a vital role in the Strong Communities Housing Allowance Program, which was designed to make existing rental housing more affordable. Through a collaboration with landlords, the program provided an opportunity to maximize the use of vacant rental units in high vacancy rate environments. Rents of eligible households were reduced by approximately $300 per month. $150 of this was provided by the provincial government, and the other $150 from participating landlords.

The role of the GTAA was to win over the landlords to the program. Through a letter campaign, the GTAA was able to quickly find more than a dozen major landlords offering as many as 1,000 units. Many agreed that it was better to have units rented with nominally lower revenues than sit empty.

Home Depot

http://www.homedepotfoundation.org

The Home Depot seeks to impact the broader community by building mutually beneficial relationships with non-profit organizations and making positive contributions to communities. The Home Depot believes that improving communities goes beyond addressing short-term issues and results. Building community should inspire civic engagement, service and volunteerism.

As an extension of its sales motto, "Doing the right thing instead of just doing things right," the Home Depot invests company resources to secure safe and affordable homes in the hundreds of communities where it does business and where its employees and customers live. That includes providing supplies and volunteers for rebuilding areas hit by natural disasters and encouraging its employees to work with local organizations and youth to design and build neighbourhood playgrounds. Home Depot also funds affordable homes for low-income individuals and families in cooperation with national builders such as Habitat for Humanity and Rebuilding Together, as well as community-based developers around the country. The company also collaborates with YouthBuild in more than two-dozen cities to put young adults with troubled pasts in classrooms where they acquire basic skills before receiving training on inner-city construction sites. Some of these young people have joined the ranks of the company's full-time employees.

As well as encouraging volunteerism in their employees, the Home Depot also has an extensive grant program to support affordable housing. The Home Depot Foundation provides grant funding to non-profit organizations whose mission and goals are similar to the Foundations.

Christie Ossington Neighbourhood Centre

A transitional housing development of 20 bachelor units in Toronto is designed to help formerly homeless men make the transition from shelter life to more stable accommodations. Weall & Cullen Gardens provided expertise and financial support to design the gardens for this development.

Appendix B: Identifying Market Opportunities for Collaboration

Earlier in this resource we indicated that businesses become involved in partnerships and collaborations for social change from a variety of motivations. The most successful collaborations occur when the goals of the business sector and the non-profit sector converge. This is most likely to happen when the collaboration can identify some market interventions that will make it easier for business to participate – e.g., increase sales, decrease costs, improve recruiting, develop preferred market positions, etc.

This appendix will provide some analytical frameworks for identifying helpful market interventions.

The following chart[13] provides an overview of the variety of ways that business operations, including marketing and product development, human resources, community relations, supply chain management, finance and facilities operation, can play an important role in improving outcomes for low-income individuals and communities. It can serve as a checklist for social change initiatives to use in identifying ways in which business could contribute to the goals of the collaboration.

Assess Whether there is a Market Solution

Once the collaboration has determined that core business operations can help to attain its goals, it will be important to determine why business operations aren't already achieving those goals. What are the barriers that are holding companies back from deploying their operations in ways that help to create income and assets for low-income individuals and communities?

Identifying Market Barriers

There are a wide variety of market barriers that can contribute to poor alignment between market goals and your social change initiative. The most common include:

Information gaps – The business may have a misperception of the risks of hiring or lending to particular demographic groups, or locating in particular communities.

Production costs and pricing – The cost of providing a product or service to a particular group may be uneconomical. This may be because the costs are high, or the market is too small, or in a competitive environment the company doesn't have the ability to pass the costs on to the consumer. A financial institution, for example, may have difficulty creating an affordable account for low-income people because the market isn't large enough to recover the costs of designing, marketing and administering it.

Consumption preferences – A clothier may have difficulty implementing fair trade practices, or a grocer might have difficulty offering local, organic produce, because the customer base isn't willing to pay the premium that the retailers would need to charge.

Organizational culture and biases – A business policy that requires each product line to achieve a particular return on investment, may clash with a request to offer a product that won't meet that return. A business policy to employ only people with certain qualifications may not be ready to make room for people who could do the job, but have lower formal qualifications.

Market environment – Operating conditions in particular neighbourhoods may be poor. Providing home insurance in an area with high vandalism, or opening a retail store in a community with a bad shoplifting history, or setting up a production facility in a place with poor infrastructure, are all examples of this.

A good way to determine what the market barriers are is to interview business leaders from the sectors you wish to collaborate with.

Three Levels at Which to Engage

Non-profits can engage businesses to support their social change initiative at three different levels. The first and most obvious of those is at the level of the individual firm. It can also be helpful to engage businesses at a collective level, or even to work at changing the market environment which has made it uneconomical for the business sector to be organizing its activities in a way that supports the objectives of the collaboration.

The *firm level* is focused on individual businesses. This is the most obvious level and the one that most collaborations begin with. Market barriers at this level typically have to do with the way businesses operate, including the information they have, their values and culture, and their products, services and strategies. An earlier example of offsetting some of the training costs involved in hiring job seekers with employment barriers would be an example of a market

intervention at the level of an individual business. Providing access at favourable rates to property for plant relocation in a low income community would be another example.

The *market operations level* is focused on interactions between the businesses and consumers, or businesses and businesses. This might include setting up a social purchasing portal to assist businesses to access products and services from social enterprises.[14] Or it could involve the establishment of a Workforce Intermediary to coordinate the development of a recruiting program between an industry group and community based organizations who provide services to employment barriered job seekers.

The *market environment level* encompasses the web of institutions, regulations, laws and social expectations that support and surround the market. Convincing a municipality to pass a living wage ordinance that makes it easier for companies who employ certain categories of people to compete for contracts is an example of that. Restricting the rates that fringe financial services such as cheque cashing and payday loan companies can charge is another example.

The following graph[15] depicts the three levels for achieving change in business behaviour, and the primary levers for change at each level.

DETERMINE KEY LEVERS FOR CHANGE
Levels and Levers for Change in Business Behavior

Level: Business
Level: Market Operations
Level: Market Environment

Level: Business
• Leadership
• Organization
• Corporate Culture
• Business Information
• Products & Services
• Networks

Level: Market Operations
• Production Costs
• Consumption Patterns
• Exchange Mechanisms

Level: Market Environment
• Regulations & Taxes
• Voluntary Standards
• Infrastructure
• Stakeholder Engagement

Interventions that Increase the Likelihood of a Market Solution

The previous sections have described the market barriers that may need to be overcome to have a successful collaboration with the business sector. They have also described the three levels at which involvement can be pursued. The purpose of this section is to describe how non-profits can intervene to increase the probability of achieving a market solution that increases business capacity to engage in a social change initiative. The same interventions may be used to encourage other, less intensive levels of business involvement as well.

The Ford Foundation identified five categories of activities that are likely to produce the desired results. They found that increasing the probability of the desired outcome usually required a range of actions, implemented by multiple actors. Here are the five categories of activities:

Create awareness, interest and leadership within the business sector – The business sector may not always be aware of some of the profitable opportunities that exist in low-income communities, or of how businesses could contribute to the transformation of those communities. The businesses may overstate risks and understate rewards. Non-profits can address this by conducting research and disseminating information. The research might include examples of successful non-profit/business collaborations. The dissemination could include books, articles, web pages, etc., and forums to organize and galvanize business leaders' involvement.

Develop new information, products and networks – If the initiative is left with the business sector to design new products and services, the cost may appear prohibitive. Sometimes this hurdle can be overcome if the non-profit designs and tests the product/service before asking business to participate. Individual Development Accounts, for example, were created almost entirely by non-profits, and are embraced by financial institutions across North America.[16]

Address organizational and cultural barriers with management tools and change strategies – When reporting and compensation arrangements in a corporation do not support participation in a social change collaboration, or when faulty assumptions or prejudices related to low-income people and communities exist, non-profits may be able to offer alternative approaches for reporting and compensation, diversity training, or assistance in managing cultural change.

Create new market mechanisms – The creators of the Social Purchasing Portal[14] found a way to link socially conscious businesses with social enterprise suppliers in a way that did not create an undue burden on either side. Workforce intermediaries are often able to provide much value in the recruiting and employee development process, that businesses prefer to recruit through them. Community development corporations are sometimes able to work through a range of bureaucratic issues to assemble land on terms that are attractive to businesses.

Organize for collective action and public policy – These are typically strategies to change public policy or create voluntary industry norms or standards. The social purchasing portal model of engaging a municipality to change its procurement procedures to favour some purchasing from vendors who provide employment to certain employee groups is one possible approach. A requirement for a housing developer to design a portion of their housing for the low-income market, in exchange for the revision of certain zoning restrictions, is another.

Appendix C: Tips for Contacting Potential Business Participants[17]

Once you have identified a contact person and given thought to your approach, you are ready to start recruiting. You can approach a business by phone, by letter or in person, or use a combination of all three. Each approach has its own advantages. It is necessary to take your staff resources into consideration and determine the best approach for your coalition.

By phone: Contacting a business by phone is the fastest recruiting method. It may take a few calls to find the most appropriate contact, but once you are speaking with the right person, the process can move quickly. Phone tips include:

✓ **Schedule time for making your calls**. Scheduling a time to talk with the company not only helps you prepare but shows the company contact that you respect his or her time. No one likes to receive unexpected telephone solicitations. Scheduling the call is a courtesy and puts your name on the contact's calendar. Recruiting calls last, on average, between five and 10 minutes depending on the interest the contact shows and the questions he or she asks. Never call a company if you have less than 15 minutes free.

✓ **Be prepared**. Have your core program and recruiting points in front of you when you make your calls. The points will help you stay focused.

✓ **Practice the message you will leave on voice mail if the contact is not available**. This is very important. Speak clearly, keep the message brief, and leave your name and phone number *at the beginning of the message* so the recipient does not need to listen through the entire message a second time to retrieve your contact information.

✓ **Be mindful of your listener**. Make sure that your contact has time to talk before you start your conversation. This may include offering the opportunity to formally schedule the call for a later date, when the contact is more inclined to give his or her undivided attention. At the beginning of your conversation, ask your contact if he or she is familiar with your issue or organization, and adjust your core points accordingly.

✓ **Use a conversational tone**. Do not read directly from your core points. Explain your program briefly in simple terms. You can fill in details later.

✓ **Show your enthusiasm**. Convey your excitement about the opportunity to work with the company you are calling. Smile when you are talking. It will make your voice sound happy, making a listener more inclined to listen.

By letter: A letter is the most traditional form of business contact. A letter allows you to think carefully about the messages you want to convey to a prospective business. It is important to note that businesses are inundated with paper. In most instances, your letter will be read by an assistant and sorted according to priority. Since your initiative is not a business priority, your letter may end up at the bottom of a review pile. This is why follow-up is important. Letter tips include:

✓ **Personalize your letters**. Avoid sending a generic "Dear Business Leader" letter. A generic letter will end up in the recycling bin.

✓ **Keep your initial letter short and concise**. Your letter should introduce the reader to your program and convey your interest in working with the company. The letter should be a one- or two-page document.

✓ **Have a colleague proofread your letter before it is sent**.

✓ **Close a recruiting letter by letting the reader know when you will follow up**. Be proactive in your letters. Do not close a recruiting letter by asking the business to contact you.

A note on e-mail: E-mail correspondence is becoming an acceptable method of business communication. However, for business recruiting purposes, a paper letter is the recommended form of written communication until a relationship with a business contact is established or a contact has indicated a preference for using e-mail. Unsolicited e-mail is even easier to ignore than an unexpected letter.

In person: While you may not have time to meet with every company or association on your list, attempt to meet with your top choices. A face-to-face meeting is one of the most effective ways to focus a company's attention on your issue, and the need and opportunity for its participation. Meeting tips include:

✓ **Confirm your meetings**. Call the day before or the morning of the meeting to confirm the meeting time. Double-check the number and names of those attending so you can provide the appropriate quantity of materials.

✓ **Confirm equipment needs**. If you are planning to show a video, PowerPoint or overhead presentation, confirm that the equipment will be available. For example, if you bring your own PowerPoint projector, make sure the room has outlets and ask if there are extension cords available.

✓ **Presentation protocol**. A PowerPoint or overhead presentation may be too impersonal for a small meeting. Consider other options such as creating a portfolio of information.

✓ **Video protocol**. In general, a video that is five minutes in length or less is appropriate to show in a meeting. A longer video should be left with the business contact to view at his or her convenience.

✓ **In the beginning**. Begin a meeting by thanking the business representatives for meeting with you and confirm the amount of time they have available for the meeting. If you confirm the length of time at the beginning of the meeting, you will be able to prioritize your core points accordingly. Respect the time of the business contact and do not exceed the time slot.

✓ **Be clear about what you want**. It is important to let the company know early and clearly what specific help you are seeking. Select several opportunities and benefits to provide a choice to the company.

✓ **At the end**. End a meeting by summarizing the key points and any next steps that were discussed and thank the business representatives for their time.

✓ **Expect the unexpected**. Think ahead and be prepared (e.g., the PowerPoint presentation doesn't work, the contact person has less time available than anticipated, more people attend the meeting than expected).

✓ **Leave information behind**. Even if you have already sent an information kit, bring sample materials with you to the meeting to leave behind with the business contact.

Appendix D: The Seven C's: Questions for Partners[18]

James Austin's *The Collaboration Challenge* presents the seven C's of strategic collaboration. The following, reproduced from *The Collaboration Challenge,* are questions you can use to assess an alliance against the seven C's.

Connection with Purpose and People

- To what extent are individuals personally and emotionally connected to the social purpose of the collaboration?
- Have individuals been able to touch, feel, and see the social value of the collaboration?
- What level and what quality of interaction exist among senior leaders?
- To what extent do personal connections and interactions occur at other levels across the partnering organizations?
- How strong are interpersonal bonds?

Clarity of Purpose

- What is the purpose of the collaboration?
- Where does the relationship fall on the Collaboration Continuum (is it philanthropic, transactional, or integrative), and where does each partner want it to be?
- Have the partners escaped the gratefulness and charity syndrome?
- Do both partners have written collaboration purpose statements?
- Has each partner determined the different functions and relative importance of the partnerships already existing in its collaboration portfolio?

Congruency of Mission, Strategy, and Values

- How well does each partner understand the other's business?
- What are the missions, strategies, and values of each partner?
- What are the areas of current and potential overlap?
- How can each partner help the other accomplish its mission?
- To what extent is the collaboration a strategic tool for each partner?
- Have the partners engaged in shared visioning about the future?

Creation of Value

- What resources of each partner are of value to the other?
- What specific benefits will accrue to each partner from the collaboration?
- Do benefits outweigh costs and risks?
- What social value can be generated by the alliance?
- What new resources, capabilities, and benefits can be created by the collaboration?
- Are resource and capability transfer two-way?
- Are benefits equitably balanced between the partners?

- Has the value exchange and creation depreciated? If so, to what extent?
- Can the Collaboration Value Construct be renewed and enhanced?
- Is it time to end the collaboration?

Communication between Partners

- What level of respect and trust exists between the partners?
- Is communication open and frank, and is critical communication constructive?
- How is communication between the partners managed?
- Does each partner have a partner relationship manager?
- What channels and vehicles are used to communicate internally?
- Are there potential dissenters, and can they be converted?
- How does the alliance communicate externally?
- Do the partners have a coordinated external communication strategy and program?
- Is the partnership under publicized?

Continual Learning

- What has each partner learned from the collaboration about how to work with another organization more effectively and create greater partner and social value?
- How has this learning been incorporated into the collaboration?
- Is there a process for routinely assessing learning from the collaboration?
- Is complacency stifling innovation?

Commitment to the Partnership

- What is the level of organizational commitment to the partnership, and how is this commitment demonstrated?
- What is the trend in investments (personal, financial, institutional) in the partnership?
- Are the partners' expectations of one another high?
- What is the composition of each partner's collaboration portfolio, and where does this alliance fit within those portfolios?
- Are the portfolios consistent with the partners' collaboration capacities?

Appendix E: Resources for Further Study

- The Ford Foundation. *Part of the Solution: Leveraging Business and Markets for Low-Income People.* Los Angeles: Laufer Green Isaac, 2005. Available from: <http://www.fordfound.org>.

  Incredible resource based on $45 million in grants to 50 organizations over 8 years. All grants related to leveraging business and markets for low-income people, accompanied by thorough research and reporting.

- Covering Kids and Families. *Engaging the Business Community: A Guide to Business Outreach.* Columbia: Covering Kids and Families, 2006. Available from: <http://coveringkidsandfamilies.org>.

  An overall process of planning to work with individual businesses. Loaded with concrete suggestions for making the case, identifying benefits, planning the partnership etc.

- Canadian Business for Social Responsibility. *Partnering for Innovation: Driving Change Through Business/NGO Partnerships.* Toronto: Canadian Business for Social Responsibility, 2005. Available from: <http://www.cbsr.bc.ca>.

  Provides Canadian and global experience. Good materials on success factors, barriers, identifying community assets that are attractive to business etc.

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  A workbook, with processes, tools etc.

- World Business Council for Sustainable Development. *Doing Business with the Poor: A Field Guide.* Geneva: Atar Roto Presse, 2005. Available from: <http://www.research-alliance.net>.

  A corporate perspective on how to identify and develop business opportunities in low-income markets.

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Appendix F: Endnotes

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